

CHILDREN'S SERVICES STUDY



**Prepared for the Orange County
Board of County Commissioners**

Board Presentation

OCTOBER 30, 2018

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2018-10-30 Work Session B1 Exhibit 1 - Keith Carr

FOREFRONT

Presentation Outline

1. Project Approach and Methodology
2. Review of Existing Children's Trust Reports
3. Establish OC Baseline For Service Delivery
4. Compare Orange County Children's Programs and Services with Children's Services Councils
5. Community Level Data
6. Options and Recommendations
7. Summary

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Project Approach and Methodology

Approach and Methodology

- Data Collection and Review
- Interviews
- Onsite Visits to CSCs

Data Collection Sources

- CSCs (8) Independent CSCs, (2) Dependent
- Orange County School District
- CBC of Central Florida/DCF Regional Headquarters
- Orange County Early Learning Coalition (ELC)
- Florida Children's Council
- Children's Trust of Orange County
- University of Central Florida (UCF)
- Orange County

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Review of Existing Children's Trust Reports

- 2016 and 2017 Children Trust Reports contained very similar and duplicative information.
- The approach and methodology of the Children's Trust Reports and 2018 UCF Report did not identify the need at the community/neighborhood level.
- The macro approach used did not provide sufficient data to formulate a gap analysis or to best allocate our resources.
- All three reports included incorrect and misleading data.
- The UCF report was inconsistent with the 2016 and 2017 Children's Trust Reports.

Review of Existing Children's Trusts Reports

- Areas of Concern:
 - Title 1 After School Programs
 - Early Learning Waitlist
 - Abuse Registry Calls vs. Verified Cases of Abuse
 - Poverty
 - Health Rankings
 - Funding Gap is Significantly Less than the \$58M Tax Increase Requested

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Establish OC Baseline for Service Delivery

Challenges:

- Different Structures among CSC's
- Variations in Funding
- Program Focus Areas are County Specific
- Reporting Methodologies
- Level of Involvement Varies Across CSC's
- Local Needs, Trends and Events Drive CSC focus and priorities

Establish OC Baseline for Service Delivery

Rationale for Comparisons

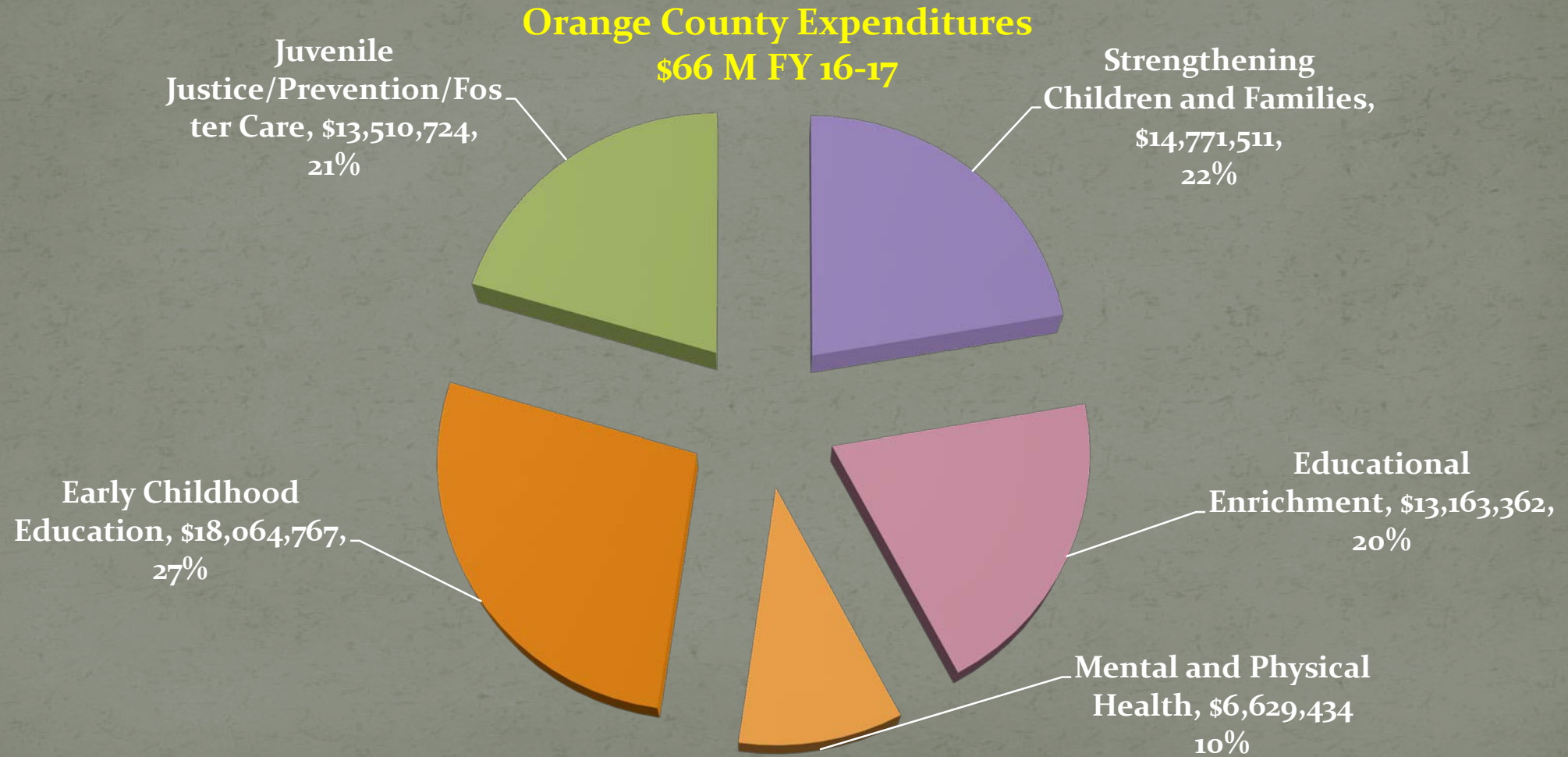
- 10 Counties have established CSC's
- 8 Counties are Independent
- 2 are Dependent
- 5 Counties that were most similar to Orange County were selected for comparison

Establish OC Baseline for Service Delivery

These focus areas were organized under the following five major service categories:

- Strengthening Children and Families
- Educational Enrichment Services
- Mental and Physical Health
- Early Childhood Education
- Juvenile Justice/Prevention/Foster Care

Establish OC Baseline for Service Delivery



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1. Project Approach and Methodology
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4. Compare Orange County Children's Programs and Services with Children's Services Councils
5. Community Level Data
6. Provide Best Practice Option(s)
7. Summary

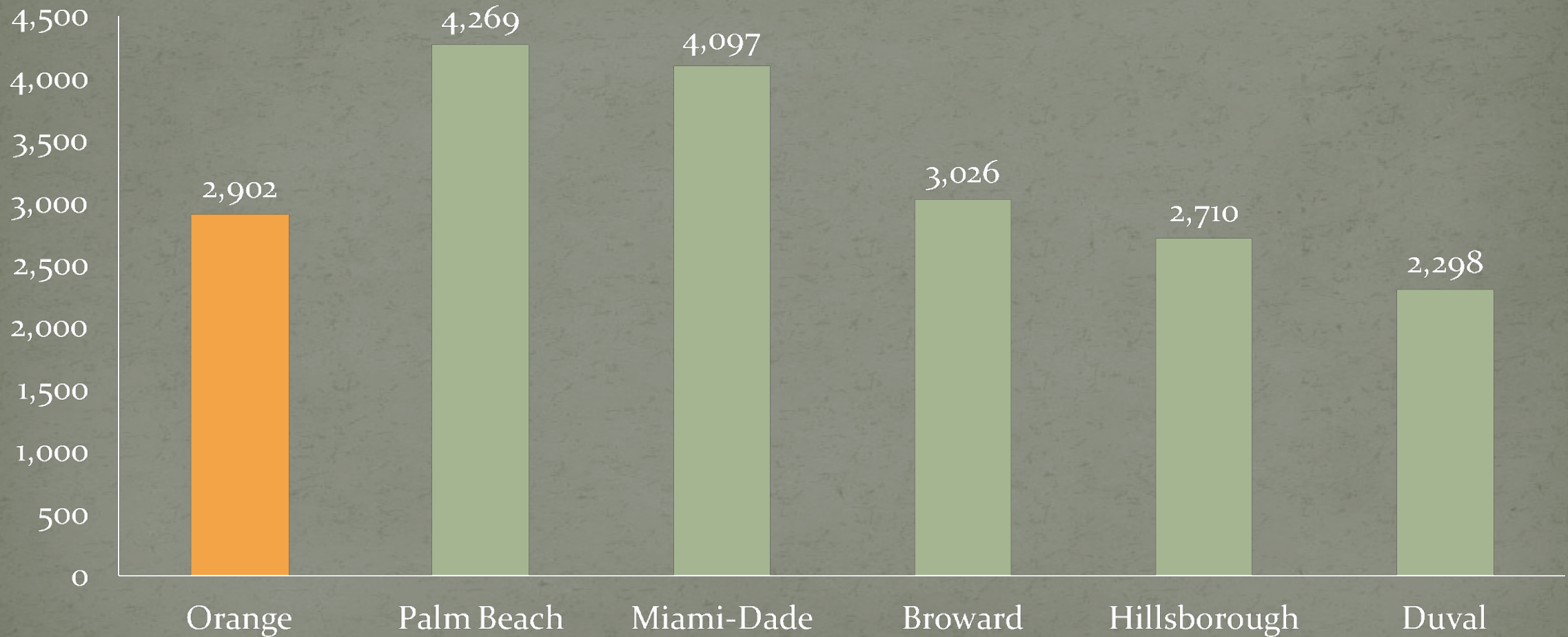
Orange County and CSC Funding Levels

Comparative Domains (Focus Areas)	Orange County	Broward CSC	Duval CSC	Hillsborough CSC	Miami-Dade CSC	Palm Beach CSC
Strengthening Children and Families	22 %	21 %	NA	30 %	12 %	6 %
Educational Enrichment Services	20 %	19 %	57 %	NA	NA	NA
Mental and Physical Health	10 %	25 %	18 %	20 %	13 %	28 %
Early Childhood Education	27 %	12 %	14 %	37 %	17 %	38 %
Juvenile Justice/Prevention/Foster Care	20 %	18 %	9 %	NA	37 %	13 %

**Data Source: Orange County Government and 2018 FL Statewide CSC Survey Responses*

Orange County and CSC's - Early Childhood Education

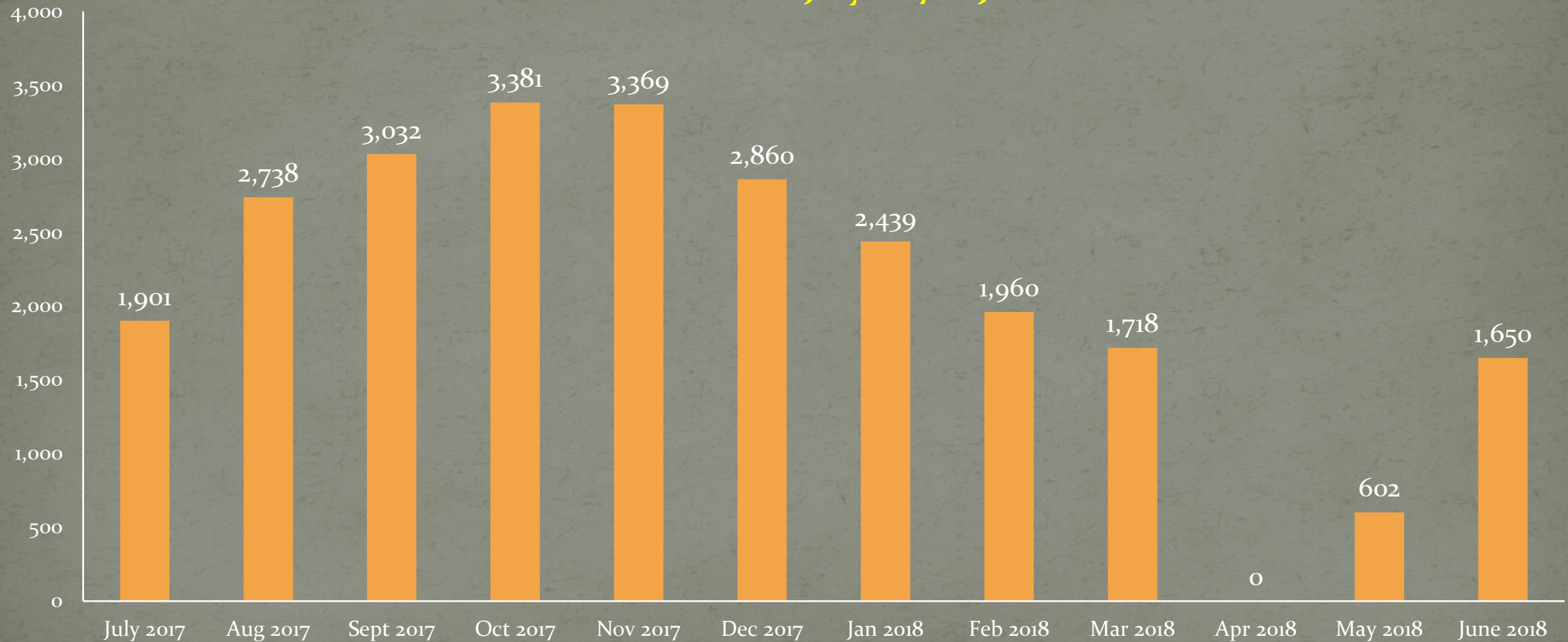
School Readiness Wait List – August/2018



Source Data: State of Florida (Office of Early Learning)

Orange County and CSC's - Early Childhood Education

School Readiness Waitlist - July 2017 to June 2018



Data Source: State of Florida - Office of Early Learning

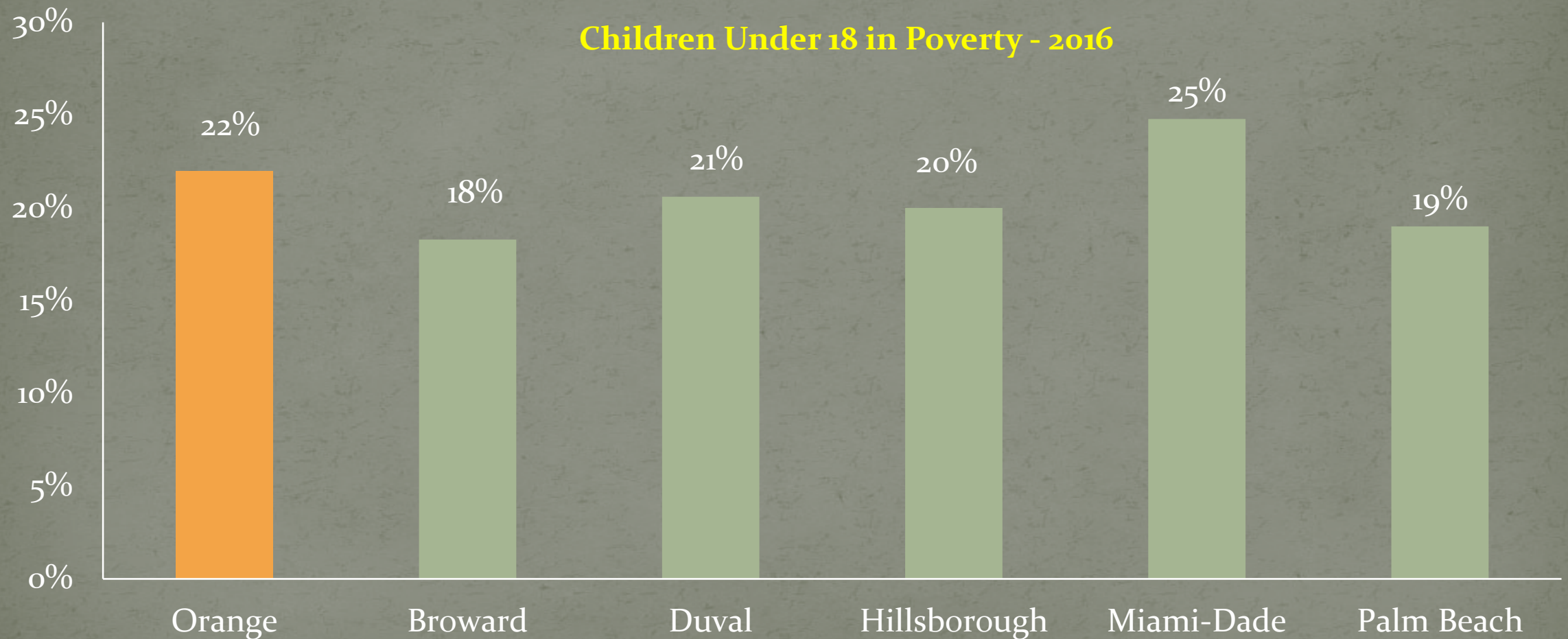
Orange County – VPK

Volunteer Pre-Kindergarten (VPK) – Provides cost-free kindergarten to all 4 year olds.

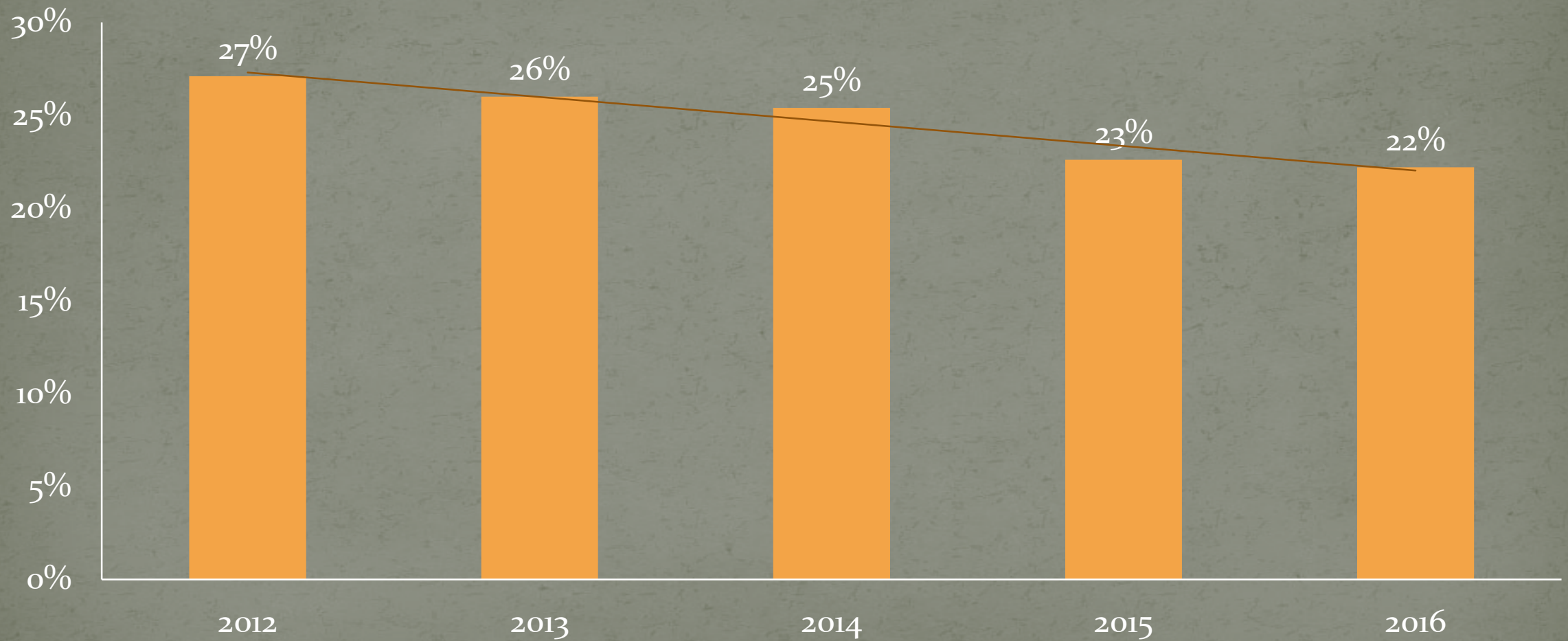
- There is no waitlist for VPK as of 10/26/2018



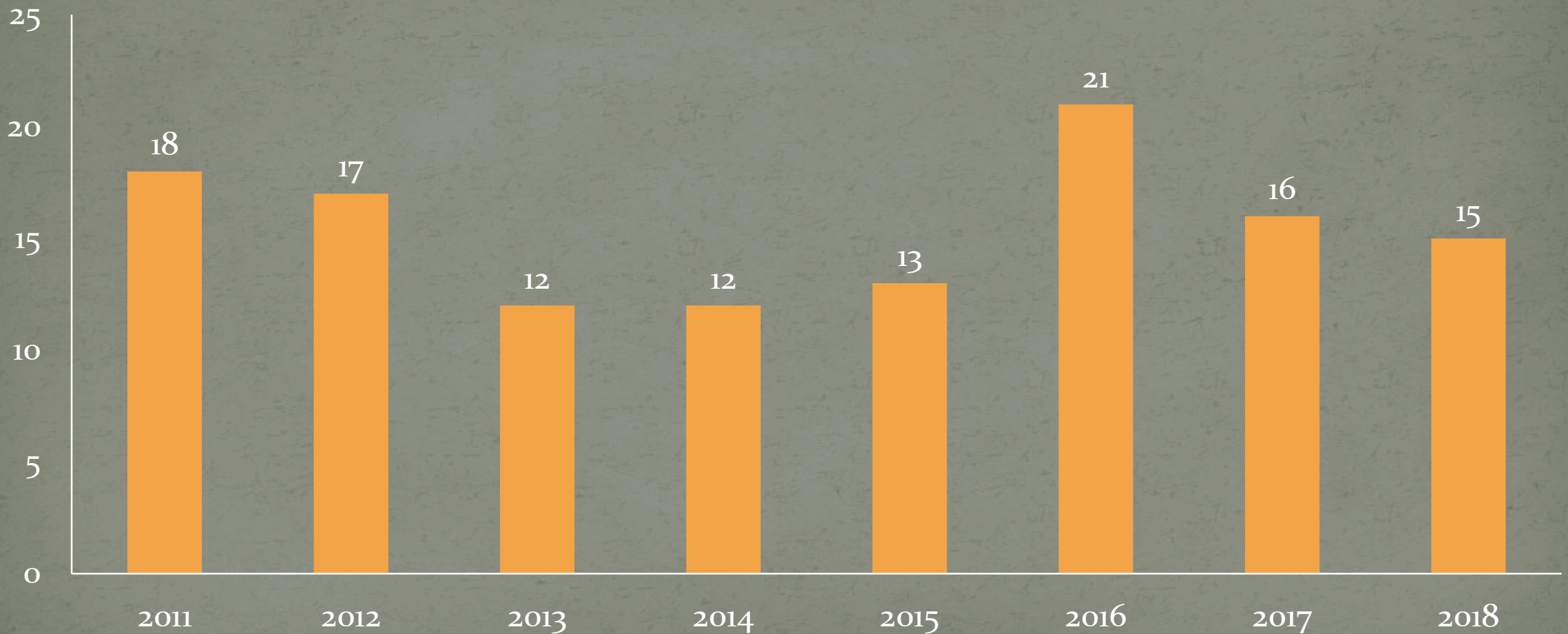
Orange County and CSC's - Strengthening Children and Families



Orange County – Poverty Improvements



Orange County – Health Rankings Improvements



Data Source: County Health Rankings

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Community Level Data

- The domains* (focus areas) used in this review as a baseline were as follows:
 - Individual
 - Family
 - Community
 - Education

**Evidenced Based Model: Communities That Care (CTC) prevention model*

Community Level Data - Framework

Community Level Assessment Framework

Communities That Care Prevention Model: (*Community, Family, School, Individual*)

Utilized evidenced-based *Communities That Care (CTC)* prevention model as the assessment framework.

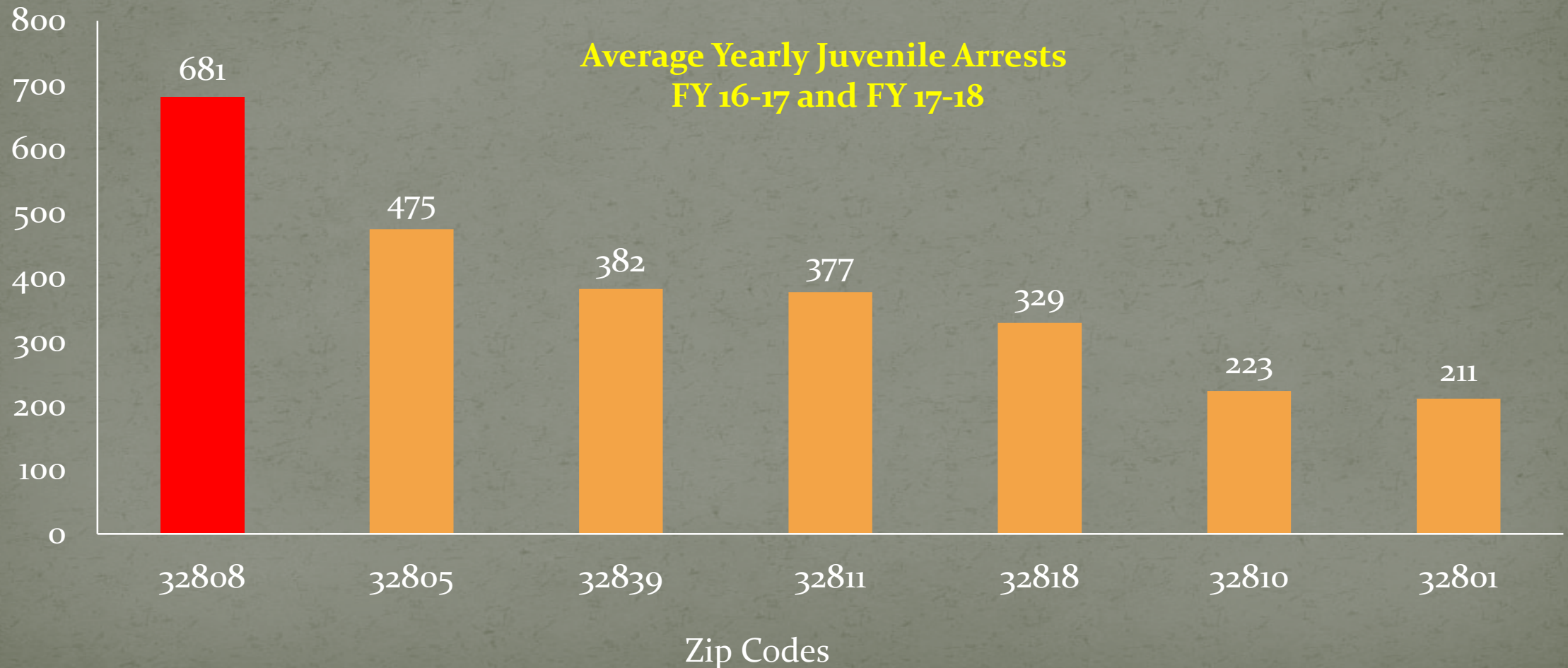
The model provides that Individual and community-level variables are analyzed in accordance with the four domains outlined in the CTC model;

COMMUNITY DOMAIN:	Juvenile Arrest and Detention,
EDUCATION DOMAIN:	3rd Grade Florida Standards Assessment (FSA) 12 th Grade Graduation Rate
FAMILY DOMAIN:	Dependency Involvement, Abuse & Neglect Reports
INDIVIDUAL DOMAIN:	Teen Pregnancy

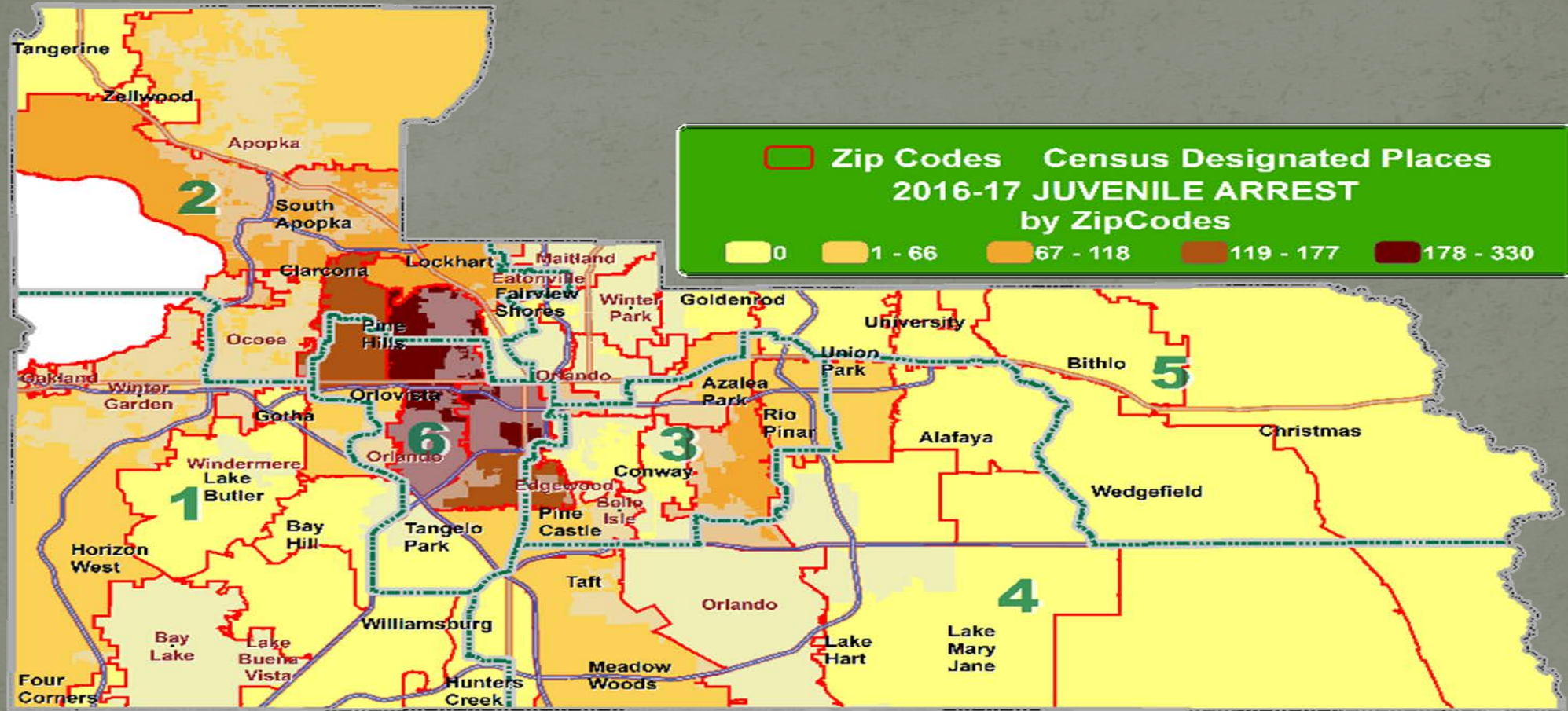
(Source Data: Hawkins, Catalano, & Miller 1992; Kim, Gloppen, Rhew, Oesterle, and Hawkins 2015; Kuklinski, Fagan, Hawkins, Briney, and Catalano 2015; Nelson 1998; Rhew et al., 2016; Shapiro, Oesterle, and Hawkins 2015).

Community Level Data – Community Domain

Seven (7) of 53 residential zip codes have accounted for a yearly average of 5,352 (53%) juvenile arrests in Orange County over the past two (2) fiscal years (FY 16-17 and FY 17-18)

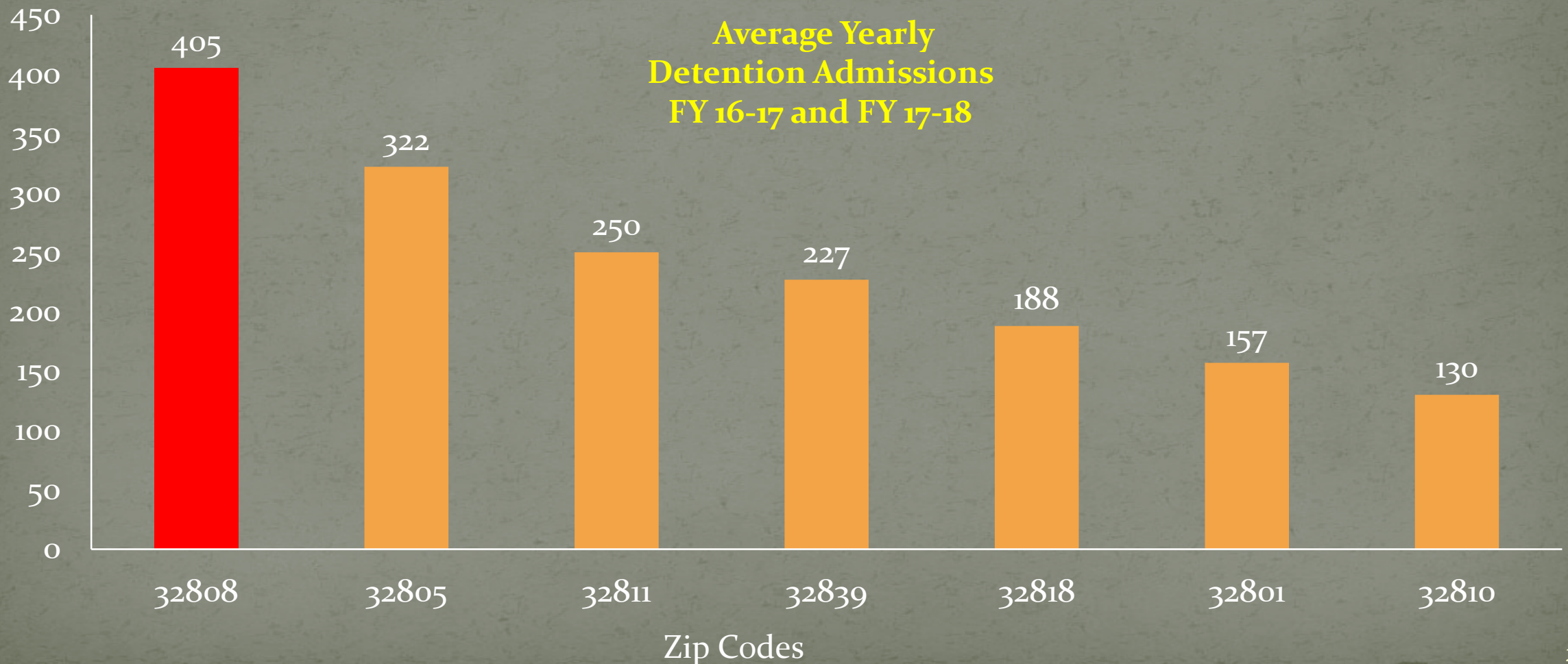


Community Level Data – Juvenile Arrests



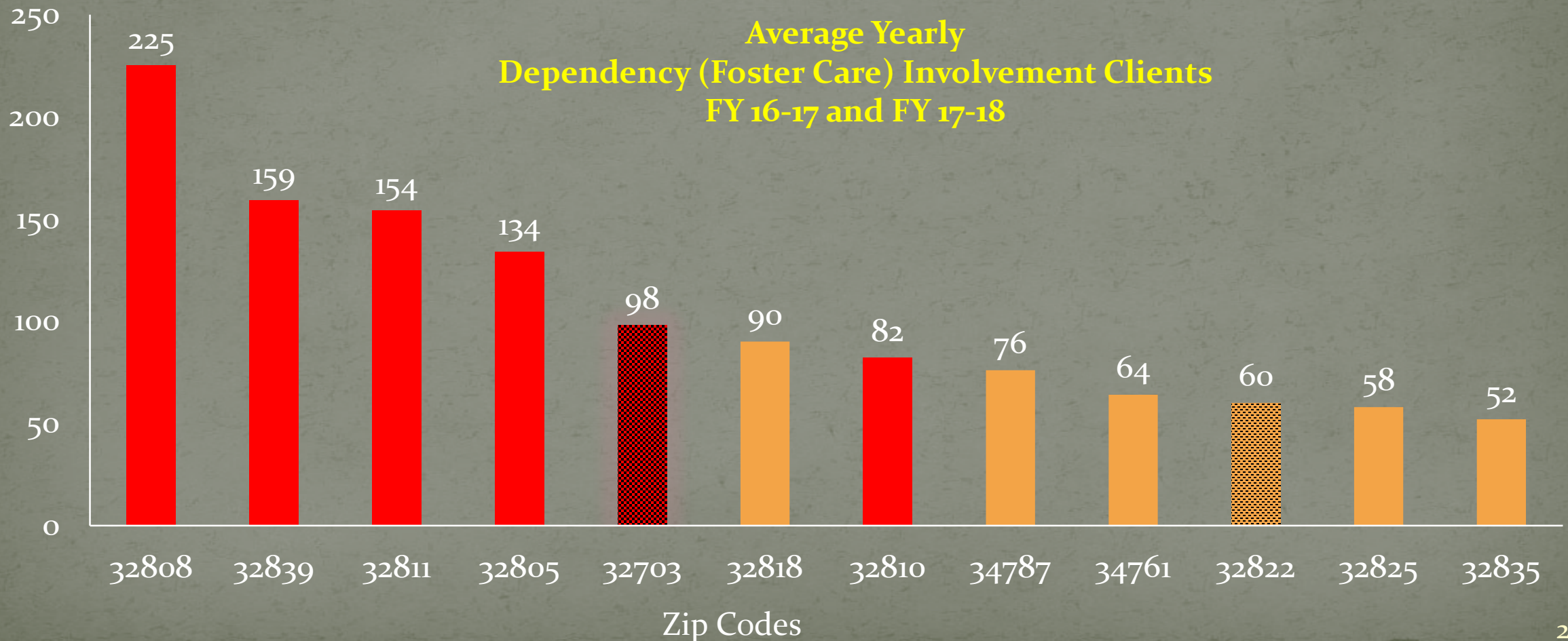
Community Level Data – Juvenile Detention

Of the \$5.1 million Orange County expended for its cost share of detention services during FY 2017-18, approximately \$3.2 million were expended on youth residing in the seven (7) aforementioned zip codes.



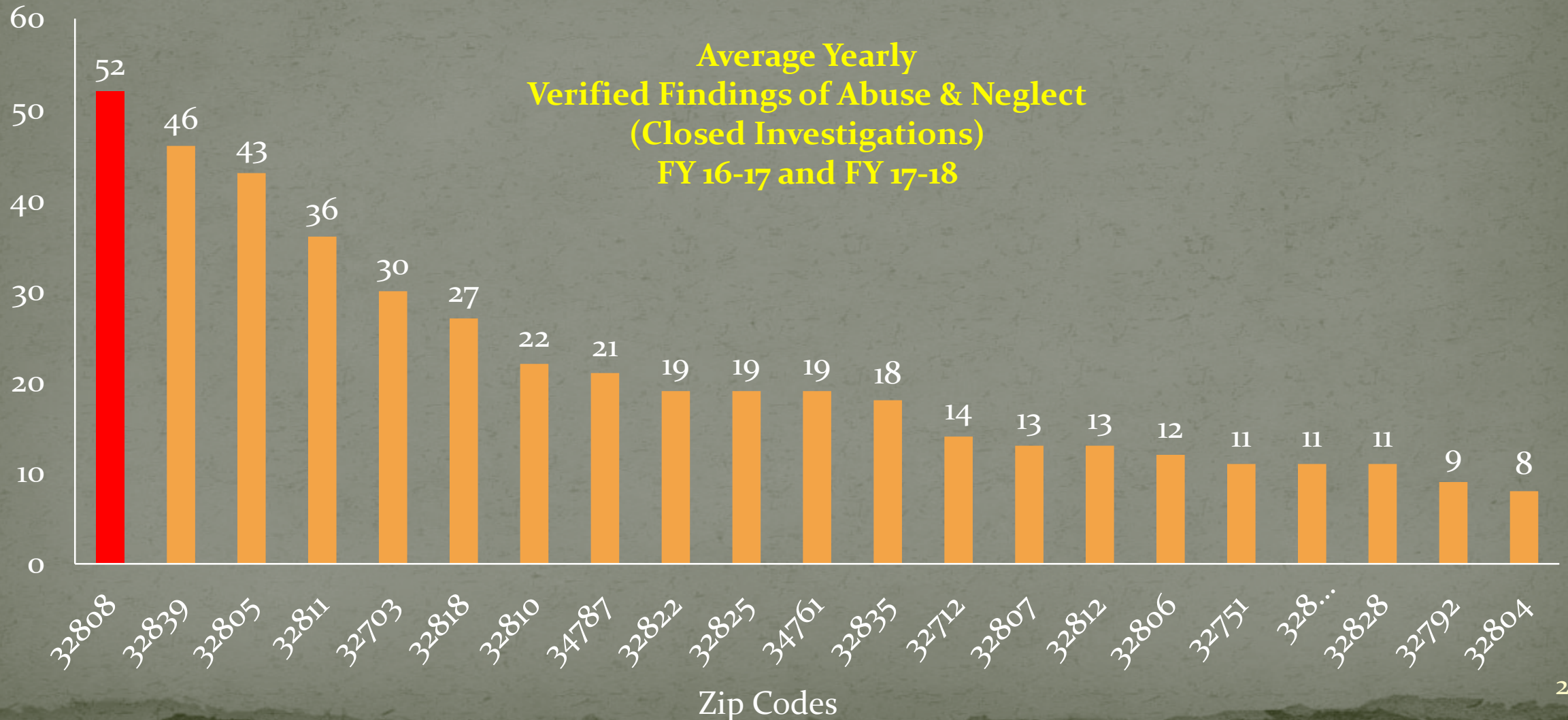
Community Level Data – Family Domain

Consistent with juvenile delinquency and adult jail arrests, six (6) of the seven (7) previously identified zip codes represent areas with the highest number of clients receiving dependency services.



Community Level Data – Family Domain

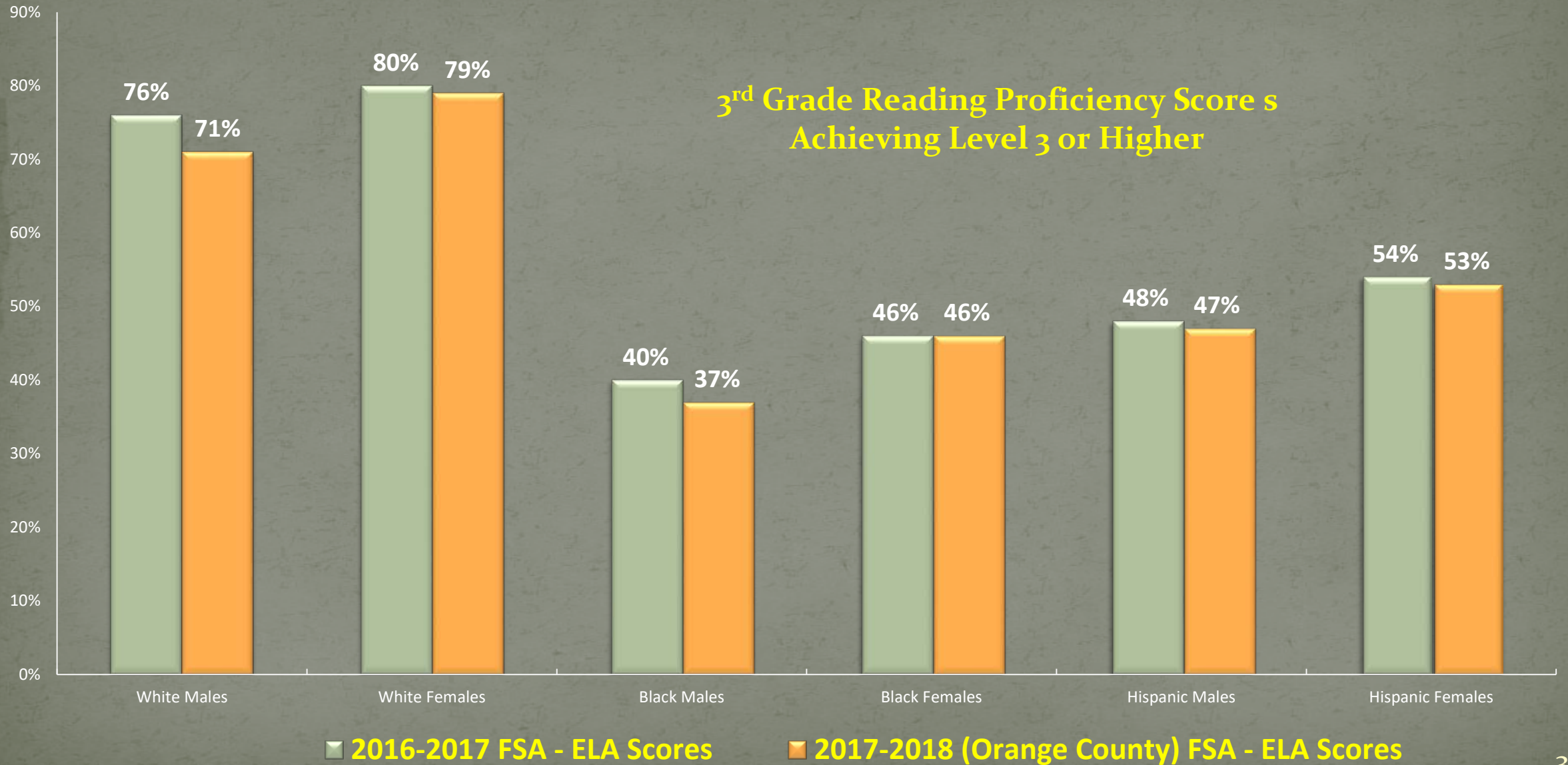
Over the past two(2) fiscal years, there was a yearly average of 905 verified findings of abuse and neglect closed investigations. Fifty percent (450) involved child victims residing in 20 identified zip codes.



Community Level Data – Education Doman

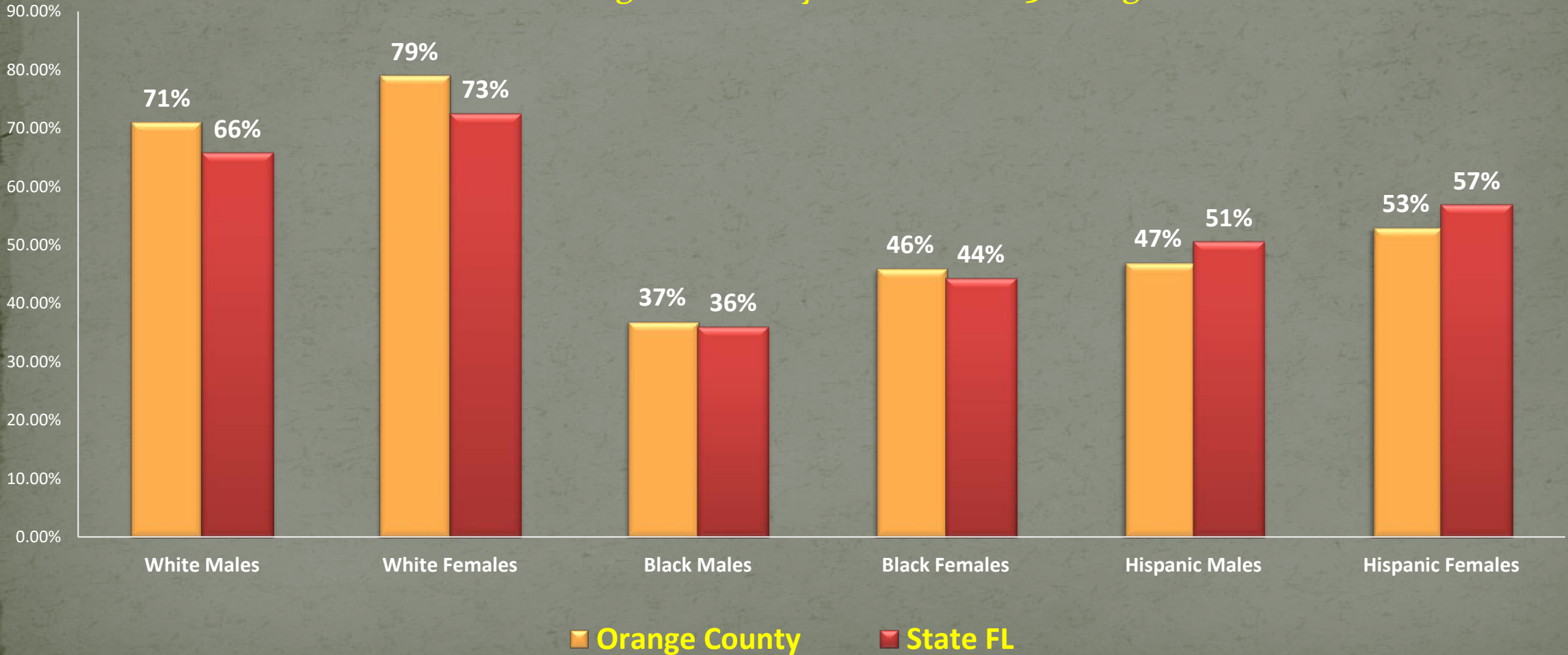
Zip Code Rank	Zip Code	# Juvenile of Arrest FY 2016-18	Elementary School	Feeder Middle School	Feeder High School
1	32808	1,362	Ridgewood Park - D (2017) Rolling Hills - D (2018) Rosemont - D (2017- 2018)	Meadowbrook Meadowbrook College Park - 32804	Evans Evans Evans
2	32805	949	Catalina - D (2017) Rock Lake - F (2018)	Memorial - 32805 Carver - 32811	Jones Oak Ridge - 32809 Jones
4	32811	753	Ivey Lane - F (2018)	Carver	Jones - 32805
5	32818	658	Hiawassee - D (2018) Pinewood - D (2017)	Robinswood Robinswood	Evans - 32808 Ocoee - 34761 Evans - 32808
6	32810	445	Lake Weston - D (2017) F (2018) Lockhart - D (2017) Riverside - D (2018)	Lockhart Lockhart Lockhart	Edgewater - 32804 Wekiva - 32703 Wekiva - 32703 Edgewater - 32804 Wekiva - 32703
7	32801	421	Nap Ford - D (2017)	*	*
8	32703	401	Phyllis Wheatley - D (2018)	Apopka -32712 Piedmont Lakes Wolf Lakes - 32712	Apopka - 32712 Ocoee - 34761 / Wekiva Apopka 32712 / Wekiva
14	32807	246	Bridge Prep Academy - D (2017 - 2018) Englewood - D (2018)	* Stonewall Jackson	* Colonial

Community Level Data – Education Domain



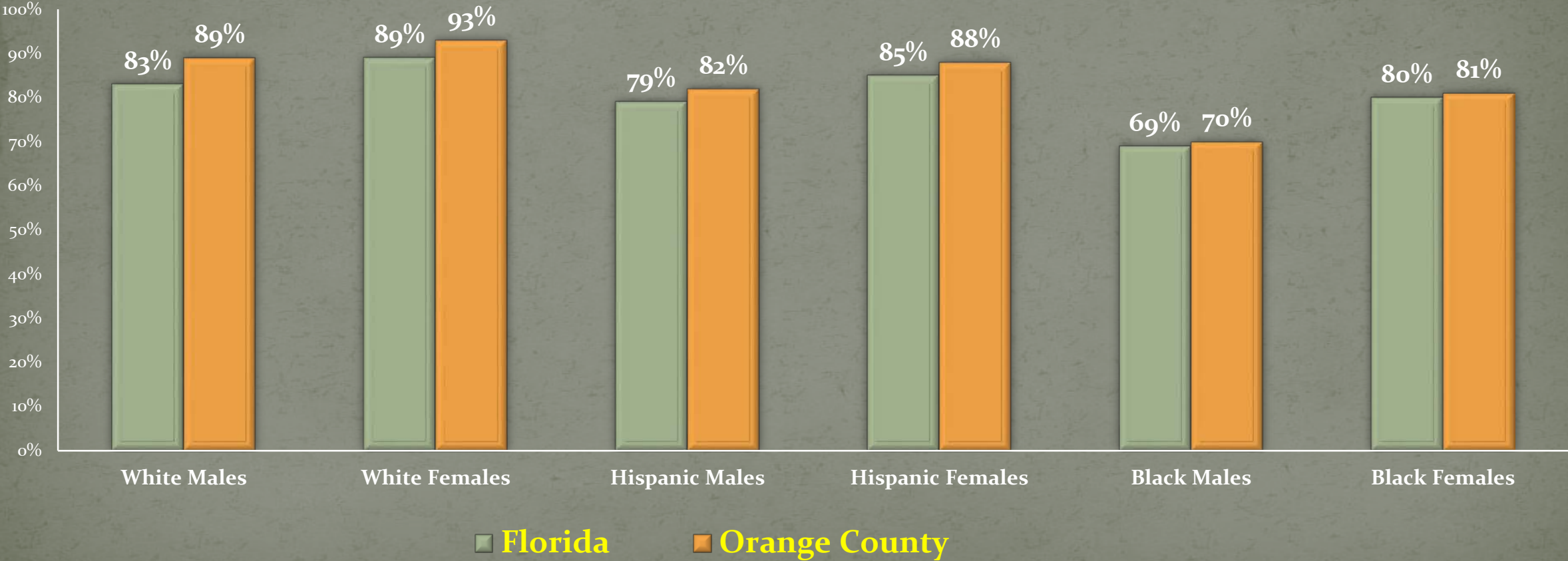
Community Level Data – Education Domain

Reading Proficiency Score - Level 3 or higher



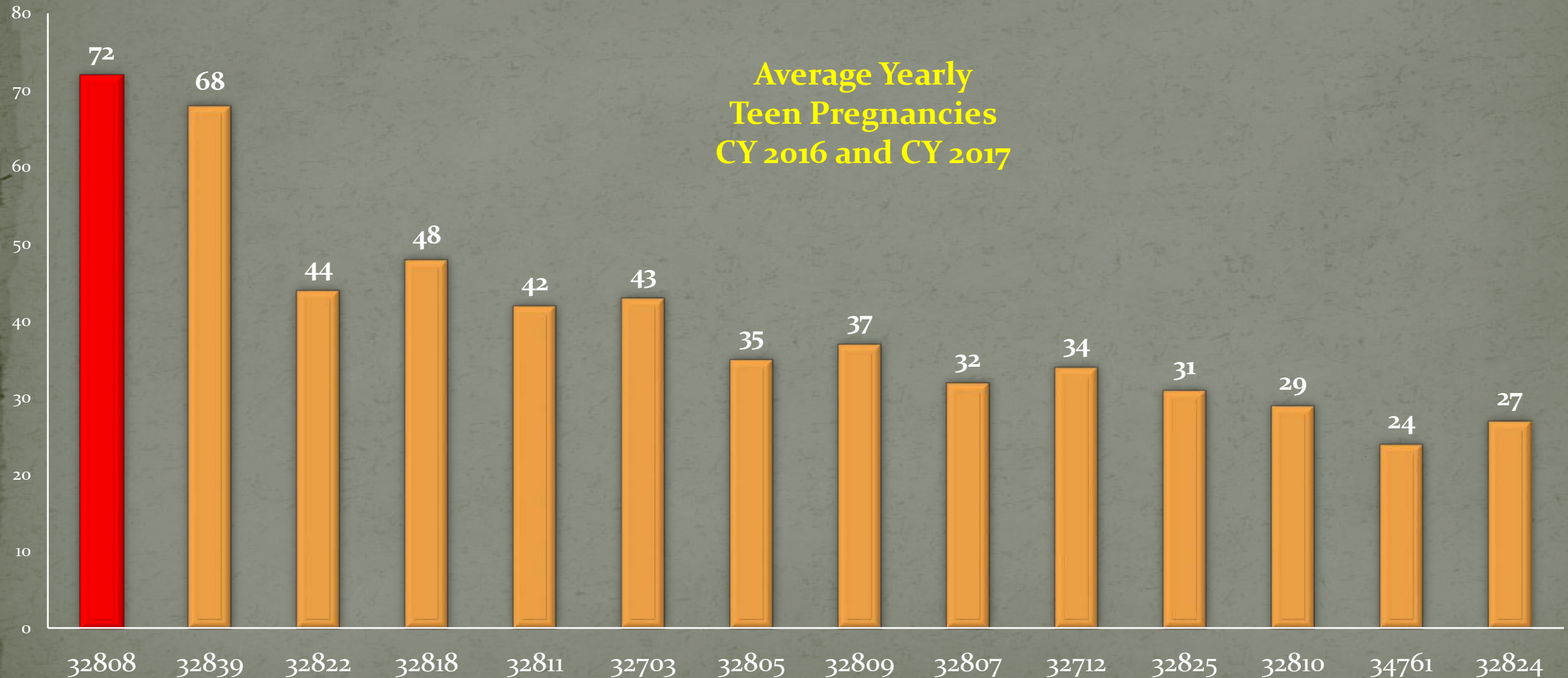
Community Level Data – Education Domain

High School Graduation Rates 2016-2017



Community Level Data – Individual Domain

The was an average of 733 Teen Pregnancies in Orange County during calendar years 2016 and 2017.



Community Level Data - Summation

- The community level focused on the needs of Orange County youth allowed for a richer meso-level understanding of the prevalence and geographical locations of risk factors impacting a youth's life choices and chances of success.
- It was revealed that the seven (7) previously identified zip codes tended to have high poverty levels, large minority populations, somewhat contiguous, and consistently ranked at the top for most of the risk factors analyzed.
- Zip Codes 32703 and 32822 were typically ranked directly after the above-referenced zip codes in the areas of juvenile arrests and detention admissions but were ranked similarly or higher on some of the other risk factors analyzed.
- Of the nine (9) zip codes highlighted above, seven (7) were predominantly minority populations with the exception of codes 32703 and 32801 .

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Options and Recommendations

Areas of Critical Community Needs:

- Juvenile Prevention/Diversion
- Mental and Physical Health
- Early Childhood Education and Care
- Child and Student Homelessness, and
- System-wide Process and Data Management Improvement

Options and Recommendations

FOREFRONT makes the following recommendations based on our review of the array of Orange County Family Services using the evidence-based Communities That Care Prevention Model (CTC).

Based on our findings, seven (7) zip codes

32808	32805	32839	32811
32818	32810	32801	

account for the majority of juvenile arrests and detention, dependency involvement, abuse and neglect reports, low 3rd grade FSA reading scores, low performing schools, teen pregnancies, and infant mortalities. In addition two additional zip codes appeared for teen pregnancy and graduation – 32822 and 32703.

Options and Recommendations

The recommendations for the additional funding cover the following areas:

Operational Process Improvements:

- Use Evidenced-Based Practices for Newly Funded Children's Services/Programs.
- Establish Common Outcomes for County Funded Children's Services/Programs to determine effectiveness.

Data Management Improvements:

- Implement a common data and information sharing platform that creates the opportunity to enhance greater Integration, Interoperability and Client Engagement across programs.

Community Input:

- Conduct a series of community-level focus groups and interviews utilizing the County's Neighborhood Centers for Families (NCF) with stakeholders to gather community input concerning children's services needs in their neighborhoods to capture information that cannot be found in the data.

Options and Recommendations

Funding Formula Process:

- Across all of the categories (Individual, Family, Education, and Community) assessed, nine (9) similarly situated zip codes consistently ranked more than 50% of the list for the aforementioned risk factors.
- Orange County should develop a funding formula that ensures all Orange County government children and family services funding (direct or indirect) specifically target these areas at a level commensurate to their need. Funding amounts and distribution should be proportionally allocated and data-driven.

Options and Recommendations

Funding - External

Targeted Neighborhood Level Competitive Funding Program

- Establish a funding process, handled through the Orange County CCC/CRP boards to provide evidenced based programs/services and neighborhood based programs/services with clearly defined outcomes in identified areas of community need.
- The potential service providers would submit their funding proposals through the established process for competitive review of their proposals and ranking for submission for funding consideration by the Board of County Commissioners.
- Funding should be evidence-based and targeted towards reducing issues in identified zip codes with significant areas of community need based on the County's children's services five (5) focus areas.

Options and Recommendations

Funding – Internal

Family Services Competitive Funding Pilot

- Designate a portion of additional funding to address some of the Family Services Department's identified Children's Services areas of community needs.
- The FSD divisions would submit their funding proposals for a competitive review of their proposals and ranking for submission for funding consideration by the Board of County Commissioners.
- Funding should be evidence-based and targeted towards reducing issues in identified zip codes with significant areas of community need based on the County's children's services five (5) focus areas.
- Services should be delivered within the zip code areas experiencing the most significant areas of community need the funding proposal is designed to address.

Options and Recommendations

Strategic and Targeted Partnerships

- Maximize impact through collaborative partnerships with other public and private entities like Orange County Public Schools, Sheriff's Office, United Way, Boys & Girls Club, Urban League, Dr. Phillips Foundation and other grass roots entities (neighborhood organizations).
- Therefore, we recommended that strategic and targeted partnerships be utilized to address the significant needs of children and families residing in areas of critical need.

Options and Recommendations

Community Empowerment Zones (CEZ)

- The Community Empowerment Zones (CEZ) concept has great potential and proven successful in other communities (i.e., Harlem Children Zone, and Promise Neighborhoods) where the CEZ areas had defined neighborhood boundaries.
- Therefore, we recommended that Orange County consider the implementation of a similar approach utilizing zip codes and or historically defined neighborhood or other methodology.

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Summary

- Independent Review Conducted by Outside Firm
- Existing Reports Reviewed
- CSCs and DSCs
- OC Children's Services
- OC Comparison to CSCs
- Community Level Assessment
- Counties are Different and Focus Areas Vary
- No Standardization
- Decisions Based on Community Needs

Summary

Performance Improvement Recommendations

- Data Driven Decision-Making
- Micro vs Macro Service Delivery
- Outcomes and Effectiveness
- Partnerships

Implementation

- Decision on Funding of \$20Million increase for Children's Services
- Leadership
- Collaboration
- Partnerships

Project Plan

1

CHILDREN'S TRUST
& UCF REPORTS
ANALYSIS



2

SURVEY OF ALL
CSC'S AND DSC'S



3

GOVERNMENT AND
COMMUNITY
STAKEHOLDER
INTERVIEWS



4

ORANGE COUNTY
FUNDED
CHILDREN'S
SERVICES REVIEW



5

COMMUNITY AND
NEIGHBORHOOD
RISK ANALYSIS



6

OPTIONS &
RECOMENDATIONS



7

GOVERNANCE
PROCESS FOR
MANAGEMENT OF
\$20M