



## **STEERING COMMITTEE AGENDA**

April 14, 2022 at 1:00 PM

CTAC, 802 NW 5th Ave, Gainesville, FL 32601

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### **Call to Order**

**Chair Twombly called the meeting to order at 1:00 pm.**

### **Roll Call**

#### **PRESENT**

Chair Cheryl Twombly  
Member Maggie Labarta  
Member Lee Pinkoson  
Member Ken Cornell

#### **ABSENT**

Member Patricia Snyder

### **Agenda Review**

**Motion to approve the Agenda made by Member Cornell, Seconded by Member Pinkoson.**

Motion was unanimously approved by voice vote.

### **Discussion Items**

1. Organizational Meeting for Strategic Plan

The CTAC Board Members of the Steering Committee met with Dr. Catherine Raymond to discuss possible steps in the strategic plan.

Dr. Raymond asked the group about their past experience with strategic planning and what was useful and not useful. Member Pinkoson mentioned that we need to focus in on our priorities. Member Labarta mentioned accountability and clear, actionable, and measurable results; she said that the Trust's previous approach was data-driven, but needed to be community informed. Chair Twombly asked how to move forward in a way that the community is receptive and that will validate if the CTAC is focused on the right indicators. Member Cornell mentioned community buy-in improves if they feel heard and part of the process.

The group discussed future meeting schedules with the board committee, the full steering committee with public participation, and workshops with the Board. They also estimated that each section of the strategic planning process would take four months – 1. Listening project and

RFP, 2. Committee to draft a strategic plan, 3. Use the strategic plan to decide the FY24 budget plan and priorities.

Dr. Raymond will create a project outline and proposal for the first step - the community listening piece – who and how do we approach?

Member Labarta mentioned the need to fund CTAC's four goals more evenly. What theory of change or funding methodology will produce the broadest impact?

### **General Public Comments**

Dr. Sunshine Moss

### **Adjournment**

**Chair Twombly adjourned the meeting at 1:46 pm.**

Additional attendees: Dr. Catherine Raymond (Raymond Consulting, LLC), Kristy Goldwire (CTAC Acting Executive Director), and other CTAC staff: Dr. Dan Douglas, Bonnie Wagner, Mia Jones, Elizabeth Cayson, and Ashley Morgan-Daniel.

# **Children's Trust of Alachua County**

## **Proposed Strategic Planning Steering Committee**

### Background

At its February 23 retreat the Board endorsed the idea of a strategic planning process to

1. Update goals using data that is readily available and broad community input to better understand the needs and opportunities for change within the community.
2. Use the information gained through this process to update goals and priorities and develop a long-term funding strategy.

### Charge

To effectively conduct the process, a steering committee is recommended that can recommend to the board effective mechanisms for gathering information and to guide the process for building the new strategic plan. Included in their charge is

1. Proposing mechanism for updating needs assessment
2. Addressing the following issues discussed at the retreat:
  - a. What is the best allocation of CTAC funds?
  - b. CTAC's conceptual framework and theory of change
  - c. What role should CTAC play in coordinating/collaborating with other public agencies and municipalities?
  - d. Should CTAC serve as a backbone organization for Collective Impact?
  - e. How do we help build provider capacity and mitigate risks associated with non-profits with limited contracting experience and who may need support to be effective provider using public funds?
  - f. How can CTAC best leverage other public funding sources?
3. Proposing approach to community information gathering, including outsourcing and engaging community members, using the information gathered at the retreat (See attachment – "Community Listening").
4. Reviewing the work process as the plan develops.
5. Assisting with the draft of a final plan to be presented to the Board for approval.

### Membership

3-4 CTAC Board members

Interim CTAC Executive Director/Executive Director once hired

CTAC Director of Community Engagement

4-5 Community representatives

Membership should be closed to facilitate continuity of discussion, but meetings noticed with opportunity for public comment provided.

### Special Resources to the Committee

It is recommended that the committee use a consultant with experience with CSC's to help lead the process. Given the need to recruit a new ED, the staff at the CTAC are stretched thin and a consultant would carry a great deal of the workload associated with the planning, information gathering, and writing required. The listening tour, while leaning heavily on community members, would benefit from the expertise of a firm or consultant with experience in surveying and focus groups.

## **Attachment: Community Listening**

Below is list of topics and audiences that the board would like to see in the community listening process.

### Topics and Questions

- What gaps exist in terms of available services as well as populations served?
- A rank order of types of supports needed by children and families
- Obstacles/barriers to accessing supports
- What formal and informal supports have you found helpful for you and your children? Why, and how, were they helpful?
- What supports do you not have that you or your child need? What would be different if you had these supports?
- How can we best include you in CTAC's decision-making?
- How can we improve our organizational capacity and create the "CTAC way"?
- What helps? What hurts? What would work better? ... in education, health, safety, etc.
- What is happening in your neighborhood in terms of assets, service gaps, conditions, etc.?
- Do you know about CTAC? What do you know?
- Are you accessing CTAC services? If not, why not?
- What would improve the quality of life in your community?
- Who else should we talk to?
- What services do you wish you could provide? (for providers)
- What strategies are CTAC-funded providers using to build trust? (for providers)
- Are you partnering with CTAC? If not, why not? (for providers and partners)
- What strategies should CTAC be employing? (for providers and partners)

### Audiences

- Parents and caregivers
- Children
- Sample targeted ages: Birth – 5, early elementary, late elementary/MS, HS/adult
- Sample those currently accessing CTAC programs as well as those not currently accessing
- Sample throughout Alachua County – urban and rural
- Sample vulnerable populations – immigrants, victims of domestic violence, housing insecure, juvenile justice involvement, pregnant women/new mothers, others TBD
- Sample at risk/at promise communities – those who have historically not had a voice or have not trusted institutions
- Providers – current and potential – nonprofit, public, for-profit
- Partners – current and potential – nonprofit, public, for-profit
- Key Informants (e.g., community leaders, Gainesville for All, pediatricians, faith groups, funders, etc.)

### Methods considerations

- Talk to those who ran the initial CTAC campaign to determine who they spoke with
- Recruit community listening participants through trusted partners
- Partner with community organizations and trusted individuals within the community
- Utilize a contractor with experience in this type of data collection
- Recording and professional analysis
- Stakeholder analysis
- Network analysis
- Disaggregate the data by various groups, neighborhoods, etc.