Listening Project Plan – 15SEP22

As noted in the Invitation to Negotiate (ITN), the results of this project will be used by the Children's Trust of Alachua County "to identify and characterize ways to support all of Alachua County's children and to determine how the Trust resources can be invested wisely to achieve collective community impact." The ITN outlined the Trust's four planned uses for this project, as well as three goals/objectives:

- *Ensure that various stakeholders have meaningful input into strategic planning of the Trust.*

- *Reveal findings that will allow the Trust to develop priorities and strategies to address the identified needs and gaps while utilizing and mobilizing existing community strengths and resources.*

- *Maximize the impact of the Trust resources in addressing the needs of Alachua County children.*

Work Plan Tasks

Coordination Plan

Prismatic will coordinate with Children's Trust staff, steering committee members, and Board on a regular basis. Monthly check-in Zoom calls will be held on the 4th Friday of each month at 10:00 am. Prismatic's project manager and other staff as needed will participate in these calls. The initial agenda for each call will be:

- discussion of activities completed in the previous month

- review of challenges or changes in project progress since the last call

- review of activities scheduled to occur in the upcoming month

- review of upcoming project products and their deadlines

TASKS 2 & 3
Listening Activities – Interviews, Focus Groups, Community Meetings, and Surveys

For this project, we propose both the typical, initial survey to collect a wide variety of opinions but then also a **follow-up survey to a targeted selection of first-survey respondents**, in order to fully explore emerging themes. Prismatic's process for developing and administering surveys includes seven subtasks.

	Survey Task	Activities
1	Survey Items Approval	- Develop survey in collaboration with Trust staff and key stakeholders (i.e., steering committee)
2	Translation of Survey	- Translate survey into various languages. Based on Census data, we believe that a Spanish language translation for parent/caregiver and teenager instruments would be useful on this project. We could also accommodate additional survey translations, if needed.
3	Launch of Survey	- This process will vary, depending on the survey audience. For the Trust partners and providers, the survey would be launched by direct email contact, with a link to the secure survey site. For parents/caregivers, the survey would be launched via news release, sharing the survey link with program providers, posting it on the Trust website, via email/text lists maintained by partners/providers etc. - Develop distribution methods in addition to online, if needed - Going live and receiving responses - Troubleshooting
4	Boosting Response	- Emailing reminders - Follow-up emails for non-responders - Outreach to encourage robust participation
5	Close Survey	- Review response rates along various dimensions to determine whether sufficient responses have been received. If not, conduct additional outreach efforts.
6	Aggregate Survey Results	- Outreach results and response rates - Review demographic data to ensure adequate cross-sections - Review closed-ended responses and code open-ended responses - Develop aggregate draft analyses. - Hold data party with client to discuss initial analyses. This will be held during the February 2023 steering committee meeting (date pending).

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7	Summarize Findings	⟩ Write narrative report, then discuss with Trust staff. ⟩ Prepare PowerPoint and other presentation materials. Provide survey results in Excel to the Trust. ⟩ Present result to the Trust's Board on April 10, 2023.

Listening project activities and methods vary by stakeholder group.

We propose to conduct specific surveys with all major stakeholders other than staff.

	Stakeholder Group					
Data Collection Method	**Trust Staff**	**Trust Partners**	**Provider Agencies**	**Key Informants**	**Parents & Caregivers**	**Youth/Teenagers**
Survey		X	X	X	X	X
Focus Group/Community Meeting		X	X	X	X	X
Targeted Interview	X	X		X	X	X

To allow our surveying work to learn from each survey, we propose an iterative schedule of survey launches, beginning with those most involved in the specific work of the Trust, then extending to parents, caregivers, and teens. Once survey results are analyzed, we will determine the need to do a second round of surveys to any of the stakeholder groups. This will allow us to dive more deeply into areas as needed.

To ensure the widest possible listening work, we propose an iterative process for focus groups as well, leaving open the possibility for additional focus groups with various stakeholders as the project progresses. This will allow for deeper exploration as insights are developed as well as provide for any necessary course corrections. To that end, Prismatic will conduct an initial nine focus groups with parents/caregivers, then an additional three if we determine that deeper exploration in some areas is needed. In terms of geography, the initial nine parent/caregiver focus groups will be held in these areas:

⟩ two Spanish-language focus groups, one in the Gainesville area (zip code 32608) and one in the Newberry area (zip code 32669)

⟩ three focus groups covering high percentage African-American areas: Alachua (32615), Hawthorne (32640), and Archer/Newberry (32618/32669)

⟩ four focus groups covering Gainesville (32601), High Springs (32643), Waldo (32694), and Micanopy (32667)

Likewise, Prismatic will conduct an initial three teen focus groups, then conduct an additional two, as needed.

Activity	19-23SEP	26-30SEP	03-07OCT	10-14OCT	17-21OCT	24-28OCT	31OCT-04NOV	07-11NOV	14-18NOV	21-25NOV	28NOV-02DEC	05-09DEC	03-13JAN23
Trust Staff Interviews	X												
Key Informant Interviews (select)	X												
Survey Audience Identification	X	X	X	X	X	X							
Partner Survey Window			X	X	X								
Provider Agency Survey Window				X	X	X							
Key Informant Survey Window				X	X	X							
Parent & Caregiver Survey Window						X	X	X	X	X	X		
Teen Survey Window						X	X	X	X	X	X		
Partner Interviews/Focus Groups							X						
Key Informant Interviews/Focus Groups					X								
Provider Agency Interviews/Focus Groups					X	X							
Community Meetings (2)								X				X	
Parent & Caregiver Focus Groups (9)					X			X	X				
Teen Focus Groups (3)					X			X	X				
Parent & Caregiver Focus Groups (additional 3, as needed)												X	X
Teen Focus Groups (additional 2, as needed)												X	X
Community Meeting (additional 1, as needed)													X
Survey Follow-Up Work (as needed)													X

Selection of participants for stakeholder input (surveys, interviews, and focus groups) will done along multiple dimensions:

➤ Ages: Parents to provide input for children ages birth-18 and teenagers will be asked to provide input for middle/high school-aged children

➤ Trust involvement: Prismatic will begin with those currently accessing Trust-funded programs, then reach out to those not currently accessing them, typically by contacting those who inquired about programs but ultimately did not enroll or remain enrolled

➤ Geography: Prismatic will endeavor to obtain substantive input from a cross-section of county municipalities and regions (Alachua, Archer, Gainesville, Hawthorne, High Springs, La Crosse, Micanopy, Newberry, and Waldo), weighted by population

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- ❯ Vulnerable populations – immigrants, victims of domestic violence, housing insecure, juvenile justice involvement, pregnant women/new mothers, special needs

- ❯ At risk/at promise communities – those who have historically not had a voice or have not trusted institutions

- ❯ Past Input Providers: It is almost always useful to seek ongoing input from stakeholders

Survey response monitoring will include these objectives:

- ❯ Responses from 85%+ of partners and provider agencies

- ❯ Responses from 75%+ of key informants

- ❯ Parent/Caregiver:

  - 50+ responses each for the Birth-5, Elementary, and Middle/High child age groups

  - 50+ response from those currently accessing the Trust programs and 50+ from those not currently accessing them

  - 50+ responses each from African Americans and Latinos

  - 50+ responses from low-income families

  - 30+ responses from each of the smaller geographic areas (outside Gainesville) and at risk communities (at risk is more vulnerable pops than specific geographies)

  - 30+ responses from each vulnerable population, where possible (relying upon providers/partners to share with members of various vulnerable populations and/or self-identification in the survey's demographic questions)

- ❯ Teens:

  - 50+ responses each for the middle and high school age groups

  - 50+ response from those currently accessing the Trust-funded programs and 50+ from those not currently accessing them

  - 30+ responses each from African Americans and Latinos

  - 30+ responses from low-income students

  - 20+ responses from each of the smaller geographic areas (outside Gainesville) and at risk communities

  - 20+ responses from each vulnerable population, where possible

Survey respondents will be allowed to count for multiple categories, which will help to minimize the overall number of survey responses needed while also obtaining sufficient responses for meaningful analysis by geographic area and key demographic characteristics.

Recruitment strategies will vary by target population, but will focus first on contact resources available through the Trust partners and providers.

Target Population	Recruitment Strategies
the Trust Staff Interviews	⯈ Email with interview request
Key Informant Interviews	⯈ Receive initial list from the Trust ⯈ Email interview request, with option for in-person or Zoom interview ⯈ Use snowball sampling
CTA Partner Survey Respondents	⯈ Receive initial list from the Trust ⯈ Provide survey link with instructions to share as needed to other relevant partners or additional staff within the same partner organization (snowball sampling)
Provider Survey Respondents	⯈ Receive initial list from the Trust ⯈ Provide survey link with instructions to share as needed to other relevant current or potential providers or additional staff within the same provider organization (snowball sampling)
Parent & Caregiver Survey Respondents	⯈ Post on the Trust website ⯈ Issue press release (the Trust) ⯈ Provide survey link to current providers with request to share ⯈ Provide current providers with $25 incentive for obtaining 10 survey responses (can be repeated up to 30 survey responses per group) ⯈ Request communication from the school district, schools, partners, and other organizations (churches, civic groups, etc.) to families with the survey link ⯈ Offer survey respondents a chance to win one of three $25 gift cards ⯈ Ask respondents to share link with other families (snowball sampling) ⯈ Monitor survey returns by demographic subgroups and, as needed, post flyers in areas with underrepresentation and send staff to identified locations to personally solicit responses
Youth/Teen Survey Respondents	⯈ Post on the Trust website ⯈ Issue press release (the Trust) ⯈ Provide survey link to current providers with request to share ⯈ Provide current providers with $25 incentive for obtaining 10 survey responses (can be repeated up to 30 survey responses per group)

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Target Population	Recruitment Strategies
	❯ Request communication from the school district to student with the survey link
	❯ Request communication from partners to students with the survey link
	❯ Offer survey respondents a chance to win one of three $25 gift cards
	❯ Monitor survey returns by demographic subgroups and, as needed, post flyers in areas with underrepresentation and connect with additional groups
Provider Agency Interviews/Focus Groups	❯ Receive initial list from the Trust ❯ Email focus group request
Community Meetings	❯ Post on the Trust website ❯ Provide email and flyer to provider and partner agencies ❯ Provide email and flyer to other relevant community groups, such as churches, social/affinity groups ("Hmong Community Association", NAACP, etc.)
Parent & Caregiver Focus Groups	❯ Request support in recruiting participants from school district (including systems of care, equity, migrant, VPK/HIPPY, and Title I offices) and provider agencies ❯ Host focus groups at provider sites where possible ❯ Provide $25 gift card for participation
Youth/Teen Focus Groups	❯ Request support in recruiting participants from school district (including equity office) and provider agencies ❯ Provide email and flyer to student council and affinity clubs (GSAs, Asian Heritage, Hispanic Honor Society, etc.) ❯ Host focus groups at provider sites where possible ❯ Provide $25 gift card for participation
Survey Follow-Up Work	❯ Contact those who completed the first survey and agreed to complete a second survey if needed. ❯ Provide $15 gift card for second survey completion

Key Outcomes of Tasks 2 and 3:

❯ Survey launch plan
❯ Survey monitoring
❯ Onsite outreach, as needed to hit survey targets
❯ Stakeholder survey results
❯ Customized interview and focus group guides
❯ Selection of/invitation of cross-section of representatives from larger stakeholder groups
❯ Completion of a variety Listening Activities across Alachua County with multiple stakeholder groups

❯ Submission of collected data to Trust staff

TASK 4
Develop Preliminary Issues

In this task we will work closely with Trust staff and steering committee members to review emerging themes. We will draw together the initial results of the surveys, focus groups, and interviews. We emphasize that these are initial results. We believe in a truly collaborative approach. That means that all of our initial conclusions and recommendations will be discussed with you thoroughly prior to development of reports and infographics.

We will develop a SWOT analysis, identifying the Strengths, Weaknesses, Opportunities, and Threats of the work of the Trust and its partners in serving all Alachua County children. It is important to emphasize the organization's current status in this task; sometimes, yesterday's programmatic strengths have attenuated into weaknesses or become a weakness due to a change in the operational environment. It is also important to approach this task with sensitivity – we recognize that no organization is perfect, but that it can also be difficult for an organization to acknowledge its weaknesses.

We will then undertake an analysis of the gaps between the current state and the future state to determine what needs to be done to move toward an improved future state. To accompany this analysis, we will identify risks associated with each potential future state. With any change, there is risk. Even well-laid plans and solid execution do not guarantee future success. However, a careful assessment of risks associated with each future state scenario should point to key factors for success as well as identify areas in which leaders should attempt to mitigate known risks.
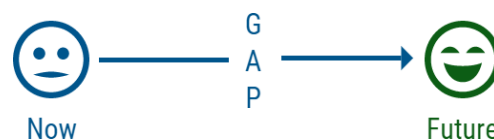
Key Outcomes of Task 4:

❯ List of Preliminary Issues by Area
❯ SWOT and Gap Analyses
❯ Ongoing collaboration with Trust staff and steering committee
❯ In-person data party with Trust's Steering Committee in February 2023

TASK 5
Develop Multiple Drafts

This task comprises an iterative process between the Prismatic project manager and Trust staff. We have no interest in developing a heavily footnoted, esoteric, academic report that will immediately begin to gather dust on the shelves. We intent to provide the Trust and the community with understandable and actionable reports and infographics that help drive organizational improvement.

We anticipate that the main report will include collective county-level results, as well as extensive geographic and key stakeholder group breakdowns. All Prismatic reports are heavy on data graphics, as we find this method is typically accessible to most audiences.

Once a draft product is submitted, Prismatic expects that the project manager and Trust staff and steering committee will discuss it. As needed, changes to content, format, and tone will be made, until the product meets all client expectations.

Key Outcome of Task 5:

- Initial Report March 20, 2023

TASK 6
Develop Final Report

We understand that final products should reflect positively on the Trust. As such, they should adhere to standards of quality and consistency established by the Trust. We are committed to following those standards.

In the final main report, we will:

- *Identify and focus efforts on priority issues impacting all children birth to 18 in Alachua County.*

- *Make recommendations for an overarching framework and key strategies to address priority issues.*

- *Make recommendations for a strategic plan for the use of Trust funds.*

As desired, we will prepare and provide targeted presentations to stakeholder groups. In these, we will highlight the major findings, commendations, and recommendations of the final report. Our presenter will be prepared to answer questions in detail and to discuss possible avenues for recommendation implementation

Key Outcomes of Task 6:

- Final Report, due March 31, 2023

- Communications Products, mid-May and end of May 2023
- Trust Board presentation on April 10, 2023
- Project Presentation(s)

TASK 7
Submit Work Papers

Prismatic understands once the final products haves been completed and presentation(s) made, the Trust will begin implementing Listening Project recommendations. To that end, the Trust must have a well-organized set of work papers of which to refer in the future. We will ensure proper documentation and records for all information collected (i.e., transcripts, materials used to conduct listening sessions, surveys, video recordings, etc.) are retained and submitted to Trust staff. We have the capability to submit the work papers to the cloud server venue of the Trust's choosing, including iCloud, ShareFile, FTP, Dropbox, Onebox, etc.

Prismatic will develop additional communication products as needed, for instance, a project brief, infographics, dashboard, pamphlet, story map, or short video. These communication products will be used to share back with those who have participated in the Trust's Listening Project and highlight key findings, immediate, and long-term next steps.

Key Outcome of Task 7:

- Organized electronic work papers, end of May 2023
- Initial Communications Products, due on May 15, 2023
- Final Communications Products, due on May 30, 2023