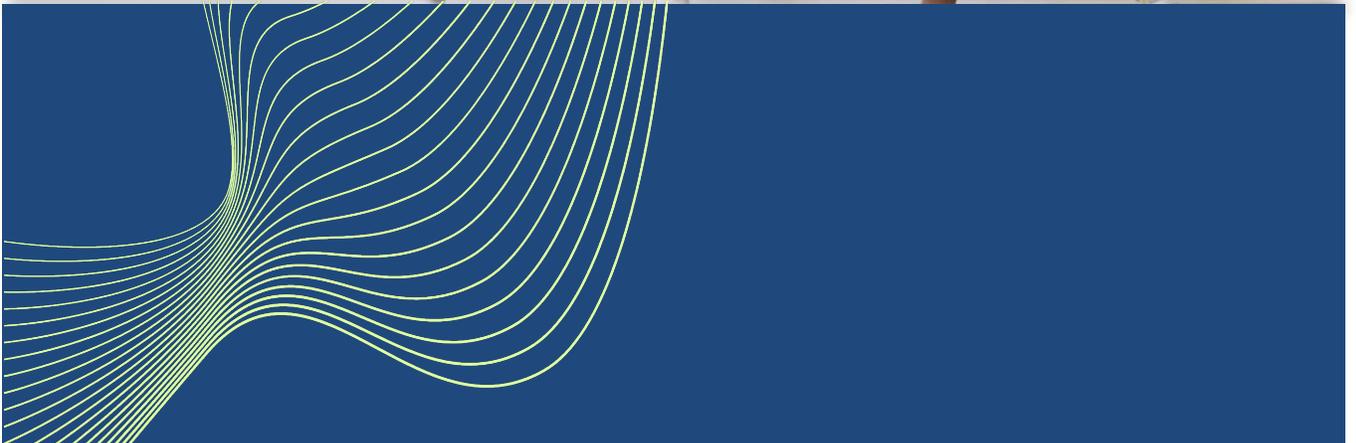




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CHILDREN'S TRUST  
OF ALACHUA COUNTY

# 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



CHILDREN'S TRUST  
OF ALACHUA COUNTY

# 2027 - 2030 STRATEGIC PLAN DRAFT

## Purpose

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

## Mission

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

## Vision

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

## Guiding Principals

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

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



## At- A- Glance

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

## Executive Summary

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

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

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

This updated strategic plan reflects:

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

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

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



# 2027 - 2030 GOALS AND FOCUS AREAS

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## GOAL 1

**Children and Youth are Healthy and Have Nurturing Caregivers and Relationships**

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



## GOAL 2

**Children and Youth can Learn What They Need to Be Successful**

- FOCUS AREAS**
- Early Learning
  - Academic Success



## GOAL 3

**Children and Youth Live in a Safe Community**

- FOCUS AREAS**
- Safe Spaces
  - Prevention



## GOAL 4

**Empower and Equip our Provider Community**

- FOCUS AREAS**
- Agency Capacity Building
  - CTAC Capacity Building



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

# 2027 - 2030 STRATEGIC PLAN **DRAFT** 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**  
There is no coalition or coordinated effort in Alachua County focused on serving children with special needs. We aim to learn more about community needs in this area and convene partners to address them.

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

**STRATEGIES**

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

GOAL 2



FOCUS AREA:EARLY LEARNING

INDICATORS

Kindergarten Readiness, VPK Participation

OBJECTIVE

Children enter kindergarten ready to succeed

STRATEGIES

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

GOAL 2



FOCUS AREA:LITERACY AND ACADEMIC SUCCESS

INDICATORS

Third Grade Reading and Math Proficiency

OBJECTIVE

Children meet or exceed academic standards

STRATEGIES

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

## GOAL 3

## FOCUS AREA: SAFE SPACES

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### INDICATORS

High School Graduation, School Disciplinary Incidents

### OBJECTIVE

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

### STRATEGIES

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

## GOAL 3

## FOCUS AREA: PREVENTION



### INDICATORS

School Safety Incidents, Youth Arrested

### OBJECTIVE

Children and youth build positive decision making skills and relationships

### STRATEGIES

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

## GOAL 4



# FOCUS AREA: AGENCY CAPACITY BUILDING

DRAFT

## INDICATORS

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

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

**Agency Collaboration:** Collaboration among CTAC funded agencies

## OBJECTIVE

Providers are equipped to be successful

## STRATEGIES

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

# FOCUS AREA: CTAC CAPACITY BUILDING

## GOAL 4



## INDICATORS

Organizational Capacity Assessment, Provider Feedback

## OBJECTIVE

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

## STRATEGIES

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

# Monitoring our Progress



# Focus Area: Pre- and Postpartum Family Health

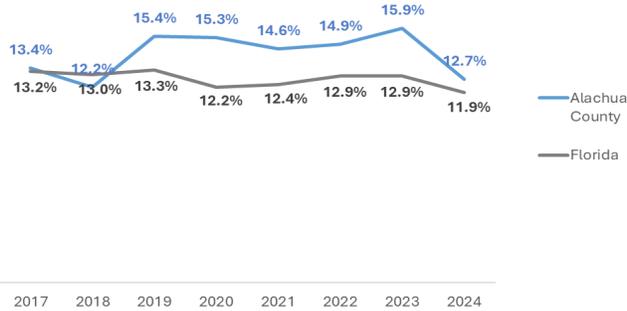
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Goal 1: Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

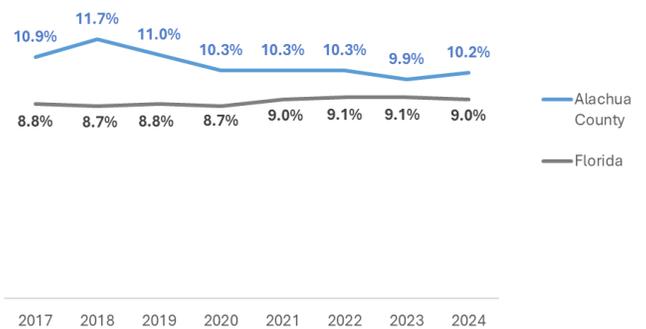
## Indicators

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

Pregnant Woman Feeling Down, Depressed, or Hopeless



Low Birth Weight Births



## Rationale

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

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



## Objective

Parents are mentally healthy and supported.



## Strategies - What Works?

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

# Focus Area: Pre- and Postpartum Family Health **DRAFT**

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

## CTAC Implementation Plan

### Specific Tasks

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

## Key Partnerships

### Funded Initiatives

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

### Key Collaborators

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

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

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

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

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

# Focus Area: Infant and Early Childhood Health

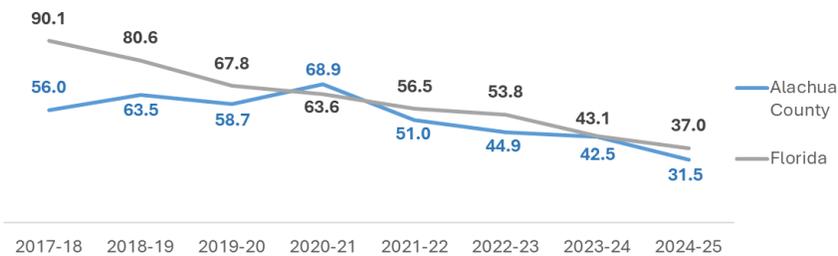
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Goal 1: Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

## Indicators

Verified Findings of Child Maltreatment  
Developmental Screening

Verified Findings of Maltreatment Per 10,000 Children



## Rationale

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

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



## Objective

Children are nurtured and developing.



## Strategies - What Works?

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

# Focus Area: Infant and Early Childhood Health

**DRAFT**

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

## CTAC Implementation Plan

### Specific Tasks

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

## Key Partnerships

### Funded Initiatives

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

### Key Collaborators

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

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

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

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

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

# Focus Area: Comprehensive Health

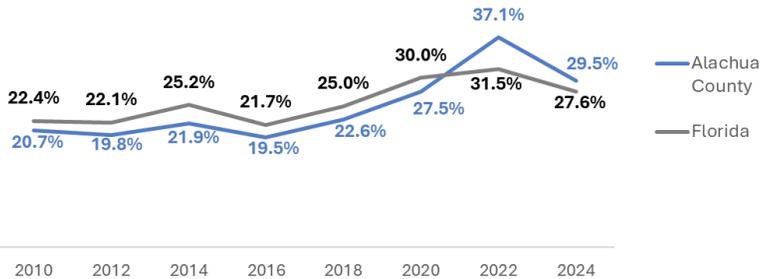
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Goal 1: Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

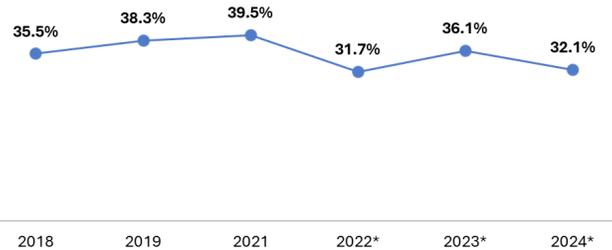
## Indicators

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

**DRAFT**

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

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

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

# Focus Area: Children and Youth with Special Needs

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

DRAFT

## Indicators

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



## Rationale

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



## Objective

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



## Strategies - What Works?

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

# Focus Area: Children and Youth with Special Needs

**DRAFT**

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

## CTAC Implementation Plan

### Specific Tasks

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

## Key Partnerships

### Funded Initiatives

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

### Key Collaborators

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

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

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

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

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

# Focus Area: Early Learning

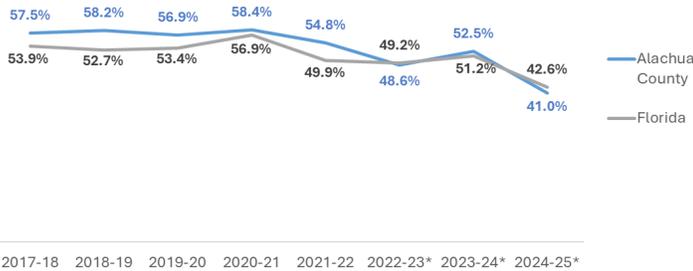
Goal 2: Children and Youth can Learn What They Need to Be Successful

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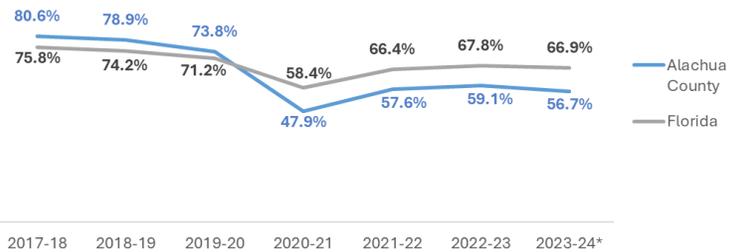
## Indicators

### 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

**DRAFT**

## 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 (HIPPOY)
- United Way of North Central Florida
- Alachua County Library District
- Anita Zucker Center for Excellence in Early Childhood Studies

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

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

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

# Focus Area: Literacy and Academic Success

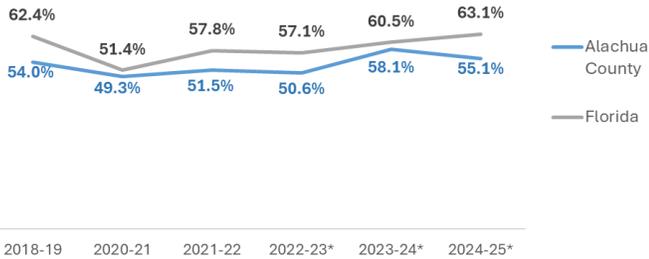
Goal 2: Children and Youth can Learn What They Need to Be Successful

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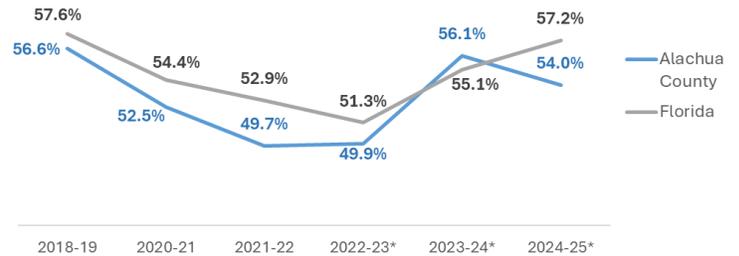
## Indicators

### Third Grade Reading and Math Proficiency

Grade 3 Students with a Level 3 or Higher in Mathematics



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



## Rationale

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

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



## Objective

Children meet or exceed academic standards.



## Strategies - What Works?

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

# Focus Area: Literacy and Academic Success

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

**DRAFT**

## CTAC Implementation Plan

### Specific Tasks

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

## Key Partnerships

### Funded Initiatives

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

### Key Collaborators

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

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

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

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

# Focus Area: Safe Spaces

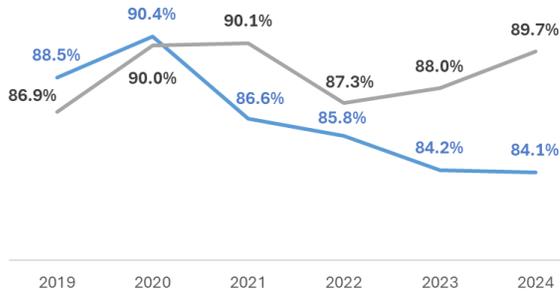
Goal 3: Children and Youth Live in a Safe Community

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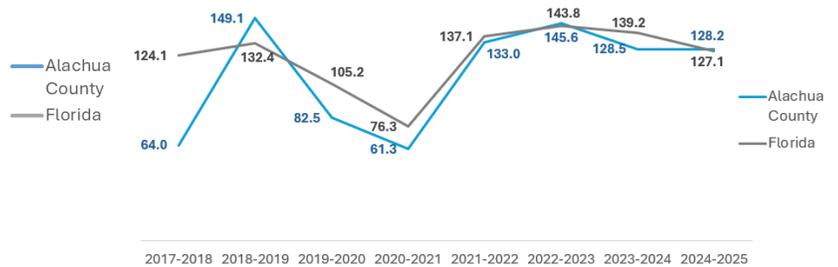
## Indicators

### High School Graduation, School Disciplinary Incidents

High School Graduation Rates



School Disciplinary (Per 1,000)



## Rationale

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

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



## Objective

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



## Strategies - What Works?

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

# Focus Area: Safe Spaces

Goal 3: Children and Youth Live in a Safe Community

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## CTAC Implementation Plan

### Specific Tasks

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

## Key Partnerships

### Funded Initiatives

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

### Key Collaborators

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

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

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

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

# Focus Area: Prevention

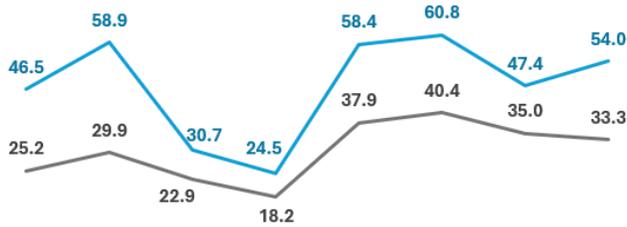
Goal 3: Children and Youth Live in a Safe Community

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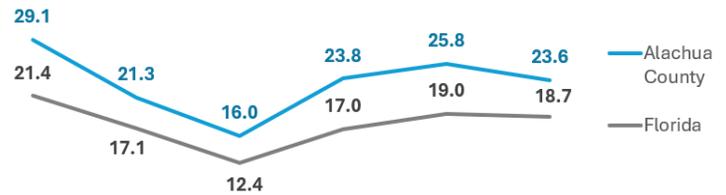
## Indicators

School Safety Incidents, Youth Arrested

School Safety Incidents (Per 1,000)



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



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

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



### Rationale

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

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



### Objective

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



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

# Focus Area: Prevention

Goal 3: Children and Youth Live in a Safe Community

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## CTAC Implementation Plan

### Specific Tasks

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

## Key Partnerships

### Funded Initiatives

- Youth Leadership and Conflict Resolution Programs
- Community Dialogues

### Key Collaborators

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

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

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

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

# Focus Area: Agency Capacity Building

Goal 4: Empower and Equip our Provider Community

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## Indicators

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

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

**Agency Collaboration:** Collaboration among CTAC funded agencies



## Rationale

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

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

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



## Objective

Providers are equipped to be successful.



## Strategies - What Works?

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

# Focus Area: Agency Capacity Building

Goal 4: Empower and Equip our Provider Community

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## CTAC Implementation Plan

### Specific Tasks

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

## Key Partnerships

### Funded Initiatives

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

### Key Collaborators

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

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

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

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

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

# Focus Area: CTAC Capacity Building

Goal 4: Empower and Equip our Provider Community

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## Indicators

Organizational Capacity Assessment, Provider Feedback



## Rationale

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

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



## Objective

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



## Strategies

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

# Focus Area: CTAC Capacity Building

Goal 4: Empower and Equip our Provider Community

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## CTAC Implementation Plan

### Specific Tasks

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

## Key Partnerships

### Funded Initiatives

- Center for Nonprofit Excellence
- Nonprofit Lifecycles Institute

### Key Collaborators

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

## How will we know strategies are making an impact?

### Measuring Results

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

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

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**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

