



GEORGIA
family connection

**Family Connection-Communities In Schools of Athens Inc.
FY25 Annual Plan
July 01, 2024 - June 30, 2025**

Year 1 of FY25-27 Planning and Implementation Cycle

Governance Type: Private nonprofit body (even if not serving as your own fiscal agent) (Subtype: Not applicable)

Collaborative Functional Type: Partner Engagement

Collaborative Description and Activities to Strengthen Effectiveness: We will continue the integrated work of our facilitation of collaboration across systems, our Neighborhood Leaders, and our Communities In Schools site coordinators.

We will continue and deepen integration of JEDI – justice, equity, diversity, and inclusion – in all of our work and in the community. This will include the principles of MADE (Modernized Antiracists Data Ecosystem) for Health Justice.

We plan to continue to deepen our partnerships with the University of Georgia through our FC-CIS/UGA Partnership Committee.

We plan to continue development of a new, multi-year strategic plan in the areas of early childhood, K-12 education, post-secondary & career, health & wellness, safety & community stability, and family/neighborhood/community engagement.

We plan to reconvene our Grant Team to facilitate partners' commitment to collaborative grant-writing.

We will engage in efforts to become a Compassionate Community with the international Charter for Compassion.

We will have dedicated staff or consultants in the areas of resource development and communications.

We will implement our organizational strategic plan.

We will have a new executive director (who will begin in FY 2024 to overlap service with the previous executive director pending his retirement at the end of FY 23).

Strategy Name: Early Care and Learning

Phase of Strategy Implementation: Full Implementation

Desired Outcome: Increased percentage of children ready for school and reading proficiently by the end of third grade

Strategy Statement: Utilizing the Get Georgia Reading framework, engage partners (including families!) and the broader community to work across systems and disciplines to address whole-child needs and build upon the strengths of pregnant moms, children from birth through third grade, and their families to ensure that all children are ready for school and proficient in reading by the end of third grade.

Child and Family Indicators:

Indicator	Result Area	Data Source	Notes
Children without health insurance [HC13]	Healthy Children	KIDS COUNT Website	
Children enrolled in Medicaid or PeachCare [HC2]	Healthy Children	KIDS COUNT Website	

Children, birth through 4, enrolled in the WIC program [HC3]	Healthy Children	KIDS COUNT Website	
Children enrolled in the Georgia Pre-K program [CR2]	Children Primed for School	KIDS COUNT Website	
Children enrolled in the Georgia Pre-K program from low-income families [CR3]	Children Primed for School	KIDS COUNT Website	
Children, ages 3 to 4, not attending preschool [CR6]	Children Primed for School	KIDS COUNT Website	
Centers and family child care homes rated in Quality Rated [CR8]	Children Primed for School	KIDS COUNT Website	
3rd grade students achieving Developing Learner or above on Milestones ELA assessment [CS8a]	Children Succeeding in School	KIDS COUNT Website	
3rd grade students achieving Proficient Learner or above on Milestones ELA assessment [CS8b]	Children Succeeding in School	KIDS COUNT Website	
Other [LD10] Children enrolled in Quality Rated or Early Head Start/Head Start	Children Primed for School	DECAL, CCSD	
Other [LD10] Parents participating in Circle of Security groups	Stable, Self-Sufficient and Productive Families	FC-CIS	

Activities:

Type	Name	Description	Population of Focus	Code
Systems Change	Two-Gen Athens	Develop systems to facilitate support for parents in/wanting to be in adult ed & job training with young children in/need to be in quality child care with support from both toward each other.	School District and community partners	[SA11]
Systems Change	Local Employers Care Pledge	Recruit employers to sign onto a pledge to support families through one or more of a range of options - paid family leave, provision of/subsidy for child care, others.	Employers	[SA11]
Systems Change	Community Schools	Work with District to incorporate early childhood into Community Schools model at CCSD elementary schools	School District and community partners	[SA5]

Systems Change	Infant & Toddler Court	Support FC-CIS Safety & Community Stability Strategic Action Team in implementation of pilot THRIVE Infant & Toddler Court	infants and toddlers in the foster system	[SA13]
Collaborative Development	Community assessment	Update community assessment to incorporate Athens Wellbeing Project survey data, Census, and other	Collaborative partners	[CA10]
Collaborative Development	FC-CIS Early Care & Learning Strategic Action Team	Intentionally expand work to engage additional state and local partners (including families) to improve outcomes for young children through cross-systems training and support including access to quality early education, trauma-informed and -responsive services, appropriate response to toxic stress, family engagement, expanded foster homes, etc.	Providers, families, higher ed, broader community	[CA11]
Collaborative Development	Expand and strengthen engagement of UGA partners	Strengthen engagement of partners from UGA, including FACS, SW, Ed, other	UGA	[CA6]
Collaborative Development	Integrate with other Strategic Action Teams & work	Share information and support related to early childhood with other Strategic Action Teams (e.g. Safety regarding children in the foster system) and initiatives.	FC-CIS Strategic Action Teams & related community initiatives	[CA8]
Family Engagement	Living Room Conversations	Utilize Living Room Conversation model (focus groups led by community members in their homes for and with peer families) for helping guide and recruit for Early Head Start and other work.	Parents/caregivers, Neighborhood Leaders	[FE11]
Family Engagement	Neighborhood Leaders	Continue to engage Neighborhood Leaders and other family representatives	Neighborhood Leaders, families, partners	[FE12]
Family Engagement	Local School Governance Teams	Utilize LSGTs, including parents/guardians and in secondary schools students, in guiding community school approach in all schools.	Parents, other caregivers, Neighborhood Leaders	[FE13]
Results Accountability	Community data collection	Utilize Athens Wellbeing Project and other data	Partners, community at large	[RA5]
Results Accountability	Kindergarten Readiness data	Obtain and provide school readiness data to ECL Strategic Action Team	School District and ECL SAT	[RA5]
Results Accountability	Benchmarks	ECL SAT establish and regularly review and update benchmarks to measure success	Early Care & Learning Strategic Action Team	[RA8]

Results Accountability	Provide & utilize the data	Provide regular reports of data to the Early Care and Learning Strategic Action Team and the community related to its work. Utilize the data.	Early Care & Learning Strategic Action Team & partners	[RA9]
Sustainability	Early care & learning funding	Obtain resources for collaborative activities (grants, contracts for services, and local fundraising). Connect partners to funding opportunities -- grants, others.	Potential funders	[ST5]
Communications	Update brochure	Update, print, and distribute brochure	Community	[CS1]
Communications	Video	Utilize video to communicate about the work	Community	[CS1]
Communications	Community outreach	Develop and implement 3-year community education strategy including newspapers, magazines, radio, digital, resource fairs, and an Athens Children's Summit	Community	[CS3]
Communications	Website	Regularly update information on web site, including calendar of upcoming meetings & events	Community	[CS5]
Communications	Listservs	Utilize listservs, including general as well as specific, including one for Early Care & Learning.	Partners, community	[CS6]

Programs & Services:

Type	Name	Description	Population of Focus	Lead Implementing Partner	Collaborative Responsibility	Code	Funding Status	Funding End
Child Development	Home visiting programs	Implement high quality home visiting programs including Early Head Start Home Visiting, Healthy Families, and DPH	pregnant women and children birth to 4 and their families	CCSD Office of Early Learning, Brightpaths, DPH	Outreach to parents and partners, support funding, facilitate ongoing engagement and implementation	[CD1]	Expansion Resources Needed	3 Years+
Child Development	First 2000 Days	Raise awareness about how children's earliest years have a lasting impact on later learning,	Families with young children, broad community	Family Connection-	Coordinate/lead the campaign	[CD20]	Partially Funded	1-2 Years

		health and success and how these issues impact our national security, safety and economic well-being.		CIS with GEEARS				
Child Development	Quality Rated centers	Increase participation in and achievement of DECAL's Quality Rated by child care centers.	child care centers	DECAL, Quality Care for Children	Facilitate ECL SAT, support/publicize training, outreach to parents	[CD5]	Expansion Resources Needed	3 Years+
Child Development	Early Head Start/Head Start	Continue to provide high quality programs with fidelity to the model at both sites	pregnant women and children birth to 4 and their families	CCSD Office of Early Learning	Outreach (including Neighborhood Leaders), assist with applications, facilitate community support, assist with annual assessment, connect to resources	[CD3]	Expansion Resources Needed	3 Years+
Child Development	PreK	Continue to provide high-quality PreK for 4-year-olds	4-year-olds	CCSD Office of Early Learning	Outreach, application assistance, facilitate community support and partner engagement, advocate reinstatement of family support and higher pay	[CD3]	Partially Funded	3 Years+

Child Development	Summer Bridge Program	Summer Pre-K program for high risk rising kindergartners, focused on those who didn't participate in PreK before and on English language learners.	rising kindergartners with risk factors	CCSD Office of Early Learning	Connect eligible families, support funding application	[CD3]	Fully Funded	1-2 Years
Child Development	Quality Rated homes	Increase participation in and achievement of DECAL's Quality Rated by family child care providers.	family child care providers	DECAL, Quality Rated for Children	Facilitate ECL SAT, support/publicize training, outreach to parents	[CD4]	Expansion Resources Needed	3 Years+
Child Development	Quality Rated and CAPS	Promote parent/caregiver awareness and utilization of Quality Rated and of CAPS (child care subsidies)	parents/caregivers	DECAL	ECL SAT and Neighborhood Leaders promote QR to and through partners	[CD5]	Partially Funded	3 Years+
Child Development	Books for young children	Provide books monthly birth to 5 (Dolly Parton's Imagination Library). Provide 12 books to take home at end of school year to elementary students (Books for Keeps), including all CCSD elementary schools).	children birth through elementary school	Books for Keeps	Connect to resources, families through partners, Neighborhood Leaders; support funding; connect eligible children in all affiliated programs.	[CD7]	Expansion Resources Needed	3 Years+
Family/Adult Development	Two-Gen Athens	Work to connect families in EHS/HS/quality child care with WIOA & other adult ed/job training and vice versa.	parents needing adult ed/economic enhancement, young children	Family Connection-CIS	Coordinate the project, engage partners, seek funding	[FD20]	Unfunded	Unfunded
Family/Adult Development	Project FREE	Provide Healthy Marriage & Relationship Education	foster parents; parents of children formerly in foster care; parents of	UGA HMRI project	Recruit participants	[FD20]	Partially Funded	1-2 Years

			children served through home visitation programs					
Family/Adult Development	Family support in the NICU	Explore implementation of family reading program and other supports for families in the NICUs, building on current NICU reading program, with TA through Get Georgia Reading and its partners	NICU babies and their families	Family Connection-CIS, both hospitals	Facilitate local development and implementation	[FD3]	Unfunded	Unfunded
Family/Adult Development	Neighborhood Leaders	Continue and expand NL engagement with early child development through peer education, Circle of Security, Restorative Circles, participation in ECL SAT, and related training and work	parents/caregivers	Family Connection-CIS of Athens	Implement the program	[FD6]	Fully Funded	3 Years+
Family/Adult Development	Engage incarcerated parents	Bring Motherhood Beyond Bars to provide wraparound support for incarcerated parents	incarcerated parents	Early Head Start/Head Start	Facilitate partner engagement, support funding	[FD3]	Unfunded	Unfunded
Academic Development	Whatever It Takes at UGA tutoring & mentoring	Provide after-school tutoring, mentoring, and fun activities to elementary school students in high-needs neighborhoods with UGA student volunteers	elementary school students	Whatever It Takes at UGA (UGA student group formed to support FC-CIS work)	Link to CCSD students (including through our Site Coordinators and Neighborhood Leaders), facilitate partnership	[AD1]	Expansion Resources Needed	3 Years+
Academic Development	Get Comfortable	Creature Comforts-funded program to promote tutoring, parent education for improved third grade reading scores	young children in Harris school zone	Creature Comforts, Books for Keeps	Promote and support, including coordination with Neighborhood Leaders	[AD1]	Expansion Resources Needed	3 Years+

Academic Development	BOOST	Enrich after school programs (including additional teachers and activities) at Alps Road and Gaines elementary schools, summer program at Gaines	students at Alps Road and Gaines elementary schools	Family Connection-CIS	Provide the program	[AD1]	Expansion Resources Needed	<1 Year
Academic Development	FC-CIS Site Coordinators	Provide support for students to address issues outside the classroom that impact success in the classroom	students at Alps Road and Gaines elementary schools; expand to additional elementary, middle, and high schools	Family Connection-CIS	Provide the program	[AD2]	Expansion Resources Needed	3 Years+
Academic Development	Homeless Education Program	Provide support for children in families suffering homelessness, including transportation to home school, tutoring, connection to support services, and others.	children in families experiencing homelessness	CCSD	Increase public and partner awareness of the need, engagement in addressing it, and support for the program.	[AD20]	Partially Funded	3 Years+
Academic Development	Experience UGA	Provide field trips to UGA for every CCSD student, tied to state standards and what they're studying.	all CCSD PreK through high school students	UGA Office of Service Learning, CCSD	Build public awareness & support, recruit additional UGA colleges	[AD9]	Expansion Resources Needed	3 Years+
Physical Health Development	WIC participation	Identify & implement ways to increase WIC participation (including suggestions from Athens Wellbeing Project white paper)	Pregnant women, moms with young children and their children	WIC	Neighborhood Leaders outreach; facilitate key partners group to work to increase participation	[PH10]	Partially Funded	3 Years+
Physical Health Development	Screening & referral	Provide validated screening, referrals, and followup at birth and through the early years	young children and their families	BCW, EHS/HS, Brightpaths,	Facilitate through Neighborhood	[PH3]	Partially Funded	3 Years+

				CCSD OEL, Public Health	Leaders and Strategic Action Teams			
Physical Health Development	Promote vaccinations	Outreach and support for vaccinations including for COVID19	Community	Family Connection-CIS	Facilitate and support through Neighborhood Leaders, Strategic Action Teams, and partners	[PH6]	Partially Funded	3 Years+
Physical Health Development	Healthy living education	Provide classes, communications, and other work to promote appropriate nutrition, exercise, and health care.	community	SNAP-Ed, Freggie, FC-CIS Neighborhood Leaders, FC-CIS Health & Wellness Strategic Action Team	Facilitate support through Neighborhood Leaders and Strategic Action Teams	[PH8]	Expansion Resources Needed	3 Years+
Physical Health Development	Medicaid, PeachCare, other health insurance	Expand enrollment in health insurance including Medicaid, Peachcare, and ACA exchange	un- and under-insured	Family Connection-CIS	Facilitate through Neighborhood Leaders, Strategic Action Teams, and partners.	[PH9]	Expansion Resources Needed	3 Years+
Physical Health Development	Safe Sleep	Increase awareness of safe sleep.	parents of infants	Brightpaths	Community education, referrals	[PH8]	Partially Funded	3 Years+
Mental Health Development	Maternal mental health	Work with new mothers to address anxiety, depression, and emotional wellbeinnng	pregnant women and new mothers	parents/ caregivers	Refer parents, educate partners	[MH5]	Partially Funded	<1 Year
Information Distribution, Community	211	Promote 211 phone number for identifying available resources. Neighborhood Leaders and Strategic Action Teams partners	community	United Way of Northeast Georgia	Connect the community through Neighborhood	[ID7]	Expansion Resources Needed	3 Years+

Awareness, and Training		keep UW informed of services/updates for database			Leaders, Strategic Action Teams, and partners			
-------------------------	--	---	--	--	---	--	--	--

To Document and Monitor Progress:

Our Early Care and Learning Strategic Action Team will regularly monitor implementation of the plan, including ongoing review of indicators and benchmarks, in its meetings.

What is being measured?	What is the data source?	Who will be responsible?	How often will the data be collected?	How will you communicate these results?
WIC participation	Kids Count, Athens Wellbeing Project	FC-CIS	Annually (or as updated by Kids Count & AWP)	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams.
Medicaid/Peachcare/insurance enrollment	Kids Count	FC-CIS	Annually	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
Centers and family child care homes that are Quality Rated	DECAL	DECAL	Quarterly	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
Centers and family child care homes that are enrolled in Quality Rated	DECAL	DECAL	Quarterly	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
SNAP enrollment	Kids Count, Athens Wellbeing Project	FC-CIS	Annually (or as updated by Kids Count & AWP)	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
PreK enrollment	Clarke County School District	CCSD	quarterly	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams

Children without health insurance	Kids Count	FC-CIS	Annually	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
Children enrolled in the Georgia Pre-K program from low-income families	Kids Count	FC-CIS	Annually	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
3rd grade students achieving Developing Learner or above on Milestones ELA assessment	Kids Count	FC-CIS	Annually	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
3rd grade students achieving Proficient Learner or above on Milestones ELA assessment	Kids Count	FC-CIS	Annually	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
Children enrolled in Quality Rated or Early Head Start/Head Start	DECAL, CCSD	FC-CIS	quarterly	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams
Participation in Circle of Security groups	FC-CIS Early Care & Learning Strategic Action Team	FC-CIS	quarterly	Communicate results through listservs, Neighborhood Leaders, and Strategic Action Teams

Strategy Name: Health and Wellness

Phase of Strategy Implementation: Partial Implementation

Desired Outcome: Improved health & wellness (reduce child obesity, teen pregnancy, alcohol & other drugs, et al.)

Strategy Statement: Engage across systems, with families as full partners, to promote wellness and improve health of all children and youth,

addressing childhood obesity, promoting healthy nutrition and physical activity, preventing teen pregnancy & STDs, addressing emotional health needs (including toxic stress), enrolling in health insurance, and others.

Child and Family Indicators:

Indicator	Result Area	Data Source	Notes
Low-birthweight babies [HC11]	Healthy Children	KIDS COUNT Website	
Children without health insurance [HC13]	Healthy Children	KIDS COUNT Website	
9th grade students reporting alcohol use in the past 30 days [HC15]	Healthy Children	KIDS COUNT Website	
9th grade students reporting perception of negative risk with alcohol consumption [HC16]	Healthy Children	KIDS COUNT Website	
Children enrolled in Medicaid or PeachCare [HC2]	Healthy Children	KIDS COUNT Website	
Children, birth through 4, enrolled in the WIC program [HC3]	Healthy Children	KIDS COUNT Website	
Teen pregnancies, ages 15-17 (per 1,000) [HC4]	Healthy Children	KIDS COUNT Website	
Teen births, ages 15-19 (per 1,000) [HC5]	Healthy Children	KIDS COUNT Website	
Teen mothers giving birth to another child before age 20, ages 15-19 [HC6]	Healthy Children	KIDS COUNT Website	
STD incidence for youth, ages 15-19 (per 1,000) [HC7]	Healthy Children	KIDS COUNT Website	
Infant mortality (per 1,000) [HC8]	Healthy Children	KIDS COUNT Website	
Households, with children, receiving Food Stamps [SF6]	Stable, Self-Sufficient and Productive Families	KIDS COUNT Website	
Childhood obesity [LD4] Rate of childhood obesity	Healthy Children	CCSD	

Activities:

Type	Name	Description	Population of Focus	Code
-------------	-------------	--------------------	----------------------------	-------------

Systems Change	Trauma-informed community	Engage the entire Athens community to become a trauma-informed community with a common language, common experience, common purpose, and common vision around trauma and helping children and families heal, and all children feel safe physically, psychologically, socially, emotionally, and academically	Families, service providers, broad community	[SA13]
Systems Change	Connect with other Strategic Action Teams	Integrate H&W SAT work with other Strategic Action Teams and community initiatives to insure a comprehensive lens.	Other Strategic Action Teams and community initiatives (e.g. Envision Athens)	[SA13]
Collaborative Development	Strategic Plan	Continue development of new multi-year strategic plan for children and families	Partners (including families)	[CA10]
Collaborative Development	Strengthen Health & Wellness Strategic Action Team	Strengthen Health & Wellness Strategic Action Team.	Partners (including families)	[CA11]
Collaborative Development	Community Obesity initiative	Continue work with UGA faculty to re-engage UGA Obesity Initiative to develop community-wide obesity prevention.	UGA, other partners (including families)	[CA13]
Collaborative Development	Resilient Northeast Georgia	Continue work with Athens Area Community Foundation's Resilient NE Georgia for trauma-informed region	FC collaboratives and their partners throughout the region	[CA13]
Family Engagement	Neighborhood Leaders	Neighborhood Leader participation in Health & Wellness SAT and its work	Neighborhood Leaders, families, partners	[FE12]
Results Accountability	Use data in community planning	Provide ongoing reports and information related to the work of the SAT to the collaborative and to the community, incorporate into strategic planning.	Health & Wellness SAT, partners, and community	[RA3]
Results Accountability	Community data collection	Provide ongoing reporting of health and wellness data to the community and the Strategic Action Team, utilize the data to guide the work of the SAT and community.	Health & Wellness SAT, partners, and community	[RA5]
Results Accountability	Benchmarks	Health & Wellness SAT establish and regularly review and update benchmarks to measure success	Health & Wellness Strategic Action Team	[RA8]

Sustainability	Fundraising events	Host fundraising events for all aspects of the collaborative	community	[ST14]
Sustainability	Other funding	Explore use of Medicaid and other funding for implementation	funding sources	[ST20]
Sustainability	Grant applications	Apply for grant funding to support H&W SAT collaborative work	Foundation and government funders	[ST5]
Communications	Communications	Provide H&W SAT listserv; include H&W information in newsletters, social media, other listserv postings, and other outreach	community	[CS7]

Programs & Services:

Type	Name	Description	Population of Focus	Lead Implementing Partner	Collaborative Responsibility	Code	Funding Status	Funding End
Physical Health Development	Freggie	Promote fresh fruit & vegetables for young children through daycare center and other training	young children, families, childcare providers	UGA College of Family & Consumer Sciences	Connect to resources, connect to daycare centers and others to participate.	[PH10]	Partially Funded	1-2 Years
Physical Health Development	SNAP and WIC enrollment	Increase enrollment in WIC and SNAP	eligible households	FC-CIS	Neighborhood Leaders as SNAP Outreach Partners and Gateway partners, facilitate other partners	[PH10]	Expansion Resources Needed	3 Years+
Physical Health Development	Food assistance	Provide fresh, local produce and other food to those in need through Wholesome Wave SNAP doubling at Farmers Markets and Daily Groceries, Food Rx, school and	children, youth, and adults	FC-CIS, partners	Neighborhood Leaders & Site Coordinators distribute food,	[PH10]	Partially Funded	3 Years+

		community gardens, UGarden, Concrete Jungle, other local partnerships			promote programs			
Physical Health Development	Summer lunch	Provide summer lunch, promote participation	children and youth	Clarke County School District	Facilitate, promote	[PH10]	Expansion Resources Needed	3 Years+
Physical Health Development	Nutrition education	Provide SNAP-Ed and other nutrition education	children, youth, and adults	UGA (SNAP-Ed), Neighborhood Leaders	Provide Neighborhood Leaders' classes, facilitate and promote other	[PH10]	Expansion Resources Needed	3 Years+
Physical Health Development	Comprehensive sex/health education	Comprehensive, age appropriate sex and health education for all ages	K-12 students	Clarke County School District	Review in FC-CIS Health & Wellness Strategic Action Team meetings to assure and support continued implementation	[PH2]	Partially Funded	3 Years+
Physical Health Development	Safe Routes to School	Provide safe routes to walk, roll, and bike to school	CCSD students	Bike Athens, CCSD, ACC government	Promote existing routes and promote new routes.	[PH20]	Expansion Resources Needed	3 Years+
Physical Health Development	Teen Matters	Provide health services including birth control to teens through teen clinics operated by Public Health and located by both large high schools	teens	Northeast Health District	Promote, support funding, refer teens through Neighborhood Leaders	[PH4]	Expansion Resources Needed	3 Years+
Physical Health Development	Children Medical Services asthma & other supports	Increase awareness and utilization	children and youth	Clarke County Health Department	Educate community, utilize Neighborhood	[PH4]	Expansion Resources Needed	3 Years+

					Leaders & others to connect those needing the services to the services.			
Physical Health Development	School-based health clinics	Continue to provide health clinics in Hilsman Middle School , Clarke Middle/Holston Elementary School ; add Coile Middle School and H.T.Edwards campus (Early Learning Center, Career Academy, Classic City High school)	CCSD students	CCSD, with Athens Neighborhood Health Center (Hilsman/Gaines), UGA partners (Holston/Clarke Middle), and Medlink (2 new ones)	Connect students to the clinic	[PH5]	Expansion Resources Needed	3 Years+
Physical Health Development	Promote, provide vaccinations	Provide vaccinations, including COVID-19 and others	children, youth, and families	Family Connection-CIS, partners	Neighborhood Leaders host vaccine events in neighborhoods and in schools, partners share information and provide vaccinations	[PH6]	Expansion Resources Needed	3 Years+
Physical Health Development	Seed Life Skills	Review re-implementation of holistic, research-based family & consumer science in middle and high schools	children and youth	Seed Life Skills, CCSD	Connect to resources, engage families	[PH8]	Unfunded	Unfunded
Physical Health Development	Ridge Runners Club	confirm still going youth running group in Section 8 neighborhood	children and youth	Athens Road Runners Club	Connect to resources, Neighborhood Leader encourage	[PH8]	Expansion Resources Needed	<1 Year

					resident youth to participate			
Physical Health Development	Girls on the Run	elementary school running club	children	elementary schools	Connect to resources	[PH8]	Expansion Resources Needed	<1 Year
Physical Health Development	Physically Active Classrooms	Implement Take 10 or other physical activities in the classroom	CCSD students	Clarke County School District	Facilitate collaboration for implementation	[PH8]	Unfunded	Unfunded
Physical Health Development	Active After School	Provide research-based physical activity program	elementary school students	UGA College of Education Kinesiology	Support expansion, collaboration	[PH8]	Partially Funded	<1 Year
Physical Health Development	Student Wellness Plan	Provide and monitor Student Wellness Plan for and with all students	CCSD students	Clarke County School District	Review implementation through Health & Wellness Strategic Action Team, identify opportunities to support	[PH8]	Expansion Resources Needed	Unfunded
Physical Health Development	Medicaid, PeachCare, other health insurance	Promote and assist in enrolling in Medicaid, PeachCare, & ACA insurance exchange	un- and under-insured	FC-CIS, DFCS, providers	Promote, Neighborhood Leaders serve as Gateway partners and assist with applications; promote other partners	[PH9]	Partially Funded	3 Years+
Mental Health Development	Smoke-free housing	Implement smoke-free housing policy from HUD	public housing residents	Athens Housing Authority, St. Mary's Health System	Facilitate partnership to implement and expand. Research if it is required and	[MH1]	Unfunded	Unfunded

					implemented in Section 8 housing.			
Mental Health Development	Drug Free Communities	Implement program to prevent underage alcohol & other drug use (under our Safety & CS Strategic Action Team and Substance Abuse Prevention Coalition)	youth	Implement program to prevent underage alcohol & other drug use (under our Safety & CS Strategic Action Team and Substance Abuse Prevention Coalition)	Administer grant, oversee through the Substance Abuse Prevention Coalition committee of our Safety & Community Stability Strategic Action Team	[MH1]	Expansion Resources Needed	3 Years+
Mental Health Development	Mindfulness in schools and community	Provide mindfulness-based stress reduction in schools and community	children, youth, and adults	Clarke County School District (schools), community partners	Facilitate partners to implement and expand, support funding	[MH20]	Unfunded	Unfunded
Mental Health Development	Reduce stigma of mental health issues	Reduce stigma of mental health issues and seeking services through workshops and other outreach	community	Family Connection-CIS	Neighborhood Leaders provide workshops and other outreach. Facilitate messaging from all partners	[MH20]	Partially Funded	3 Years+
Mental Health Development	Trauma-Informed Community/ Resilient Northeast Ga.	Community and cluster training events to build a common language and understanding of the impact of trauma on individuals, families and communities, expanding on the	Collaborative Board, Partners, Community (Early care	Resilient Northeast Georgia, FC-CIS	Facilitate with Resilient Northeast Georgia and FC-CIS	[MH20]	Expansion Resources Needed	1-2 Years

		activities achieved in the first year of the grant cycle.	providers, school systems, strategic action teams, and youth-serving organizations)		Strategic Action Teams			
Mental Health Development	Mental health services in the schools	Provide mental health services in schools	children and youth	CCSD, Advantage Behavioral Health, UGA	Support APEX and other mental health services in schools, facilitate community school model	[MH5]	Expansion Resources Needed	1-2 Years
Community-Wide	Neighborhood Leaders	Utilize Neighborhood Leaders to assist community members in accessing SNAP, insurance, health education, et al.	children, youth, and adults	Family Connection-CIS	Implement the program	[CM20]	Expansion Resources Needed	3 Years+
Information Distribution, Community Awareness, and Training	211 and other community outreach	Provide information and referral phone, text, and web	community	United Way of Northeast Georgia	Connect residents through Neighborhood Leaders and other outreach, encourage partners to make sure their information is current	[ID7]	Partially Funded	3 Years+

To Document and Monitor Progress:

The Health and Wellness Strategic Action Team will meet regularly and will review implementation of the plan, monitor indicators, and work to establish and monitor benchmarks.

What is being measured?	What is the data source?	Who will be responsible?	How often will the data be collected?	How will you communicate these results?
children enrolled in WIC	Kids Count, Athens Wellbeing Project	FC-CIS	Annually (as updated in Kids Count & AWP)	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
SNAP enrollment	DFCS, Athens Wellbeing Project	FC-CIS	Annually (as updated in Kids County & AWP)	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
COVID19 vaccination percentage	Public Health	FC-CIS	As released by Public Health	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
children enrolled in health insurance	Kids Count	FC-CIS	Annually	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
infant mortality, low birthweight babies	Kids Count	FC-CIS	Annually	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
Youth STDs	Kids Count	FC-CIS	Annually	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
Teen births, teen pregnancies	Kids Count	FC-CIS	Annually	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
Child obesity	Clarke County School District	FC-CIS	As provided	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
9th grade perspective of negative risk of alcohol consumption	Clarke County School District	FC-CIS	As provided	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
9th grade students reporting alcohol use in the past 30 days	Clarke County School District	FC-CIS	As provided	Share through listservs, Strategic Action Teams, and Neighborhood Leaders

Number of new Resilient Northeast Georgia partners	Training and event participant attendance tracker	Resilient Northeast Georgia and FC-CIS	At end of each Trauma Informed Community event and training	Share through listservs, Strategic Action Teams, and Neighborhood Leaders
--	---	--	---	---

Strategy Name: School Success

Phase of Strategy Implementation: Partial Implementation

Desired Outcome: Improved school success

Strategy Statement: Engage across systems, with families as full partners, for all students to be successful in literacy, numeracy, and social/emotional wellbeing, graduate on time, and be prepared for post-secondary success.

Child and Family Indicators:

Indicator	Result Area	Data Source	Notes
Children absent more than 15 days from school [CS1]	Children Succeeding in School	KIDS COUNT Website	
8th grade students achieving Proficient Learner or above on Milestones Math assessment [CS10b]	Children Succeeding in School	KIDS COUNT Website	
5th grade students achieving Developing Learner or above on Milestones Math assessment [CS11a]	Children Succeeding in School	KIDS COUNT Website	
5th grade students achieving Proficient Learner or above on Milestones Math assessment [CS11b]	Children Succeeding in School	KIDS COUNT Website	
8th grade students achieving Developing Learner or above on Milestones ELA assessment [CS12a]	Children Succeeding in School	KIDS COUNT Website	
8th grade students achieving Proficient Learner or above on Milestones ELA assessment [CS12b]	Children Succeeding in School	KIDS COUNT Website	

Students who graduate from high school on time [CS5]	Children Succeeding in School	KIDS COUNT Website	
Teens who are high school dropouts, ages 16-19 [CS6]	Children Succeeding in School	KIDS COUNT Website	
Teens not in school and not working, ages 16-19 [CS7]	Children Succeeding in School	KIDS COUNT Website	
3rd grade students achieving Developing Learner or above on Milestones ELA assessment [CS8a]	Children Succeeding in School	KIDS COUNT Website	
3rd grade students achieving Proficient Learner or above on Milestones ELA assessment [CS8b]	Children Succeeding in School	KIDS COUNT Website	
5th grade students achieving Developing Learner or above on Milestones ELA assessment [CS9a]	Children Succeeding in School	KIDS COUNT Website	
5th grade students achieving Proficient Learner or above on Milestones ELA assessment [CS9b]	Children Succeeding in School	KIDS COUNT Website	

Activities:

Type	Name	Description	Population of Focus	Code
Systems Change	Community Schools/CIS	Implement community schools model as provided in Charter System with CIS Site Coordinator model in more schools, and goal of all schools	public school students and their families	[SA13]
Collaborative Development	Strengthen K-12 Strategic Action Team	Re-engage partners in FC-CIS School Success Strategic Action Team to update and implement work plan and begin new strategic plan.	Partners (including families)	[CA11]
Collaborative Development	Continue to develop new multi-year strategic plan	Continue to develop new, multi-year Athens Community Plan for Children strategic plan	Partners (including families)	[CA11]
Collaborative Development	Strengthen UGA partnerships	Expand engagement of UGA schools, colleges, and programs in our work.	UGA administrators, faculty, and students	[CA6]
Collaborative Development	Connect with other Strategic Action Teams	Connect work of K-12 Strategic Action Team with other Strategic Action Teams and with Envision Athens work groups, United Way community impact, and others.	FC-CIS Strategic Action Teams and related community initiatives	[CA8]
Collaborative Development	School Attendance Team	Re-engage community school attendance team	Students who are chronically absent	[CA13]

Collaborative Development	Increase faith community support for schools	Increase faith-based organizations adopting schools and engaging with students	K12 Students	[CA14]
Family Engagement	Neighborhood Leaders	Engage Neighborhood Leaders, with our School Success and other Strategic Action Teams and partners, LSGTs, other, including program design and implementation	Neighborhood Leaders, families, partners	[FE12]
Family Engagement	Local School Governance Teams	Engage Local School Governance Teams at all public schools in capacity building for their neighborhoods to support students and their families year-'round.	Clarke County School District students & their families	[FE13]
Results Accountability	Results reporting	Provide data on outcomes on a regular basis to community, to Strategic Action Teams, and to collaborative.	Strategic Action Team, partners, and community	[RA1]
Results Accountability	Use data on school success in community planning	Use data on school success with partners in community planning	Strategic Action Team, partners, and community	[RA3]
Results Accountability	Athens Wellbeing Project	Continue and expand AWP cross-sector primary data collection and secondary data consolidation with School District, Unified Government, UGA, Community Foundation, United Way, and other partners. Continue to review data from 2021-22 AWP survey.	Partners, community at large	[RA5]
Results Accountability	Benchmarks	Establish and track key benchmarks related to indicators	K-12 Strategic Action Team	[RA8]
Sustainability	CCSD contract for site coordinators	Continue and expand CCSD funding for Site Coordinators in the schools, with match funding from the Ballmer Group and other (with CISGA and CIS National)	Clarke County School District	[ST11]
Sustainability	Fundraising events	Utilize fundraising events to support the collaboration and plan implementation	community	[ST14]
Sustainability	Grants, contracts, and donations	Continue to expand donations, contracts, and grants, including individual donations, business & institutional support, and grants.	Existing and potential funders	[ST5]
Communications	Earned media	Utilize print news stories, op-ed pieces, radio interviews, and other earned media to inform the community about the state of our children.	Community	[CS3]

Communications	Website, social media	Utilize website and social media for outreach and to promote positive prevention messaging	Community	[CS5]
Communications	Listservs	Provide general listserv and listservs for each Strategic Action Team and certain projects and committees	Partners, community	[CS6]

Programs & Services:

Type	Name	Description	Population of Focus	Lead Implementing Partner	Collaborative Responsibility	Code	Funding Status	Funding End
Youth Development	Rites of Passage	Afro-centric program for youth	youth ages 11-18	Rites of Passage	Seek financial support, facilitate partner engagement, communicate to the community about the program.	[YD1]	Partially Funded	<1 Year
Youth Development	Chess & Community	"Think before you move" program for children and youth incorporating chess, book club, service, and other activities.	children and youth	Chess & Community	Seek financial support, facilitate partner engagement, communicate to the community about the program.	[YD1]	Expansion Resources Needed	3 Years+
Youth Development	Arts and humanities	The Willson Center for Humanities & Arts initiative connecting children, youth, & their families to humanities & arts programming at UGA & to provide opportunities	children, youth, and their families	The Willson Center, Family Connection-CIS	Facilitate, help coordinate	[YD13]	Expansion Resources Needed	3 Years+
Academic Development	tutoring	Tutoring support for all students through Athens Tutorial Program, Whatever It Takes at UGA, Get Comfortable, and others	K-12 students	Whatever It Takes at UGA, Athens Tutorial, FC-	Coordinate at Site Coordinator schools, promote and	[AD1]	Expansion Resources Needed	3 Years+

				CIS (site coordinators)	facilitate elsewhere			
Academic Development	FC-CIS Site Coordinators	Site coordinators (with fidelity to the CIS model) at Gaines Elementary School and Alps Road Elementary School. Seek expansion to additional schools	CCSD students at Holston and Gaines elementary schools, additional schools	Family Connection-CIS with Clarke County School District	Provide/oversee the program, administration, training, reporting, additional resources	[AD2]	Expansion Resources Needed	3 Years+
Academic Development	Foothills Charter High School	Provide evening high school for young adults who had dropped out	young adults who had dropped out	Foothills Charter High School	Connect students/families through Neighborhood Leaders and partners	[AD2]	Fully Funded	3 Years+
Academic Development	community schools	Community school model at CCSD schools, utilizing national model, incorporating CIS model	students and their families	Clarke County School District	Facilitate community partnership, integrated student support, implement site coordinator	[AD20]	Expansion Resources Needed	3 Years+
Academic Development	Books for Keeps	Provide 12 books for all elementary school students to take home at the end of the school year at all 14 CCSD elementary schools.	elementary school students	Books for Keeps	Publicize to community, connect to resources including volunteers	[AD20]	Fully Funded	1-2 Years
Academic Development	Technology for students	Take-home devices and internet connectivity for all students starting in 3rd grade. Review for best practices.	all CCSD students	Clarke County School District	Assist with distribution, share CCSD reports & information	[AD20]	Fully Funded	3 Years+

Academic Development	Homeless Education Program	Academic and other supports for students experiencing homelessness	Students in families experiencing homelessness	Clarke County School District	Inform community, link to resources	[AD20]	Expansion Resources Needed	3 Years+
Academic Development	Experience UGA	Field trips to UGA for all CCSD grades, integrated with learning standards	PreK-12th grade students	UGA Office of Service Learning, Clarke County School District	Connect to resources, facilitate expanded engagement	[AD20]	Expansion Resources Needed	1-2 Years
Academic Development	Athens Community Career Academy	Career pathways and dual enrollment at Athens Community Career Academy.	CCSD high school students	Clarke County School District, Athens Technical College	Raise community awareness, connect students and community partners	[AD8]	Expansion Resources Needed	3 Years+
Academic Development	Increase college enrollment and completion	Support students (especially first generation) going to college, provide supports with applications & financial aid, connect to on-campus supports	High school and college students	College Factory, College Access Corps, Creating a Lifetime of Legacy	Facilitate collaboration among providers, connect students/families through Neighborhood Leaders and partners	[AD9]	Partially Funded	1-2 Years
Academic Development	Dual enrollment	Support dual enrollment for CCSD high school students	high school students	Clarke County School District, higher ed institutions	Connect students/families through Neighborhood Leaders and partners	[AD9]	Partially Funded	3 Years+
Mental Health Development	Trauma-informed schools	Implement trauma-informed framework in schools	students and their families	Clarke County School District	Promote, engage with other partners	[MH20]	Partially Funded	3 Years+

Mental Health Development	Mindfulness in schools	Provide mindfulness training and practice in the schools	students, parents, teachers, other staff	Clarke County School District	Facilitate partnerships for implementation	[MH20]	Unfunded	Unfunded
Economic Development	Great Promise Partnership	Provide part-time employment for at risk high school students who stay in school	high school students at risk of not graduating	Great Promise Partnership, Clarke County School District	Connect students/families through Neighborhood Leaders and partners	[ED8]	Partially Funded	<1 Year
Community-Wide	Neighborhood Leaders	Neighborhood Leaders provide support for education success	children, youth, and adults	Family Connection-CIS of Athens	Provide the program	[CM20]	Expansion Resources Needed	3 Years+

To Document and Monitor Progress:

Our K12 Strategic Action Team will oversee implementation of its part of the plan, will review indicators at its meetings, and will establish and review benchmarks for this strategy.

What is being measured?	What is the data source?	Who will be responsible?	How often will the data be collected?	How will you communicate these results?
Milestones test scores	Clarke County School District	CCSD	Annually	Communicate results through listservs, Strategic Action Team meetings
School attendance	CCSD	CCSD	Monthly	Communicate results through listservs, Strategic Action Team meetings
High school graduation	CCSD	CCSD	Annually	Communicate results through listservs, Strategic Action Team meetings
Youth not in school and not working	Kids Count	FC-CIS	Annually	Communicate results through listservs, Strategic Action Team meetings
High school dropouts	Kids Count	FC-CIS	Annually	Communicate results through listservs, Strategic Action Team meetings

CCSD students visiting UGA campus	Experience UGA	Experience UGA	Annually	Communicate results through listservs, Strategic Action Team meetings
-----------------------------------	----------------	----------------	----------	---

Strategy Name: Child Safety and Community Stability

Phase of Strategy Implementation: Full Implementation

Desired Outcome: Improved safety and stability of children, youth & families.

Strategy Statement: Become a trauma-informed community with a common language, purpose, and vision around trauma, helping children and families heal, preventing trauma, to create a community where all children and youth feel safe physically, psychologically, socially, emotionally, and academically.

Child and Family Indicators:

Indicator	Result Area	Data Source	Notes
Teen deaths, ages 15-19 (per 100,000) [HC10]	Healthy Children	KIDS COUNT Website	
Teen deaths by homicide, suicide and accident, ages 15-19 (per 100,000) [HC10a]	Healthy Children	KIDS COUNT Website	
9th grade students reporting alcohol use in the past 30 days [HC15]	Healthy Children	KIDS COUNT Website	
9th grade students reporting perception of negative risk with alcohol consumption [HC16]	Healthy Children	KIDS COUNT Website	
Child deaths, ages 1-14 (per 100,000) [HC9]	Healthy Children	KIDS COUNT Website	
Children with a substantiated incident of abuse and/or neglect (per 1,000) [SF3]	Stable, Self-Sufficient and Productive Families	KIDS COUNT Website	
Children with a substantiated incident of abuse (per 1,000) [SF3a]	Stable, Self-Sufficient and Productive Families	KIDS COUNT Website	

Children with a substantiated incident of neglect (per 1,000) [SF3b]	Stable, Self-Sufficient and Productive Families	KIDS COUNT Website	
Children leaving foster care who are reunified with their families or placed with a relative within 12 months of entering foster care [SF5]	Stable, Self-Sufficient and Productive Families	KIDS COUNT Website	
Other [LD10] Juvenile Crime	Thriving Communities	Athens Clarke County Police, and Juvenile Court	

Activities:

Type	Name	Description	Population of Focus	Code
Systems Change	Cross-system staffing	Deepen cross-systems staffing, including CHINS, LIPT, other	schools, agencies	[SA10]
Systems Change	Awareness to Action	Increase number of organizations that are trauma-informed and deepen trauma-informed services and systems in collaboration with Resilient Northeast Georgia	schools, agencies, institutions, community	[SA13]
Systems Change	Juvenile Detention Alternatives Initiative	Continue work to implement JDAI with fidelity to reduce juvenile incarceration and improve outcomes	Juvenile Court	[SA13]
Systems Change	Address child safety staffing challenges	Identify and implement activities to mitigate shortages of case managers and other staff through appreciation expression and other.	CPS and other child safety workers	[SA20]
Systems Change	Anti-racist, culturally humble lens	Commit to anti-racism practices and strive for a culturally-humble lens as the foundation in all we do.	Strategic Action Teams, partners, staff	[SA20]
Systems Change	Cross-systems training	Provide training related to youth violence prevention, toxic stress, trauma-informed services and systems, and other issues.	FC-CIS, partner organizations and systems	[SA3]
Collaborative Development	Resilient Northeast Georgia	Expand trauma-informed community work throughout the region with each FC collaborative coordinating in its county.	Resilient Northeast Georgia, FC collaboratives in each county	[CA12]
Collaborative Development	Connect with other Strategic Action Teams	Communicate with other Strategic Action Teams and other community initiatives to share information and support related to safety &	FC-CIS Strategic Action Teams and related community initiatives	[CA8]

		community stability (e.g. K-12 regarding school attendance).		
Family Engagement	JEDI - Justice, Equity, Diversity, and Inclusion	Utilize the JEDI lens in work of the Strategic Action Team.	Strategic Action Team and partners	[FE10]
Family Engagement	Neighborhood Leaders	Engage NLs in the work of the Strategic Action Team	Neighborhood Leaders, families, partners	[FE12]
Results Accountability	Reports	Share relevant research and data reports related to the SAT's work to the partners and community to inform planning and decision-making.	Strategic Action Team, partners, and community	[RA2]
Results Accountability	Use data in community planning	Provide and utilize data related to the team's work on a continuing basis	Strategic Action Team and partners	[RA3]
Results Accountability	Benchmarks	Select and track benchmarks for the SAT's work	Safety & Community Stability Strategic Action Team	[RA8]
Sustainability	Expand funding	Expand grants, contracts, sponsorships, and local fundraising to support continued collaboration and to implement programs, including projects that address shared risk and protective factors	Existing and potential funders	[ST14]
Communications	Website, listservs, social media	Inform about the SAT's work through our newsletters, listservs, and other outreach	Partners, community	[CS6]
Communications	Earned media	Utilize a multi-pronged approach to educate the community about trauma, toxic stress, the need for more foster homes, underage substance use, violence prevention, ACEs/PACEs, and other issues related to the SAT's work	Community	[CS7]

Programs & Services:

Type	Name	Description	Population of Focus	Lead Implementing Partner	Collaborative Responsibility	Code	Funding Status	Funding End
Child Development	Multi-agency case management	Provide cross-systems case management including Children In Need of Services, Local Interagency	children	Juvenile Court, DFCS, CCSD	Facilitate, promote	[CD1]	Partially Funded	1-2 Years

		Planning Team, school attendance panels, others						
Child Development	Healthy Families	Provide home-based Healthy Families program to pregnant women and parents/ children birth to 4	pregnant women and children birth to 4 and their families	Brightpaths	Support, facilitate partnerships	[CD1]	Expansion Resources Needed	3 Years+
Child Development	Children 1st	Provide Public Health programming for young children	young children and their caregivers	Northeast Health District	Support, connect to partners and resources	[CD2]	Partially Funded	3 Years+
Child Development	CANPP	Implement Child Abuse and Neglect Prevention Plan	children	DFCS, Brightpaths	Facilitate partner engagement and Neighborhood Leaders engagement	[CD20]	Expansion Resources Needed	3 Years+
Youth Development	Rites of Passage	Holistic program utilizing Afro-cultural approach to support and engage youth	youth ages 11-18	Rites of Passage	Connect to resources, connect participants, facilitate grant applications	[YD1]	Partially Funded	<1 Year
Youth Development	Chess and Community	Utilize chess and other activities to teach life skills to youth ("Think before you move.").	children and youth	Chess and Community	Connect participants, connect to resources	[YD1]	Expansion Resources Needed	1-2 Years
Youth Development	FC-CIS Site Coordinators	Implement Communities In Schools Site Coordinator model with fidelity in schools	students at Alps Road and Gaines elementary schools	Family Connection-CIS	Provide the model, oversee implementation, provide resources, provide/facilitate training	[YD12]	Expansion Resources Needed	3 Years+

Youth Development	Multi-agency case management	Provide cross-systems case management including Children In Need of Services, Local Interagency Planning Team, school attendance panels, others	youth	Juvenile Court, DFCS, CCSD	Facilitate, connect partners and resources	[YD2]	Partially Funded	1-2 Years
Youth Development	CASA (Court Appoint Special Advocates)	Provide Court Appointed Special Advocates, volunteers supporting individual children in the foster system	children and youth in the foster care system	Children First	Connect to resources	[YD2]	Partially Funded	1-2 Years
Youth Development	Child Advocacy Center	Provide support for children who have been sexually or severely physically abused and their families.	children and youth	The Cottage	Provide information to partners and community about the services, connect to resources, use data to support prevention	[YD20]	Expansion Resources Needed	1-2 Years
Youth Development	Peer Court	Youth are judge, jury, prosecutors, defense, and defendant in real cases selected by Juvenile Court Judge	youth	Fanning Institute (UGA)	Communicate to youth about opportunities for involvement. Communicate to community for awareness and support.	[YD3]	Partially Funded	1-2 Years
Youth Development	GREAT (Gang Resistance Education and Training)	Implement research-based gang prevention program in the middle schools	youth	ACC Police Dept	Connect to resources	[YD3]	Expansion Resources Needed	1-2 Years
Youth Development	PREVAYL Preventing Violence Affecting Young Lives	Implement PREVenting Violence Affecting Young Lives program utilizing a public health, collaborative approach to preventing violence affecting youth.	children and youth	Ga Department of Public Health	Facilitate local partnerships, engagement. Utilize this Strategic Action	[YD3]	Partially Funded	3 Years+

					Team and Neighborhood Leaders			
Youth Development	Police Department summer camps	Summer camps with recreational and leadership activities (if pandemic allows)	children and youth	ACC Police Dept	Recruit participants	[YD9]	Partially Funded	1-2 Years
Youth Development	NEHD Health Relationships	Implement Preventing Violence Affecting Young Lives program utilizing a public health, collaborative approach to preventing violence affecting youth. Implement healthy relationship programming through the Teen Matters Clinic and through the Healthy Relationship Ambassador Program.	children and youth	Ga. Dept of Public Health	Facilitate local partnerships, engagement. Utilize this Strategic Action Team and Neighborhood Leaders	[YD20]	Expansion Resources Needed	1-2 Years
Youth Development	Youth Force	Career exploration/ development for youth	youth	Chess and Community, Boys and Girls Club	Refer youth	[YD1]	Partially Funded	1-2 Years
Family/Adult Development	Project FREE	Engage couples to participate in workshops to educate them to strengthen families.	Foster parents, potential foster parents, married couples, unmarried parents	Project FREE (UGA FACS et al)	Publicize and promote among partners.	[FD20]	Fully Funded	1-2 Years
Family/Adult Development	Home in 5	Expand availability of local foster homes	potential foster parents	DFCS, Fanning (UGA)	Engage in Home in 5 planning & implementation, publicize need for foster homes	[FD20]	Expansion Resources Needed	1-2 Years
Family/Adult Development	Circle of Security	Parenting framework provided by trained Neighborhood Leaders, counselors, and others	Parents of young children	Family Connection-CIS	Provide Circle of Security parenting,	[FD3]	Partially Funded	1-2 Years

			whose families have suffered trauma		connect to resources, facilitate through Strategic Action Teams			
Mental Health Development	Drug Free Communities	Implement DFC through Substance Abuse Prevention Coalition of this SAT	youth	Family Connection-CIS, Council on Alcohol & Drugs	Administer grant, oversee project, support	[MH1]	Expansion Resources Needed	3 Years+
Mental Health Development	Child Parent Psychotherapy	Research-based psychotherapy for young children who have suffered trauma and their caregiver	Families with young children who have suffered trauma	Family Connection-CIS	Administer grant for training of therapists and therapy for families without insurance	[MH3]	Expansion Resources Needed	3 Years+
Community-Wide	Neighborhood Leaders	Engage Neighborhood Leaders in the planning and implementation of this SAT's focus.	community	Family Connection-CIS	Implement the program	[CM20]	Expansion Resources Needed	3 Years+
Community-Wide	Citizens Police Academy	Twelve weekly training sessions for community members on the spectrum of ACC Police work	community	ACC Police Department	Recruit participants, including those in high-crime and high-poverty neighborhoods	[CM6]	Partially Funded	1-2 Years
Community-Wide	Trauma-Informed Library	Implement trauma-informed training and services in ACC Library	community	ACC Library	Connect to resources, engage partners	[CM8]	Partially Funded	1-2 Years
Information Distribution, Community Awareness, and Training	Community education	Community education addressing trauma, need for foster homes, and other issues related to this team	community	Family Connection-CIS of Athens and its partners	Engage Neighborhood Leaders and partners, implement	[ID7]	Partially Funded	1-2 Years

					education campaign			
--	--	--	--	--	--------------------	--	--	--

To Document and Monitor Progress:

The Safety & Community Stability Strategic Action Team will oversee implementation of the plan, will monitor indicators, and will develop and establish benchmarks.

What is being measured?	What is the data source?	Who will be responsible?	How often will the data be collected?	How will you communicate these results?
Youth alcohol & other drug use	Coalition on Alcohol & Drugs	Coalition on Alcohol & Drugs	As available	Communicate results through listservs, Strategic Action Team meetings
Child abuse & neglect	DFCS	DFCS	As available	Communicate results through listservs, Strategic Action Team meetings
Economic indicators of families	Kids Count, Athens Wellbing Project	FC-CIS	As updated by Kids Count	Communicate results through listservs, Strategic Action Team meetings
Children staying in region for foster care	DFCS	DFCS/Home In 5	As available	Communicate results through listservs, Strategic Action Team meetings
Juvenile crime rate	Police Department, Dept of Juvenile Justice, Juvenile Court	Police Department, Dept of Juvenile Justice, Juvenile Court	As available	Communicate results through listservs, Strategic Action Team meetings
Child deaths, ages 1-14	Kids Count	Family Connection-CIS of Athens	As available	Communicate results through listservs, Strategic Action Team meetings
Teen deaths, ages 15-19	Kids Count	Family Connection-CIS of Athens	As available	Communicate results through listservs, Strategic Action Team meetings

Teen deaths by homicide, suicide and accident, ages 15-19 (per 100,000)	Kids Count	Family Connection-CIS of Athens	As available	Communicate results through listservs, Strategic Action Team meetings
Children leaving foster care who are reunified with their families or placed with a relative within 12 months of entering foster care	Kids Count	Family Connection-CIS of Athens	As available	Communicate results through listservs, Strategic Action Team meetings

Strategy Name: Neighborhood Leaders

Phase of Strategy Implementation: Full Implementation

Desired Outcome: Reduced impacts of poverty on families, individuals, and neighborhoods.

Strategy Statement: FC-CIS will work with its partners to engage full-time Neighborhood Leaders in each of 16 Prosperity Zones and community-wide to reduce the impacts of poverty on families, individuals, and neighborhoods, will engage with community planning and advocacy for systems reform, and will work to increase civic engagement of constituencies historically and systemically marginalized.

Child and Family Indicators:

Indicator	Result Area	Data Source	Notes
Children without health insurance [HC13]	Healthy Children	KIDS COUNT Website	
Children enrolled in Medicaid or PeachCare [HC2]	Healthy Children	KIDS COUNT Website	
Children, birth through 4, enrolled in the WIC program [HC3]	Healthy Children	KIDS COUNT Website	

Children enrolled in the Georgia Pre-K program from low-income families [CR3]	Children Primed for School	KIDS COUNT Website	
Children whose parents lack secure employment [SF4]	Stable, Self-Sufficient and Productive Families	KIDS COUNT Website	
Households, with children, receiving Food Stamps [SF6]	Stable, Self-Sufficient and Productive Families	KIDS COUNT Website	
Adult educational attainment: High-school graduate or higher [SC1a]	Thriving Communities	KIDS COUNT Website	
Unemployment [SC2]	Thriving Communities	KIDS COUNT Website	
Children living in poverty [SC3]	Thriving Communities	KIDS COUNT Website	
Families, with children, with annual incomes less than 150% of the federal poverty threshold [SC5]	Thriving Communities	KIDS COUNT Website	
Homeownership [SC6]	Thriving Communities	KIDS COUNT Website	
Crime rate, violent crimes, age 17 or older (per 1,000) [SC7a]	Thriving Communities	KIDS COUNT Website	
Crime rate, other crimes (burglaries, etc.), age 17 or older (per 1,000) [SC7b]	Thriving Communities	KIDS COUNT Website	
Voter participation [SC8]	Thriving Communities	KIDS COUNT Website	
GED graduates [SC9]	Thriving Communities	KIDS COUNT Website	
Other [LD10] Neighborhood Leader engagement in FC Strategic Action Teams, Envision Athens work groups, and other planning	Thriving Communities	FC-CIS	
Other [LD10] Neighborhood Leaders engaged with ACC departments in outreach	Thriving Communities	FC-CIS	
Other [LD10] Provision by NLs of goods to families in need	Thriving Communities	FC-CIS	
Other [LD10] Community outreach meetings/events	Thriving Communities	FC-CIS	
Other [LD10] Engagement of Neighborhood Leaders with ACC Commissioners and other elected officials	Thriving Communities	FC-CIS	
Other [LD10] Neighborhood Leaders trainings	Thriving Communities	FC-CIS	

Activities:

Type	Name	Description	Population of Focus	Code
Systems Change	Systems improvement	Engage NLs in working to change systems to be more user-friendly and effective	partner organizations and systems	[SA11]
Collaborative Development	Neighborhood Leaders	Engage NLs as full partners in all Strategic Action Teams, Envision Athens work groups, ACC Unified Government department planning and outreach, and related efforts	FC-CIS Strategic Action Teams and related community initiatives	[CA8]
Family Engagement	Implementing programs & activities	Utilize Neighborhood Leaders to encourage residents in their Prosperity Zones to participate in planning and implementing services and supports.	Neighborhood Leaders, families, partners	[FE11]
Family Engagement	Family representative recruitment	Neighborhood Leaders participate and recruit additional family represents to engage in FC, Unigov, Envision Athens, and other planning and governance work, and engage others in that work	Neighborhood Leaders, families, partners	[FE12]
Family Engagement	Training and support	Provide Neighborhood Leaders and organizational partners training (including youth violence prevention and ACEs) to support full partnership and engagement	Neighborhood Leaders, families, partners	[FE13]
Results Accountability	Results reporting	Share relevant data with reports and other information related to the work with NLs and other partners to monitor progress and make programmatic decisions	Neighborhood Leaders, Strategic Action Teams, partners, community	[RA2]
Results Accountability	Utilize data vis a vis JEDI	Utilize data to determine inequity and develop ways to address it (JEDI: Justice, Equity, Diversity, Inclusion)	Neighborhood Leaders, Strategic Action Teams, partners, community	[RA20]
Results Accountability	Use data in community planning	Engage NLs with other partners in utilizing data for community planning and implementation.	Neighborhood Leaders, Strategic Action Teams, partners, community	[RA3]
Sustainability	Other fund development	Utilize DFCS SNAP Outreach partnership funding, other grants and contracts, events, and donations	Potential funders	[ST14]
Sustainability	Unified Government funding	Maintain local government funding to cover costs of at least 16 FTE NLs and program director	Mayor and Commission	[ST7]

Communications	Information sharing	Utilize Neighborhood Leaders as trusted communicators in their Prosperity Zones. Communicate about and with Neighborhood Leaders utilizing listservs, web site, social media, newsletter, meetings, earned media, and other means	Community	[CS6]
----------------	---------------------	---	-----------	-------

Programs & Services:

Type	Name	Description	Population of Focus	Lead Implementing Partner	Collaborative Responsibility	Code	Funding Status	Funding End
Child Development	Child services	Neighborhood Leaders share information and provide support to enroll in child serving programs	children and families	Family Connection-CIS of Athens	Provide the program	[CD20]	Expansion Resources Needed	3 Years+
Youth Development	Youth services	Neighborhood Leaders share information and provide support to enroll in youth-serving programs	youth and their families	Family Connection-CIS of Athens	Provide the program	[YD20]	Expansion Resources Needed	3 Years+
Family/Adult Development	Neighborhood Leader training	Provide training and support of NLs in core skills (facilitation, conflict resolution, etc) and in resources/ services in the community	Neighborhood Leaders	Family Connection-CIS of Athens	Provide the program, arrange/facilitate/ provide the training	[FD20]	Expansion Resources Needed	1-2 Years
Family/Adult Development	Family/adult services	Neighborhood Leaders share information and provide support to enroll in family-serving programs	families	Family Connection-CIS of Athens	Provide/link to the services	[FD20]	Expansion Resources Needed	1-2 Years
Family/Adult Development	Circle of Security	Framework for parenting for parents/caregivers who have experienced trauma	Parents whose families have suffered trauma	Family Connection-CIS of Athens	Facilitate Circle of Security with families.	[FD3]	Expansion Resources Needed	1-2 Years
Academic Development	Academic services outreach	Neighborhood Leaders share information and provide support to enroll in academic development programs	children, youth, and families	Family Connection-CIS of Athens	Provide the activity as listed	[AD20]	Expansion Resources Needed	1-2 Years

Physical Health Development	COVID safety	Promote vaccinations, other education	Community	Family Connection-CIS of Athens	Provide the activity	[PH8]	Expansion Resources Needed	1-2 Years
Physical Health Development	Medicaid, PeachCare, other health insurance	Neighborhood Leaders assist un- and under-insured individuals in gaining health insurance	un- and under-insured	Family Connection-CIS of Athens	Provide the activity as described	[PH9]	Expansion Resources Needed	3 Years+
Mental Health Development	Reduce stigma of mental health issues	Workshops and other outreach to decrease stigma of mental illness & services	community	Family Connection-CIS of Athens	Provide the activity	[MH20]	Expansion Resources Needed	1-2 Years
Mental Health Development	Mental health services	NLs encourage those needing mental health services to get them, help connect them	community	Family Connection-CIS of Athens	Provide the activity	[MH20]	Expansion Resources Needed	3 Years+
Mental Health Development	Increase diversity in mental health profession	Increase diversity of students in education for mental health professions	students	Family Connection-CIS of Athens	Facilitate the activity through partnership with UGA, others	[MH20]	Expansion Resources Needed	3 Years+
Economic Development	Bridges Out of Poverty	Continue to utilize the Bridges Out of Poverty framework to recognize and address the dynamics that cause and maintain poverty from the individual to the systemic level.	community	Family Connection-CIS of Athens	Utility the framework	[ED20]	Expansion Resources Needed	1-2 Years
Economic Development	Employment and entrepreneurship	Neighborhood Leaders organize job fairs, workshops, and other activities, and assist residents in applying for and getting jobs	community	Family Connection-CIS of Athens	Provide the activity	[ED6]	Expansion Resources Needed	3 Years+
Economic Development	Accessible jobs database	Neighborhood Leaders work with Chamber in developing and implementing accessible online employment opportunities database	community	Athens Area Chamber of Commerce	Assist with implementation and outreach	[ED7]	Expansion Resources Needed	1-2 Years
Community-Wide	Case management	Neighborhood Leaders provide outreach and case management for range of personal and economic improvement	Un- and under-employed,	Family Connection-CIS of Athens	Provide the case management	[CM20]	Expansion Resources Needed	3 Years+

			other residents					
Community-Wide	LEAD Athens	Seek scholarships for Neighborhood Leaders to participate in LEAD Athens to learn - and teach - about multiple aspects of the community and to connect and work with other community leaders.	Neighborhood Leader(s)	Family Connection-CIS of Athens	Seek the scholarships (and funding of them)	[CM20]	Expansion Resources Needed	1-2 Years
Community-Wide	Materials distribution	Neighborhood Leaders, utilizing Neighborhood Leaders Hub, provide needed goods to families (diapers, clothing, blankets, school supplies, PPE, food, et al.)	community	Family Connection-CIS of Athens	Provide the activity	[CM20]	Expansion Resources Needed	3 Years+
Community-Wide	Training and planning center	Neighborhood Leaders Hub serve as a site for community meetings, trainings, etc.	community	Family Connection-CIS of Athens	Provide the facility, facilitate NLs and other training, host Strategic Action Team, schedule facility use	[CM20]	Expansion Resources Needed	1-2 Years
Community-Wide	Voter registration and voting	Neighborhood Leaders promote voter registration and voting	community	Family Connection-CIS of Athens	Provide the activity in collaboration with partners	[CM5]	Expansion Resources Needed	3 Years+
Community-Wide	Driver's license support	Provide support/ connection for residents to get driver's license	community	Family Connection-CIS partners	Provide the activity in collaboration with partners	[CM3]	Unfunded	Unfunded
Information Distribution, Community Awareness, and Training	211 and other community outreach	Neighborhood Leaders assist 211 in updating lists of services, and NLs do outreach on 211 and related services	community	United Way (211 service), Neighborhood Leaders (our outreach)	Provide the outreach	[ID7]	Expansion Resources Needed	3 Years+

To Document and Monitor Progress:

Neighborhood Leaders program director will oversee the program and provide monthly reports, NLs and program director will monitor indicators and will develop and establish benchmarks.

What is being measured?	What is the data source?	Who will be responsible?	How often will the data be collected?	How will you communicate these results?
NLs participation in SATs, other planning	FC-CIS	FC-CIS	Monthly	Communicate results through listservs, Strategic Action Team meetings
Voter registration	Secretary of State	FC-CIS	Quarterly	Communicate results through listservs, Strategic Action Team meetings
Number of NL outreach activities	FC-CIS	FC-CIS	Monthly	Communicate results through listservs, Strategic Action Team meetings
Number of services/referrals through NL case management	FC-CIS	FC-CIS	Monthly	Communicate results through listservs, Strategic Action Team meetings
SNAP enrollment for NL clients	FC-CIS	FC-CIS	Monthly	Communicate results through listservs, Strategic Action Team meetings
WIC enrollment for NL clients	FC-CIS	FC-CIS	Monthly	Communicate results through listservs, Strategic Action Team meetings
Other outcomes of NL work	FC-CIS	FC-CIS	Monthly	Communicate results through listservs, Strategic Action Team meetings
Children enrolled in the WIC program	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings

Children enrolled in Medicaid or PeachCare	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Children without health insurance	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Children enrolled in Georgia Pre-K from low-income families	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Children whose parents lack secure employment	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Households, with children, receiving Food Stamps	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Adults high-school graduate or higher	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Children living in poverty	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Crime rate, other crimes, age 17 or older (per 1,000)	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Crime rate, violent crimes, age 17 or older (per 1,000)	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Families, with children, with annual incomes less than 150% of the federal poverty threshold	Kids Count	FC-CIS	As available	
GED graduates	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings

Homeownership	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Unemployment	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Voter participation	Kids Count	FC-CIS	As available	Communicate results through listservs, Strategic Action Team meetings
Families provided goods by NLs	FC-CIS	FC-CIS	Monthly	Communicate through listservs, Strategic Action Team meetings
NL trainings	FC-CIS	FC-CIS	Monthly	Communicate results through listservs, Strategic Action Team meetings