



## CHILDREN'S TRUST REGULAR MEETING AGENDA

May 09, 2022 at 4:00 PM

ACPS District Office Board Room, 620 East University Ave., Gainesville, FL 32601

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### Call to Order

**Chair Dr. Margarita Labarta called the meeting to order at 4:00 PM.**

### Roll Call

#### PRESENT

Chair Maggie Labarta  
Vice Chair Tina Certain  
Treasurer Lee Pinkoson  
Member Shane Andrew  
Member Karen Cole-Smith – participated virtually  
Member Ken Cornell  
Member Nancy Hardt – participated virtually  
Member Patricia Snyder  
Member Cheryl Twombly

#### ABSENT

Member Susan Miller-Jones

### Agenda Review, Revision and Approval

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

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

Motion was unanimously approved by voice vote.

### Consent Agenda

1. Board Attendance YTD
2. 4.25.22 Regular Board Meeting Minutes
3. Board Meeting Evaluation - Survey Results from 4.25.22
4. April 2022 Checks and Expenditures Report
5. 2nd Quarter Budget Review
6. Program Funding FY22

## **General Public Comments**

### **Chair's Report**

#### **7. Executive Director Search Update (Dr. Maggie Labarta)**

As of this meeting, seventeen people have applied for the Executive Director position; the closing date is Friday, May 13, 2022. Atty Swain is nearing completion of a contract with the Alachua County HR Director, Heather Akpan, who will assist with the search for \$82 hourly with a cap of \$5,000.

### **Executive Director's Report**

#### **8. Executive Director's Report (Kristy Goldwire)**

AED Goldwire reported that the first cohort of 13 Alachua County Early Learning Centers have completed the Business Leadership Institute for Early Learning Masterclass. They gain CEUs, have pre- and post-tests to ascertain learning gains, and develop business plans.

Six early learning centers will move forward to the Accreditation Academy, designed to increase the number of Gold Seal programs in Alachua County. This will represent a 40% increase in accredited childcare businesses and account for 243 school readiness subsidized slots in Alachua County.

CTAC funded Summer Camps open later this month. To help promote and increase registration, CTAC has released a video advertisement on WCJB.

AED reported that staff will present a preliminary budget for FY23 at the next meeting.

### **Committee Updates**

#### **9. Data Technical Advisory Committee Update (Bonnie Wagner)**

Staff presented an update from the April 28 meeting. All committee members were present, they discussed data strategy, what CTAC is currently collecting, how we gather data, and how collected data is connected with our goals and strategies. They also addressed the advantages of having a data system, and the importance of tracking individuals over time and across programs. The next meeting will discuss more data sharing and a consent process on May 26.

#### **10. Steering Committee Update (Dr. Maggie Labarta & Cheryl Twombly)**

Chair Labarta and Member Twombly provided an updated timeline of planning activities and meeting sessions for the committee. Dr. Catherine Raymond has offered to facilitate as a strategic planning consultant.

The next step will be to release an Invitation to Negotiate (ITN) for the Community Listening portion. The draft will be discussed at the next committee meeting on May 25, will be presented for board approval on June 13, then released to the public on June 17, 2022.

**Motion made by Vice Chair Certain, Seconded by Member Cornell, to approve a contract with Dr. Catherine Raymond as a strategic planning consultant for the Children's Trust of Alachua County.**

Motion was unanimously approved by voice vote.

## **Presentations**

### **11. Community Engagement and Promotion Update (Elizabeth Cayson)**

Liz Cayson, Community Engagement Coordinator, gave a presentation on how CTAC is keeping the community informed and their strategies to continue to promote and highlight the good work that the Trust is doing.

Through internal communication, targeted outreach, and social media, the Trust is engaging and building stronger relationships with residents, stakeholders, local businesses, governmental agencies, community partners, public organizations, and families across the county. Marketing efforts include promotional materials, email campaigns, newsletters, and local media avenues. CTAC is leveraging its resources to build trust and support community goodwill.

The Trust has joined several of the county's chambers of commerce, the Alachua County League of Cities, professional clubs, rotaries, and more. We are tabling at community events and sharing information about our programs, such as afterschool, summer camp, and TeensWork. In the past three months, CTAC has been represented at 40 locations/events throughout Alachua County.

## **Old Business**

### **12. Evaluation Planning Update (Bonnie Wagner)**

Bonnie Wagner presented and addressed the following two questions: 1. How can we use data to strategically focus on our organizational goals? and 2. How are providers being supported, assessed, and evaluated?

She suggested an interactive dashboard that shows the number of participants served, the funded programs, the strategies, and the goals of the CTAC. She explained how the CTAC monitors programs and our process for continuous quality improvement.

## **New Business**

### **Board Member Comments**

Member Hardt suggested the Trust reach out to the ED of the CHIP program in Roanoke, Virginia. They have about 420 families for wrap around services from conception to age 5, about 1.2 million for the whole household, they have a monthly visit program, and have figured out the trust issue for the opioid families. We could learn so much from them.

Vice Chair Certain asked about the meeting between AED Goldwire, and Todd Hutchison regarding the finance software upgrade with Alachua County. Chair Labarta reported that the advice was for CTAC to hire a CFO or Director of Finance, develop a relationship with the software vendor, and have the CFO/DoF be the system administrator and manage the software implementation.

Chair Labarta mentioned a recent phone call with the Gainesville Chief of Police, Tony Jones, regarding the ongoing issue of youth mental health, the amount of youth violence that he's

seeing, and the amount of trauma that's involved with those children. Recently, several local entities have received money earmarked for mental health, but they all come with restrictions on what they can be used for (prevention, intervention, crisis) and for whom (students, families, etc.).

This issue will be part of the CTAC strategic planning and one of the provider groups that's going to be very critical to listen to.

She suggested an inventory of possible providers in the community to understand who can do what, and with what, and convene with those providers, sooner rather than later. We need to see if there's money in the community that can be better used towards a collective goal, and if so, what are the collective goals and how can we best use the resources that have flooded us right now? Chair Labarta volunteered to facilitate that conversation.

Member Cornell added that he also spoke to Chief Jones and there is a definite sense of urgency. He was in favor of increasing funding and programming for CTAC's first goal: All children are born healthy and remain healthy. He suggested staff call the County for more information regarding who will pay, and for what.

#### **For Your Information**

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

#### **13. Dr Hardt Article**

#### **Next Meeting Dates**

Regular Meeting - Monday, May 23, 2022 @ 4:00 PM  
CTAC Offices, 802 NW 5th Ave, Gainesville, FL 32601

Regular Meeting - Monday, June 13, 2022 @ 4:00 PM  
ACPS District Office Board Room, 620 East University Ave., Gainesville, FL 32601

#### **Adjournment**

**Chair Dr. Margarita Labarta adjourned the meeting at 5:28 PM.**

## CTAC Strategic Planning Activities and Timeline - Revised

Last updated, 05/06/22

### Planning sessions facilitated by strategic planning consultant

- Staff (all sessions virtual) – 7 sessions
- Steering committee (mix of virtual and in-person sessions) – 4 virtual, 3 in-person
- Full Board (all sessions in-person) – 2 sessions

### Notes:

- Timelines and session agendas are in draft form and subject to modification by the steering committee.
- Community Listening-related activities are outside the scope of the strategic planning consultant.
- Throughout the process during board meetings, the strategic planning committee chair will provide updates on strategic planning activities and staff may conduct brief presentations on topics relevant to the strategic planning.

### May 2022

- Steering committee session – Community Listening ITN development

### June

- Community Listening ITN released

### July

- Community Listening contractor selected

### August

1. Community Listening data collection protocols, participants, and dates finalized
2. Staff environmental scan activities completed: Secondary data update, intervention best practices review, peer CSC practices review, other activities TBD
3. Staff planning virtual session (2 hr) – staff environmental scan results discussion

### September

1. Community Listening data collection begins
2. Steering committee ½ day in-person workshop - review of staff environmental scan activities, exploration of potential CTAC theories of change/frameworks

### October

1. Community Listening data collection ends
2. Steering committee virtual strategic planning session (2 hr) – agenda TBD

## November

1. Community Listening initial results submitted to CTAC
2. **Staff planning** virtual session (2 hr) – SWOT exercise
3. **Steering committee ½ day in-person** workshop – review of initial Community Listening results, SWOT exercise
4. **Staff planning** virtual session (2 hr) – prep for December board workshop

## December

1. **Steering committee virtual** strategic planning session (2 hr) - CTAC organizational capacity building – goals and strategies
2. **Board ½ day in-person** workshop - presentation of Community Listening results and staff environmental scan; discussion of potential CTAC theories of change/frameworks; SWOT exercise
3. **Staff planning** virtual session (2 hr) – follow-up from board workshop

## January 2023

1. **Steering committee virtual** strategic planning session (2 hr) - finalize CTAC theory of change, review of mission, vision, principles (if needed)
2. **Staff planning** virtual session (2 hr) – prep for steering committee workshop
3. **Steering committee ½ day in-person** workshop - identify funding priorities and allocations, key goals and strategies and performance metrics
4. **Staff planning** virtual session (2 hr) – drafting of plan contents

## February

1. **Steering committee virtual** strategic planning session (2 hr) – review of plan contents
2. **Staff planning** virtual session (2 hr) – prep for board workshop
3. **Board ½ day in-person** workshop - presentation and discussion of draft plan

## March

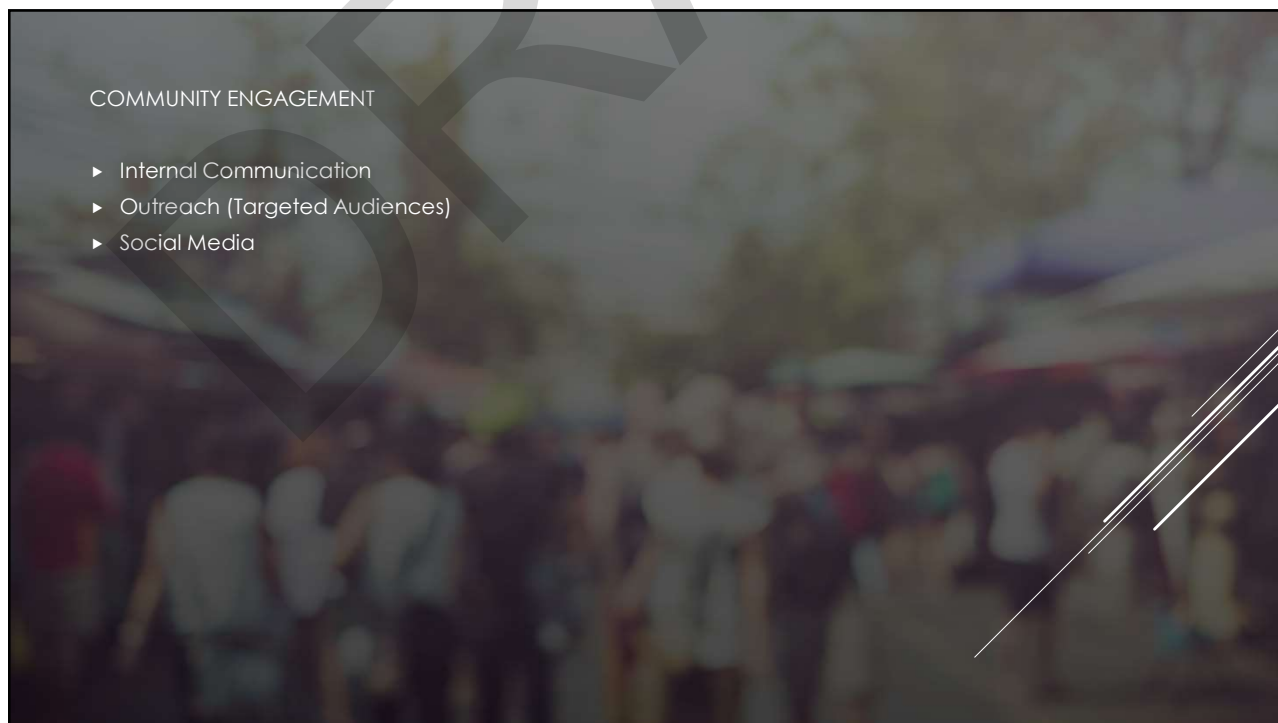
- Final plan presented for approval

### A. Solicitation Timeline

EVENT	DATE / DUE DATE
<b>Release of the competitive solicitation and begin the Cone of Silence</b>	<b>Friday, June 17, 2022</b>
<b>Bidders' Information Session</b> Location: Zoom, Registration link:	TBD
Last day to submit written questions	TBD
Final response to all written questions posted	TBD
<b>Application Submission Deadline</b>	<b>Friday, July 8, 2022, 3 PM E.T</b>
Application Review Period	July 11-13, 2022
Applicant Interviews	July 14-15, 2022
Funding recommendations released; end cone of silence	Monday, July 18, 2022
<b>The Children's Trust of Alachua County Board Meeting review funding recommendations</b>	<b>Monday, July 25, 2022</b>
Appeal period begins if needed	July 26, 2022
Contract negotiations begin	August 1, 2021
Contract begins	August 15, 20222



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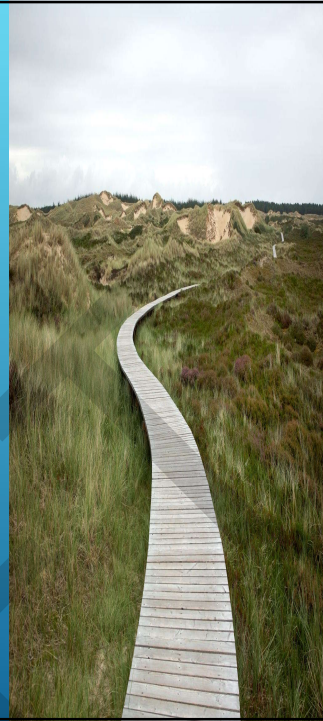


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WHAT's Next....



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THANK YOU!



CHILDREN'S TRUST  
OF ALACHUA COUNTY

12

Good afternoon,

I'm Elizabeth Cayson, Community Engagement Coordinator

For today's presentation, we wanted to provide some information about Community Engagement and how we are keeping the community informed. This is just a snapshot.

Community Engagement is Important because we need to communicate to the public information about our programs; make connections and cultivate relationships across our diverse communities. We engage with residents, stakeholders, and interested parties, for Children Trust to build stronger and trusting relationships between our funded organizations, public organizations and our residents & families residing in Alachua County.

There are several ways we are accomplishing these communication efforts:

- First, we are Meeting INTERNALLY with staff to coordinate and discuss what promotional and marketing materials are needed to promote our services out in the community. Designing and creating flyers, brochures, and marketing pieces specific for our targeted audiences. We are being Intentional with our work, being inclusive of equity access for families and now considering translation of materials to Spanish for our Hispanic and Latino families, which we can do inhouse. Also, are partnering with Rural Woman's Health Project, to get our summer camp & enrichment program information out to their families. Currently they are assisting 700 families.
- We are Responding to telephone calls from the public requesting information, and we are hearing from a larger percentage of Hispanic and Latino families.
- For Internal OUTREACH:
- Continuing to attend zoom meetings and sharing information (Several organizations are continuing to meet via zoom Due to COVID)
- We are raising awareness through email campaigns, sending out flyers, brochures, and newsletters

External Outreach Events-Attending and participating in Health & Wellness events, provider tabling events, and Community Fairs. We distribute marketing materials and provide information to families to inform them about our programs, such as our Afterschool programs, Summer Camps, & TeensWork. We are connecting with people from everyday walks of life who are dealing with real life challenges.

Attend Business & Civic functions & social gatherings, which include early morning events & evening hours. (Gainesville Black Professionals/Rotary/Kiwanis/Woman's Club) Community Engagement is not just an 8 to 5 PM job.

- We are members of several chambers of commerce, the Alachua Chamber, Hawthorne Chamber, High Springs Chamber, Newberry Area Chamber and Greater Gainesville Chamber of Commerce. This offers the Childrens Trust networking opportunities and ways to provide support to local businesses and community partners, including our neighbors in rural communities.



- Continuing to Build relationships with churches and ministerial associations
- We continue to engage with our Municipalities. When I started the feedback, I received from several rural community leaders was that supporters of the Trust requested support from the rural cities and once the referendum passed No one bothered to considered soliciting input from the rural communities. I devised a plan to have presentations delivered before every city in the county starting with our rural communities to update them about the Childrens Trust and how we were funding programs and supporting initiatives in their perspective cities. Trust member Pinkoson joined us at several of those meetings. The presentations were well received. Those meetings were followed up with ongoing communications with some of the city managers, including the initial meeting with Mayor Marlowe to learn more about the Opioid Initiatives and how the Children's Trust could support it. We continue to provide email updates to the cities.
- Legislative Delegation-For Children's Week, we traveled to Tallahassee. I was able to schedule in person meetings with all of our local delegation and it was wonderful to be able to advocate for our initiatives and support FACCT in-person. Senator Perry has requested that we meet with him prior to next year's session to start conversations early on regarding policy changes relating to children's systems of care. This is a wonderful step towards continuing dialogue with our elected officials.

In the past 3 months, we have been to 40 locations/events throughout the County

Social Media is a great way to communicate and engage with stakeholders and community. To put it into perspective:

There is research that has shown that most families have access to a cell phone and many use social media for information.

US Census reports that 94.6% of residents in Alachua County have computers and 86 % have INTERNET service in their home. (<https://www.census.gov/quickfacts/alachuacountyflorida>) (May be different for Rural areas)

We use social media platforms when we are at events to promote our organization and share out information, mostly Facebook, Twitter, and Instagram. We have seen an increase in our Engagement numbers since we have been using social media on a consistent basis. Our Spanish posts have increased in our engagement numbers as well. I am posting messages in English and re-tweeting in Spanish to enlarge our reach.

If you are not following us on social media, please like us/follow us on social media, we are constantly sharing information and highlighting you all as well.

We are putting a face to our organization as we continue to build Trust while serving in the community.

Also, communicating to interested parties about our funding opportunities through Sponsorships, of which I manage.

Here are a few pictures of CTAC staff members out in the community as well as some of the Trust Members.

Greater Gainesville Chamber event with Cynthia Curry, new city manager  
We are attending community event such as 13th Annual MLK Breakfast event Trust Members Ken Cornell & Karen-Cole Smith were present.  
Great opportunity to network  
Trust Member Cheryl Twombly at Celebrate the Child event

Sunrise Rotary 40th Celebration  
President Brodie, Santa Fe speaks to Sunrise Rotary-Great networking opportunities

We were able to add Children's Trust to the Alachua Co. League of Cities (majority of municipalities represented) Kristy did a nice job in updating the League about the Children's Trust and it was great that we were in High Springs, her hometown.

Looking for opportunities to partner with community partners such as Episcopal Children Services Head Start/Early Head Start ...3 site locations: Gainesville, Hawthorne, & Waldo Center.

\*Not our providers however we are building relationships because they serve families in our county.  
High Springs Chamber & Good News Arts  
For social media, we organized "Safe Motherhood Initiative" to bring awareness about safe pregnancies. We were able to meet with the team at Comprehensive Woman's Health & Healthy Start Team. The basket had Childrens Trust marketing materials for one of our pregnant moms.

Organizing event to participate at  
SWAG Resource Center Health & Wellness Fair

Great opportunity to engage with Our Providers Healthy Start & Gainesville Thrives Great to meet Dorothy Benson/Founding member

Celebrate the Child event-hosted by Child Prevention Task Force at Cone Park location  
We engage and participate with our community organizers. We want families to see that we are there to support them

Cone Park Resource Library  
Host: 1st annual Health & Wellness event/kids jumped ropes  
Organizers asked us to provide activities for children and we do. For this event we used jump ropes, kids loved them. Also, wearing fitness clothes to fit in during the Fitness Theme event. Here I am with Ms. Gay one of our funded providers, she was signing kids up for her camp.

42nd Annual 5th Ave Arts Reception & Festival

Trust Members Tina Certain & Ken Cornell stopped by our table

Mr. Fields, Minority Listings, asked Mia & I if we would take a photo

Great opportunity to network with city leaders



YMCA host Healthy Kids Day, City of Hawthorne  
Mayor Randal, & Wendy Sapp, City Manager, Hawthorne Angela Howard, CEO, YMCA.  
New Tech (pictured)

Mayor Randall thanked us for supporting YMCA and for being at the event. Also, invited us to several of their upcoming events/Parade in July.

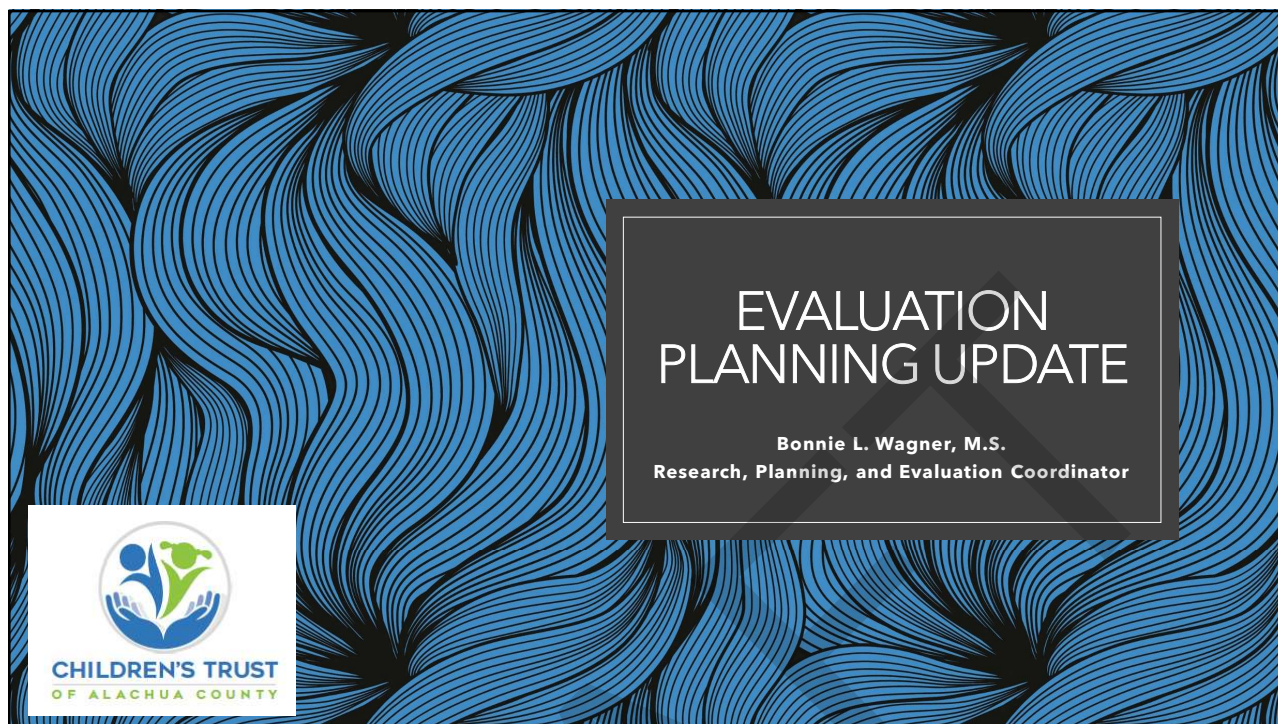
Alachua Elementary - In celebration of Mother's Day, handed out goody bags. Principal Harbour and Mayor Gib Coerper at Parent Drop-off... we were there before 7am. Parents loved it! We got lots of positive engagement through social media. We hope to continue partnership with Principal Harbour & the School Dist.

\*We have been following up with calls from parents after these events inquiring about TeensWork Alachua and how to access childcare services.

#### Opportunities for Community Engagement in the future:

Our team meets regularly to strategize on marketing & promotional opportunities, we are currently developing a summer camp/enrichment program directory as a guide to inform families. This will be a great marketing tool for families to contact camps directly. We've also created a commercial promoting summer camps, we hope to continue these types of marketing efforts.

- Hosting Family events: such as Father's Day Recognition, Literacy event for Encouraging summer Reading/ 2nd annual Lights on Afterschool, etc.- We hope to partner with County Library, & Gainesville Housing Authority, School District & other entities.
- Producing short campaign awareness videos/interviewing our Providers/Community Partners/Hospitals/Colleges/Universities
- Videos on Parenting Tips/Multiple languages
- Leveraging Trust Members (That's All of YOU) in participating in videos on "Expert Advice"
- Other Marketing Advertisements such as Build Boards Trust Member Dr. Karen Cole Smith has mentioned.
- We are a small team however working closely to get the job done. I appreciate our team always willing to help with outreach and taking team photos for social media to bring awareness on important topics/awareness campaigns that impacts our society and being available to answer questions when the public calls.
- Thank YOU.



1

Questions Addressed:

- 1) How can we use data to strategically focus on our organizational goals?**
- 2) How are providers being supported, assessed, and evaluated?**

2

# How can we use data to strategically focus on our organizational goals?

3

Participants Served -> Program	Strategy	Goal
294 pregnant women -> <a href="#">Family Partner</a>	Support Maternal & Child Health	Children are born healthy & remain healthy.
362 families with newborns -> <a href="#">NewbornRN</a>	Support Mental Health & Substance Abuse Prevention	
No report * -> <a href="#">Pace Reach</a>	Support Physical Health	
No report * -> PALS	Improve Food Security	Children learn what they need to be successful.
148 children -> <a href="#">Wellness Coordinator</a>	Support Professional Development & Capacity Building	
44 teachers -> <a href="#">Transformative Professional Development</a>	Expand Access to High Quality Childcare, Afterschool, & Summer Programs	
19 owners / directors -> <a href="#">V'Locity Master Class</a>	Support Literacy & Other Academic Supports	Children have nurturing & supportive caregivers & relationships.
9 programs* -> Youth Development Capacity Building Collaborative	Support Special Needs	
327 children -> Afterschool	Support Career Exploration & Preparation	
Coming soon** -> Summer	Support Initiatives that Connect Families to Resources	Children live in a safe community.
153 children -> <a href="#">Imagination Library</a>	Improve Family Strengthening & Supports	
47 children* -> Bridge Literacy Program	Support Injury Prevention	
1,430 children* -> Operation Full STEAM	Support Initiatives that Prevent Delinquency / Truancy	
Coming soon** -> Freedom Schools	Support Violence Prevention Initiatives	
0* -> New Tech Now		
Coming soon** -> TeensWork Alachua		
0* -> Help Me Grow		
540 parents* -> Family Resource Centers		
41 parents* -> <a href="#">Project YouthBuild Parenting Program</a>		
24 children* -> Big Brothers, Big Sisters		
7,387 children* -> Peaceful Paths Prevention Program		

## Our Pathway to Improve Child Outcomes

- Program
- Strategy
- Community Goals

4

## Five Conditions of Collective Impact



### Common agenda

This means coming together to collectively define the problem and create a shared vision to solve it.



### Shared measurement

That means tracking progress in the same way, allowing for continuous learning and accountability.



### Reinforcing activities

That means integrating the participants' many different activities to maximize the end result.



### Continuous communication

That means building trust and strengthening relationships.



### Strong backbone

That means having a team dedicated to aligning and coordinating the work of the group.

Source:



5

How are providers being supported, assessed, and evaluated?

6

## We want to see providers be successful.



- **Contract managers as the primary point of contact for providers.**
- Monitor and provide support so contract expectations are carried out.
  - Administrative
  - Fiscal
  - Operations
  - Program Performance
  - Population Focus
  - Service Delivery
  - Data Quality
  - Participant Outcomes
  - Partnership & Collaboration
  - Innovation
  - Sustainability

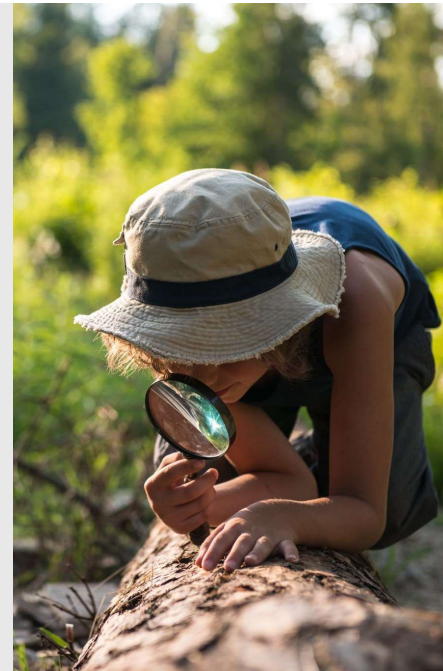
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## How do we monitor programs?

### Site Visit:

What	How
Environmental safety	Tour of the facility
Background checks	Review personnel records
Staff credentials	
Staff ratios	Observe services in action
Service delivery	
Eligibility verification	
Data collection	Review documents and processes
Data quality	

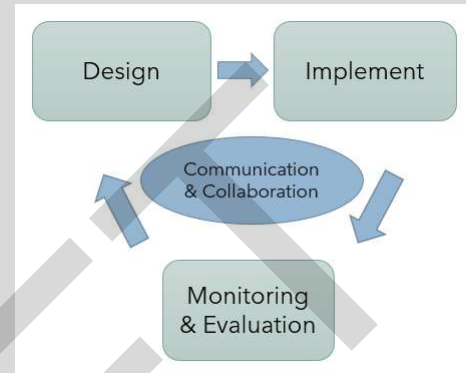
\*monitoring may vary based on the contract and type of services being provided.



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## What is our Continuous Quality Improvement process?

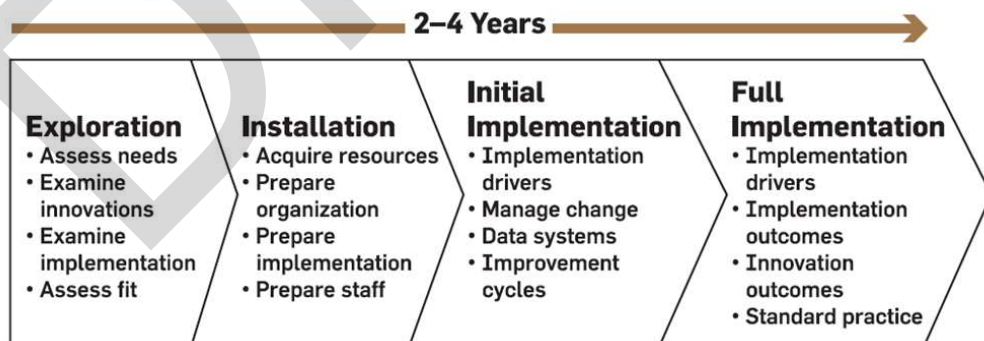
- Contract negotiation and orientation meetings.
- CTAC staff and providers have regular communication via email, phone calls, and ad hoc meetings.
- Providers submit monthly invoices, reports, and data.
- Contract Manager and Evaluation Coordinator complete site monitoring visits once or twice per year.
- Provider receives monitoring results and works with CTAC to address any areas of concern.
- We will be conducting Provider Reflection Surveys.



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## Implementation Science

**Figure 1. Implementation Stages**

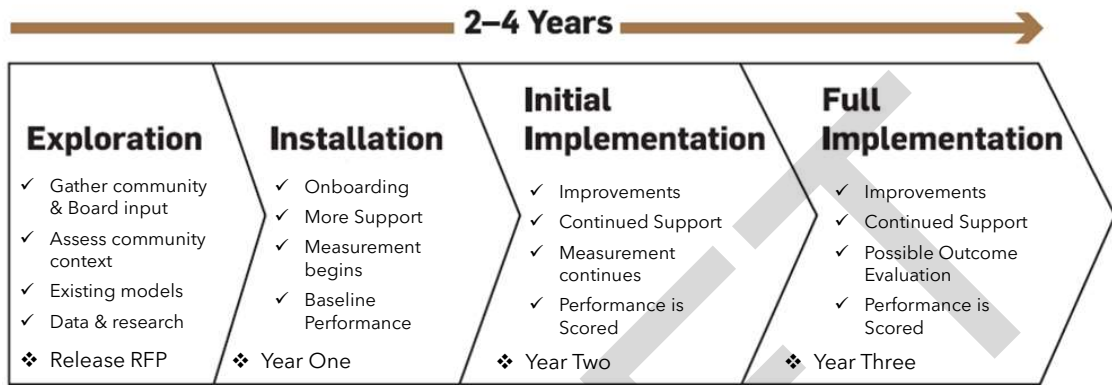


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# Implementation Science in Practice

**Figure 1. Implementation Stages**

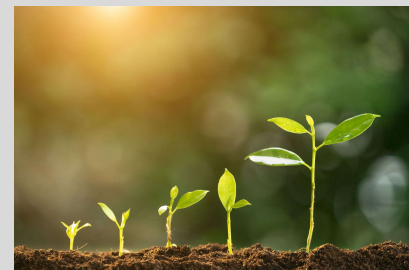


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## When do we evaluate outcomes?

### Factors to consider:

- Stage of Implementation
- Level of Investment
- Organizational Capacity
- Existing Evidence Base



12

## What's Next?

- Our Pathway to Improve Child Outcomes
- Quarterly reports by Goal
- Program Performance Measures
- Evaluation Planning, Support, and Collaboration

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## References:

Fixens, D. & Blase, K. (2016). *Active Implementation Practice and Science*. National Implementation Research Network. Retrieved from: <https://nirn.fpg.unc.edu/resources/brief-1-active-implementation-practice-and-science>

Metz, A., Albers, B., Burke, K., Bartley, L., Louison, L., Ward, C. & Farley, A. (2021). Implementation Practice in Human Service Systems: Understanding the Principles and Competencies of Professionals Who Support Implementation, Human Service Organizations: Management, Leadership & Governance, DOI: 10.1080/23303131.2021.1895401

Metz, A., & Bartley, L. (2012). Active Implementation Frameworks for Program Success: How to Use Implementation Science to Improve Outcomes for Children. *Zero to Three Journal*, 34(4), 11-18.

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