The Children's Trust of Alachua County Board Workshop

August 17th, 2020

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Agenda

Board Workshop

1) Portfolio Review
- Purpose of the Portfolio Review
- Evaluation Method/Data Sources
- Portfolio Review Insights
- Program Snapshots for Selected Early Childhood Programs

2) Prioritizing Indicators for Results
- Background from Technical Advisory Committee
- Review "Turn the Curve" Framework
- Review Recommendations of Indicators
- Discussion: Will These Recommended Indicators Allow Us to Identify Opportunities to Turn The Curve?
- Approve Selected Indicators

3) Next Steps – Funding Strategies
- What Opportunities Have We Identified?
- What Action Can We Take to Turn The Curve?

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Portfolio Review

Portfolio Review Purpose

Provide baseline information for CTAC strategic planning discussions and to address the following key questions:

- Who is the Children's Trust funding?
- What partnerships/collaborations are being utilized?
- Where is the funding going?
- How much is being funded?
- How well is the portfolio performing?*
- What impact has the funding had (is anyone better off)? *

*Data not available yet, evaluation framework provided in interim

Evaluation Method/Data Sources

Combined information across contract/scope of work, grant applications, IRS 990 tax returns, and Philanthropy Hub profiles (if available). Final reports and interviews were included for selected early childhood programs* for a deeper dive into lessons learned. All information was standardized into the following data points utilizing cluster and qualitative/quantitative analysis

Organizational Data

Organization Name
Year Established
Most Recent 990 Year
Total Revenue
Total Expenses

Program Data

Program Name
Award Amount
Type of Program
Program Summary
Target Population
Program Staffing
Program Site(s)
Partner(s)

How Much?
- Expected children # to be served
- Intensity of Services

How Well?
Anyone Better Off?

selected programs: Transformative Professional Development, Healthy Social and Emotional Development and Family Support, NewboRN Home Visiting

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Portfolio Review Insights

Who is the CTAC Funding?

43 – Agencies

47 – Programs

15,516 - expected children to be served*

$3m - Total Awards

$29,554 median award and ranged from $5,812 to $439,228

*duplicates likely across programs

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Who is the CTAC Funding?

45% of Agencies had available 990 IRS information on Philanthropy Hub or publicly available sources

$773,991 was the median revenue from funded agencies and ranged from $33k to $41m

The median age of agencies funded was 17 years and ranged from 3 years to 63 years

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What is the CTAC Funding? - Types of Programs

Based on activities described in the scope of services, programs were categorized into six general program types

Type of Program	# of Programs	Total Award	Expected # of Children to be Served
Health - General Care	4	$ 437,953	3,820
Health - Mental/Behavioral Health	4	$ 585,320	470
Health - Oral Health Access	1	$ 73,437	300
Out of School Time/Youth Development	31	$ 1,276,098	8,843
Professional Development	4	$ 520,288	1,843
Other	3	$ 125,366	240
Grand Total	47	$ 3,018,462	15,516

What is the CTAC Funding?
- Target Population

Based on demographics described in the scope of services, programs were categorized into target populations

Target Populations	# of Programs	Total Award	Expected # of Children to be Served
All Ages	1	$ 25,500	-
Early Childhood	3	$ 1,193,864	5,128
School-Age: 6-18 yrs	18	$ 840,242	2,322
School-Age: Elementary	8	$ 289,286	3,530
School-Age: Elementary & Middle School	7	$ 161,084	186
School-Age: Middle School	1	$ 104,960	3,500
School-Age: Middle School & High School	8	$ 306,652	890
School-Age: High School	1	$ 96,874	50
Grand Total	47	$ 3,018,462	15,516

What is the CTAC Funding? - Intensity of Services

Based on activities described in the scope of services, programs were categorized into types of intensity of the primary services
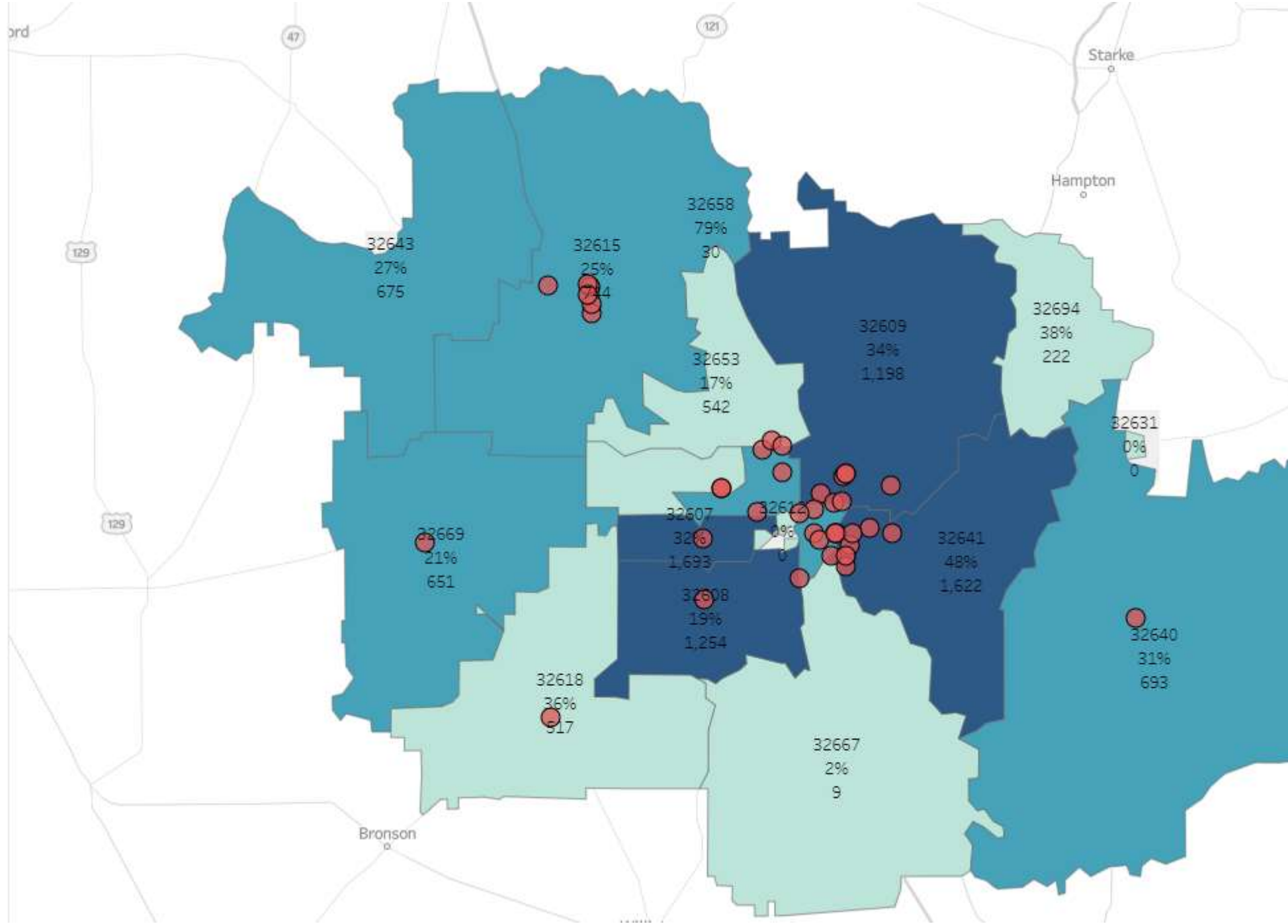
Intensity of Services	# of Programs	Total Award	Expected # of Children to be Served
One-time Events	7	$ 348,079	4,580
Short-term engagements (less than a week)	6	$ 560,309	4,435
On-going engagement (weekly sessions+)	34	$ 2,110,074	6,501
Grand Total	47	$ 3,018,462	15,516

Where is the CTAC Funding? - Map of Sites

County-Wide and Virtual sites not represented

How Well Did The Portfolio Perform?

The majority of the programs funded included only basic performance metrics related to measuring how well a program was implemented such as % of participants served

Key metrics like staff training/certifications, safety, quality, staffing ratios and participant satisfaction were not commonly included and should be addressed in future scopes of services

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Anyone Better Off?

Most of the programs funded did include outcome level performance metrics to measure things like gain in skills or knowledge or change in behavior. There were however only a few programs that included information on measurement tools and how they would collect this information.

Consist outcomes measured with reliable tools and tied to selected indicators should be addressed in future scopes of services

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Program Snapshots for Selected Early Childhood Programs

Children's Services Advisory Board conducted a needs assessment for children 0-5 and identified a need to support kindergarten readiness across Alachua county. This result area was supported by three major initiatives

Healthy Social and Emotional Development and Family Support

Transformative Professional Development

NewboRN Home Visiting

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Program Snapshot – How Much?

Lead Organization:
The CHILD Center
Award Amount: $439,228
Program:
Transformative Professional Development
Program Summary:
The TPD initiative focuses on increasing access to high-quality early care and education by providing professional development supports for early care in education teachers
Target Population:
Early Childhood
Program Site(s):
The CHILD Center
Hagios Early Learning Center
Martin-Rochelle Learning Center Inc
A Child's Delight at Eden Park
Pinewood School
A Child's Dream Educational Center
The Oak Tree Early Learning Academy (SED/TPD Program)
Hand 'n Hand Christian Child Care Center
Star Christian Academy
A&M 4 Kids Inc
First United Methodist Preschool
A Child's Place (SED/TPD Program)
O2B Kids College 6
Partner(s) :
Anita Zucker Center for Excellence in Early Childhood Studies at the University of Florida, O2B Kids, Early Learning Coalition of Alachua County, Alachua County School Board Head Start, Southwest Advocacy Group

Professional Development
- Implemented Practice-Based Coaching model at the CHILD center and 12 Early Learning and Care Centers in Alachua County
- 48 early childhood professionals received professional development supports
- Trained 2 Lead Implementation Coaches in Practice-Based Coaching model
- 9 teachers supported with Practice-Based Coaching at The CHILD Center
- 30 teachers supported with Practice-Based Coaching at other Early Education and Care Centers
- 158 Practice-Based Coaching sessions at the CHILD Center. Average sessions per teacher 17.6
- 280 Practice-Based Coaching sessions provided at other Early Education and Care Centers. ---
- Average sessions per teacher 9.3 sessions
- Created a coaching manual including: Practice Checklists, Strengths and Needs Assessments, Action Plans, Coaching Logs, Coaching Implementation Protocols, Coaching Implementation Fidelity Checklists
- The CHILD Center developed materials for 6 teacher professional development events and 17 curriculum support meetings
- The ELC developed materials for 4 onsite teacher professional development events and 1 virtual professional development event

Children/Families
- 49 children served by the CHILD Center on average per month
- 40 children were screened for developmental delays in year 1 at the CHILD Center, 1 child referred for further evaluation/services
- CHILD Center hosted 22 parent and family workshops
- 35 community organizations visited the CHILD center for families and child education

Program Snapshot – How Well?

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Professional Development
- Overall coaching training was rated 3.9 out of 4 by participants
- Both trained coaches showed high fidelity to coaching model
- Participants found interactive strategies and materials to be beneficial in supporting the Practice-Based Coaching

Children/Families
100% (n=27) of parents were satisfied with the services received for preparing their child for kindergarten

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Program Snapshot – Anyone Better Off?

Teachers
All teachers who received Practice-Based Coaching enhanced their implementation of teaching practices that were the focus of action plans

Quality of services at the CHILD center as measured by CLASS composite score improved from 4.71 in year 1 to 5.14 in year 2

Children
Of the 11 children enrolled in the VPK program at the CHILD Center who had beginning and end of year assessments, **all** demonstrated growth as measured by the FL VPK assessment

When looking at child growth by domain the following percentage of children showed growth:
Print Knowledge: 91%
Phonological Awareness: 64%
Mathematics: 91%
Oral Language/Vocabulary: 91%

Program Snapshot – How Much?

Lead Organization:
Meridian Behavioral Health

Award Amount: $354,636

Program:
Healthy Social and Emotional Development and Family Support

Program Summary:
Pilot and coordinate early childhood mental health and family support programs at up to six early childcare centers across Alachua County

Target Population:
Early Childhood

Program Site(s):
A Child's Place – Year 1 (SED/TPD Program)
Small World
Lees' Pre-School & Nursery Center
Angel's Christian Academy - Fun 4 Gator Kid
Cuddly Kids Academy
The Oak Tree Early Learning Academy (SED/TPD Program)

Partner(s) :
Partnership for Strong Families, Child Advocacy Center

Professional Development
- 5 early learning centers supported
- 34 early learning center staff received coaching related to effective behavioral management of classroom behaviors
- Coaching sessions for early childcare center staff (1hr a week, 6 months on average) focused on improving classroom environment, providing behavioral management strategies, and encouraging practices which assist in the development of social emotional skills.
- 76 early learning staff received skills training on adverse childhood experiences
- 7 sites participated in Child Abuse Reporting, Investigations and Prevention training
- 13 early learning staff received No Hit Zone training

Children/Families
- 76 children received behavioral/mental health support
- 16 children assessed/screened
- 77 home visits were made
- 76 parents receiving educational or consultative services
- 70 families received family supports such as food, employment skills and care coordination
- 842 unique services/supports were provided to these families with the goal of increasing the research-informed protective factors (pf) for parents/guardians. A break-down of services by pf includes: Concrete Supports 46% (n=387); Family Functioning & Resiliency 25% (n=211); Knowledge of Parenting & Child Development 14% (n=118); Social Connections 8% (n=67); Nurturing & Attachment 7% (n=59).

Program Snapshot – How Well?

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The Oak Tree Early Learning Academy (SED/TPD Program)

Partner(s) :
Partnership for Strong Families, Child Advocacy Center

Professional Development
100% (n=18) of early learning center staff agreed Meridian Counselors were available when needed

100% (n=18) of early learning center staff agreed Program Partners (PFSF and CAC) were available when needed

Children/Families

100% n=70 of families linked to services

Program Snapshot – Anyone Better Off?

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Partnership for Strong Families, Child Advocacy Center

Professional Development
- Increase in tolerance of normative childhood behaviors
- 88% (n=16) early learning center staff agreed/strongly agreed that their confidence in managing difficult behaviors improved and their knowledge of classroom management improved

- 96% (n=17) early learning center staff agreed/strongly agreed that their ability to engage students in structured classroom activities improved

Children/Families
- 78% (n=7) of parents/guardians, who completed both pre and post-tests, reported an increase in one or more protective factors (Protective Factors Survey-1)

- 0 children participating in the program have been suspended or expelled due to classroom behaviors

- 88% (n=8) of children assessed at baseline and follow up using the CFARS showed improvements in behavioral health outcome measures including behavior and interpersonal functioning

Organization:
Healthy Start of North Central Florida
Program:
NewboRN Home Visiting
Award Amount: $400,000

Program Summary:
Newborns and mothers are provided with home visits by RNs to support medical, environmental and behavioral care

Target Population:
Early Childhood

Geographic Region:
Alachua County

Partner(s) :
UF –Health Shands and HomeCare,
North Florida Regional Medical Center,
Florida School of Traditional Midwifery

Program Snapshot – How Much?

Of all new mothers that reside and deliver in Alachua County:

- 2,504 were offered the program
- 1,339 consented to participate
- 773 completed home visit program

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Healthy Start of North Central Florida
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Program Summary:
Newborns and mothers are provided with home visits by RNs to support medical, environmental and behavioral care

Target Population:
Newborns and mothers

Geographic Region:
Alachua County

Partner(s) :
UF –Health Shands and HomeCare,
North Florida Regional Medical Center,
Florida School of Traditional Midwifery

Program Snapshot – How Well?

Of all new mothers that reside and deliver in Alachua County:

67% were offered the program (2,504 of 3,685)
53% consented to participate(1,339 of 2,504)
57% completed home visit program (773 of 1,339)
99% (n=272) of families would recommend program to a friend

Program Snapshot – Anyone Better Off?

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Healthy Start of North Central Florida

Program:
NewboRN Home Visiting

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Newborns and mothers are provided with home visits by RNs to support medical, environmental and behavioral care

Target Population:
Newborns and mothers

Geographic Region:
Alachua County

Partner(s) :
UF –Health Shands and HomeCare,
North Florida Regional Medical Center,
Florida School of Traditional Midwifery

100% of new mothers voiced understanding of knowledge provided during home visit
100% (n=57) of families with unsafe sleep environments given pack-n-plays
75% (n=124) of participants interested and eligible for additional home visiting service were enrolled
100% (n=773) received Welcome Baby bag include education, WIC and a book

Saved mother and babies lives

Prioritizing Indicators for Results

Board Workshop, August 17th, 2020

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Outline

Prioritizing Indicators for Results

o Background from Technical Advisory Committee
o Review "Turn the Curve" framework
o Review recommendations of indicators
o Discussion: Will these recommended indicators allow us to identify opportunities to turn the curve?
o Based on discussion, approve selected indicators

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Background:

Technical Advisory Committee to the Children's Trust of Alachua County developed a report on results and indicators for the Children's Trust in June 2020.

This report included data and indicators related to each result area:

1) RESULT: All children are born healthy and remain healthy

2) RESULT: All children can learn what they need to be successful

3) RESULT: All children have nurturing, supportive caregivers and relationships

4) RESULT: All children live in a safe community

All Children Are Born and Remain Healthy

June 2020

| Prepared by the Technical Advisory Board to the Children's Trust

Overview

Child health begins with maternal health and perinatal status and continues throughout childhood, to include physical activity, healthy weight, vaccinations, and diet. It also includes being mentally healthy and able to engage their environment in ways that support autonomy, a sense of wellbeing, and age appropriate ability to self-regulate feelings and behavior.

Source: FL Health Charts

Insured Children
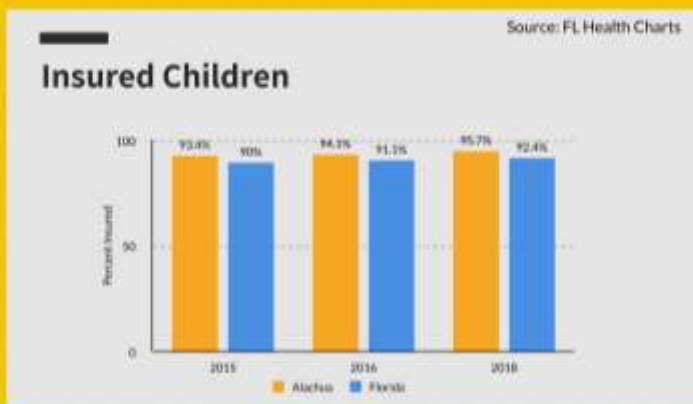
Oral Health: Untreated Cavities

Source: Dr. Scott Tomar

2018 County Total

- 35.5%
- 64.5%

Untreated (35.5%) Treated (64.5%)

2018 By Race

White	799
Black	786
Hispanic	184
Multiple/Other	312
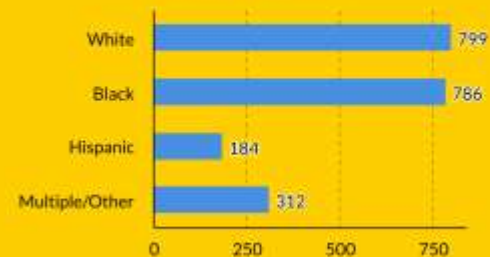
Number of Untreated Cavities

Children With a Healthy Birthweight (>2500 Grams)

Source: FL Health Charts

2016
Florida: **91.3%**
Total Alachua: **89%**

2017
Florida: **91.2%**
Total Alachua: **88.1%**

2018
Florida: **91.3%**
Total Alachua: **88.3%**

By Race

White Black&Other

Prenatal Care

77.7% 70.1% 75.5% 70.8% 75.8% 70.6%

Alachua Florida

Fetal Deaths

Source: FL Health Charts

Deaths per 1,000 Deliveries

6.9 6.8 6.3 6.9 6.1 6.7

Alachua Florida

Technical Advisory Committee Dashboard

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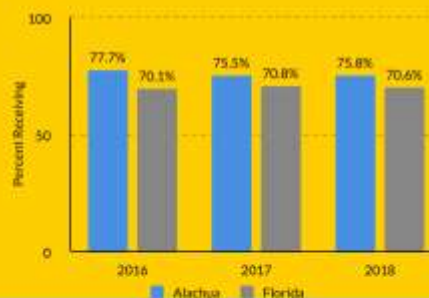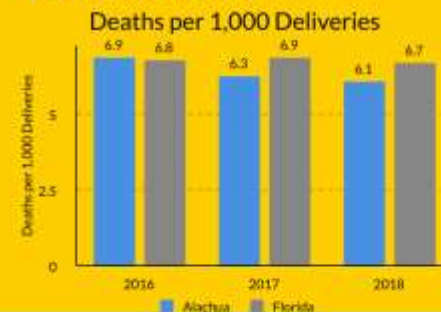
All Children Have Nurturing, Supportive Caregivers and Relationships

June 2020

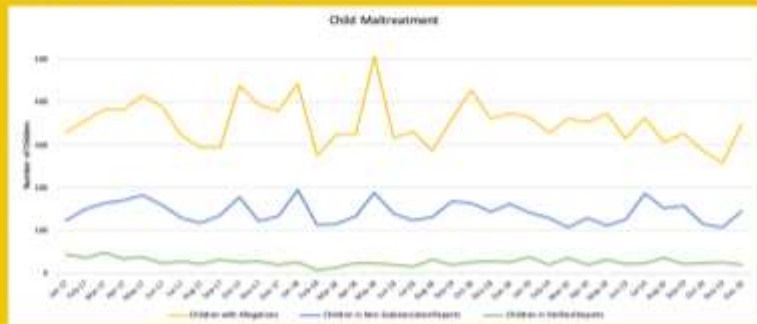| Prepared by the Technical Advisory Board to the Children's Trust

Overview

All children need to have a secure relationship with a caregiver(s) who provide support, guidance, and stability as a foundation for how they go out into the world to develop other healthy relationships. Secure relationships are culturally situated.
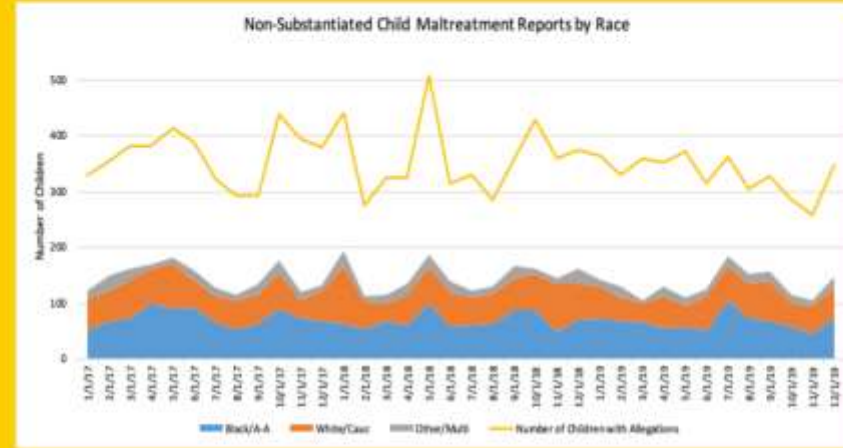
8% Alachua County's children DCF involvement

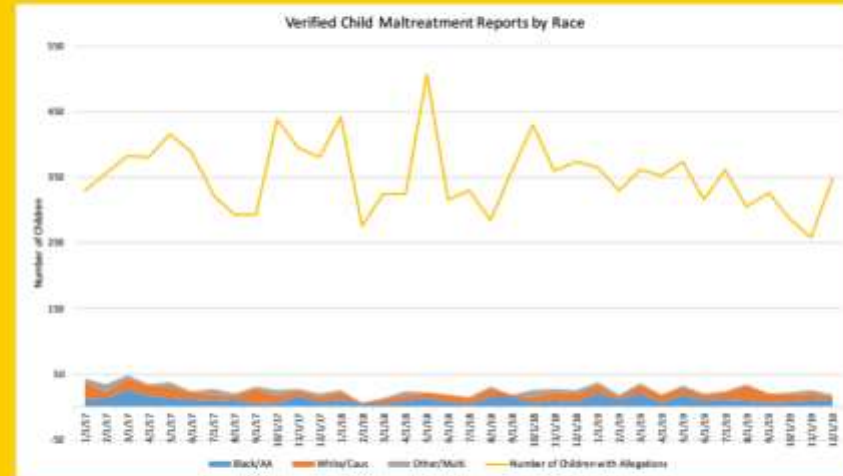Source: Child Welfare Dashboard

Verified Maltreatment

Source: Child Welfare Dashboard

Non-Substantiated Maltreatment Reports

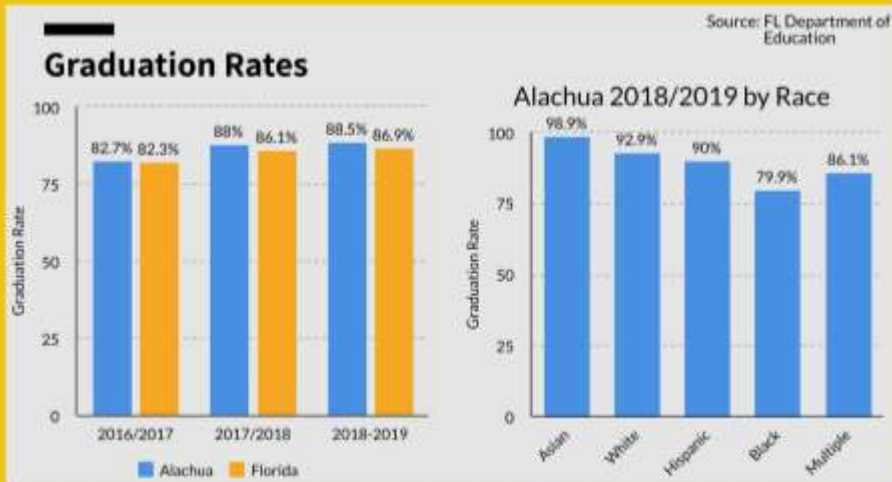Source: Child Welfare Dashboard

Verified Maltreatment

Technical Advisory Committee Dashboard

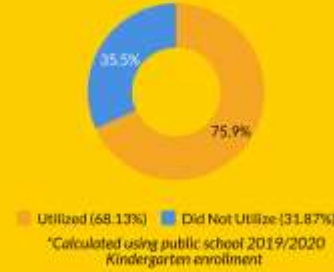# All Children Can Learn What They Need to Be Successful

June 2020

| Prepared by the Technical
Advisory Board to the
Children's Trust

Overview

All students should have access to quality education that provides them basic skills, enriching, culturally broad experiences that maximize their potential.
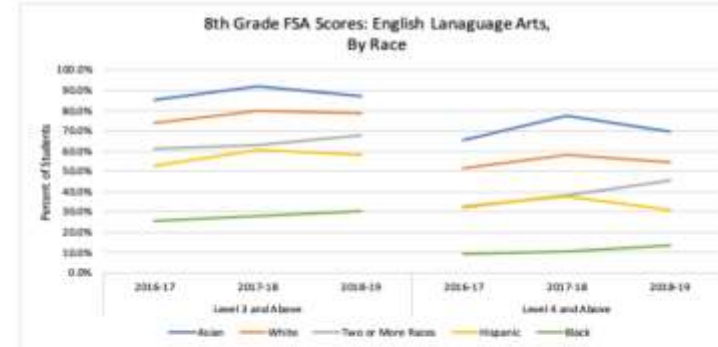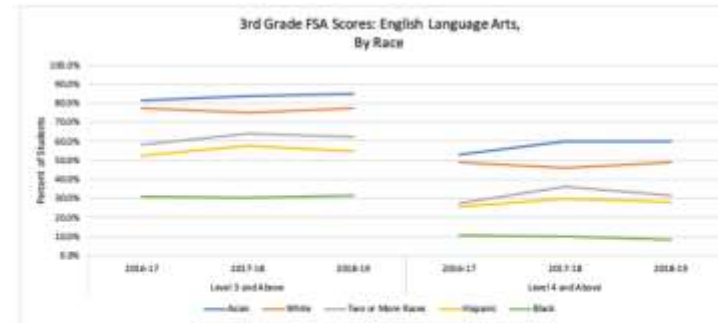
Graduation Rates

Source: FL Department of Education

VPK Utilization
2018/2019

Utilized (68.13%) ■ Did Not Utilize (31.87%)

*Calculated using public school 2019/2020 Kindergarten enrollment

Absent 21+ Days from School

Source: FL Health Charts

■ 2015/2016 (43.36%) ■ 2016/2017 (19.84%)
■ 2017/2018 (36.81%)

FSA ELA Scores

Source: FL Department of Education

Technical Advisory Committee Dashboard

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**Children's Trust of
Alachua County**

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All Children Live in a Safe Community

June 2020

| Prepared by the Technical
Advisory Board to the
Children's Trust

Overview

Trauma has been shown to have a myriad of emotional,
cognitive, behavioral and physical consequences. While
some children experience trauma through abuse or neglect,
lack of a safe community can have the same impact.
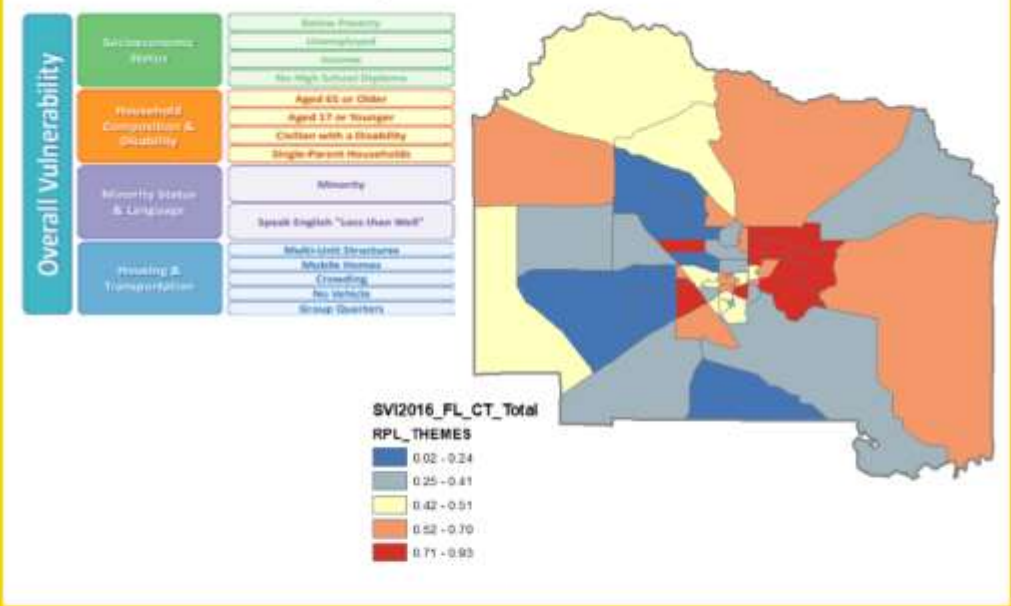
Youth Arrested, 10-17
Rate per 10,000

Alachua Florida

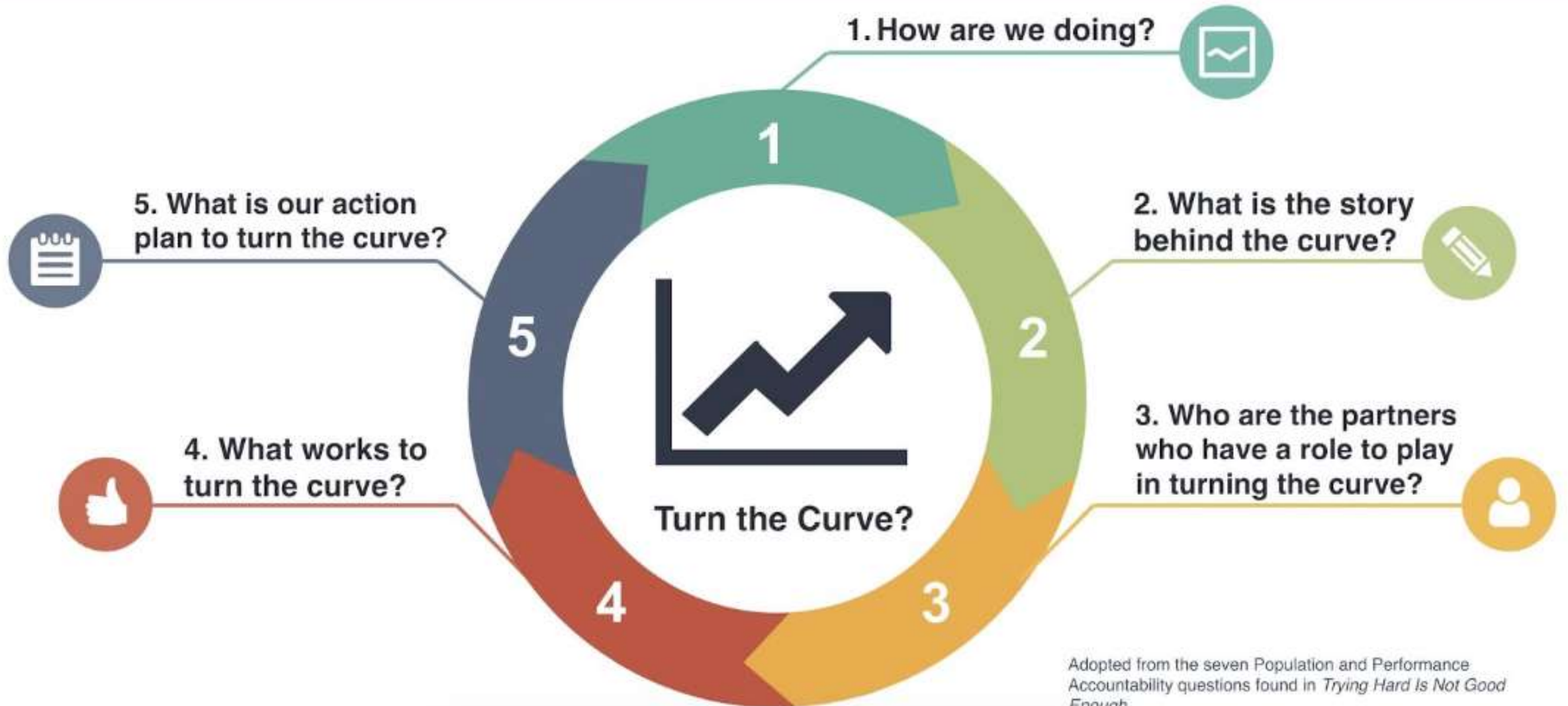## Violent Crime Rate
Rate per 100,000

Alachua Florida

Social Vulnerability Index

SVI2016_FL_CT_Total
RPL_THEMES
- 0.02 – 0.24
- 0.25 – 0.41
- 0.42 – 0.51
- 0.52 – 0.70
- 0.71 – 0.93

Technical Advisory Committee Dashboard

Turn the Curve Thinking

1. How are we doing?

2. What is the story behind the curve?

3. Who are the partners who have a role to play in turning the curve?

4. What works to turn the curve?

5. What is our action plan to turn the curve?

Turn the Curve?

Adopted from the seven Population and Performance Accountability questions found in *Trying Hard Is Not Good Enough.*

Within the four result areas, what indicators are showing an opportunity for turning the curve in Alachua County?
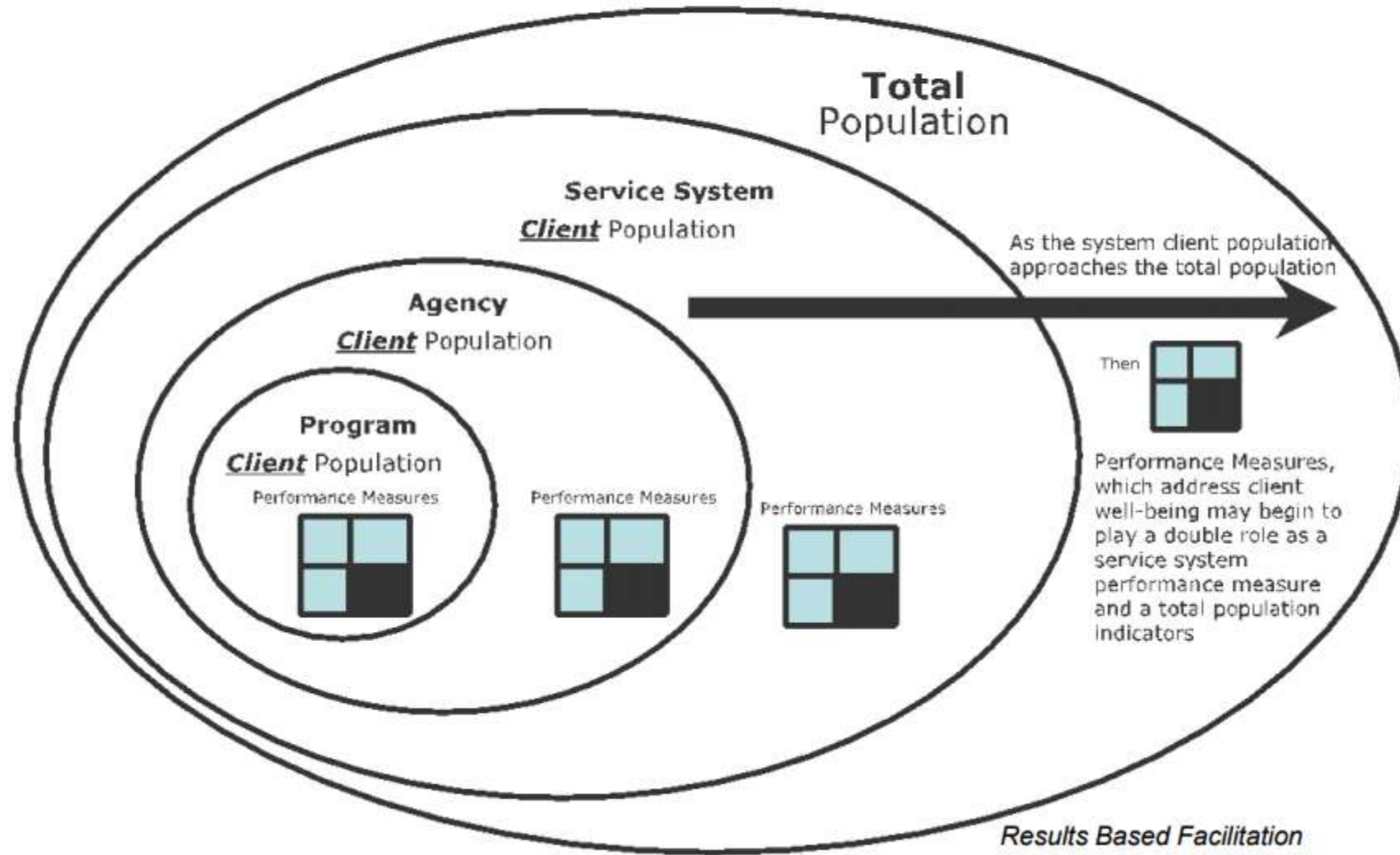
1) RESULT: All children are born healthy and remain healthy

2) RESULT: All children can learn what they need to be successful

3) RESULT: All children have nurturing, supportive caregivers and relationships
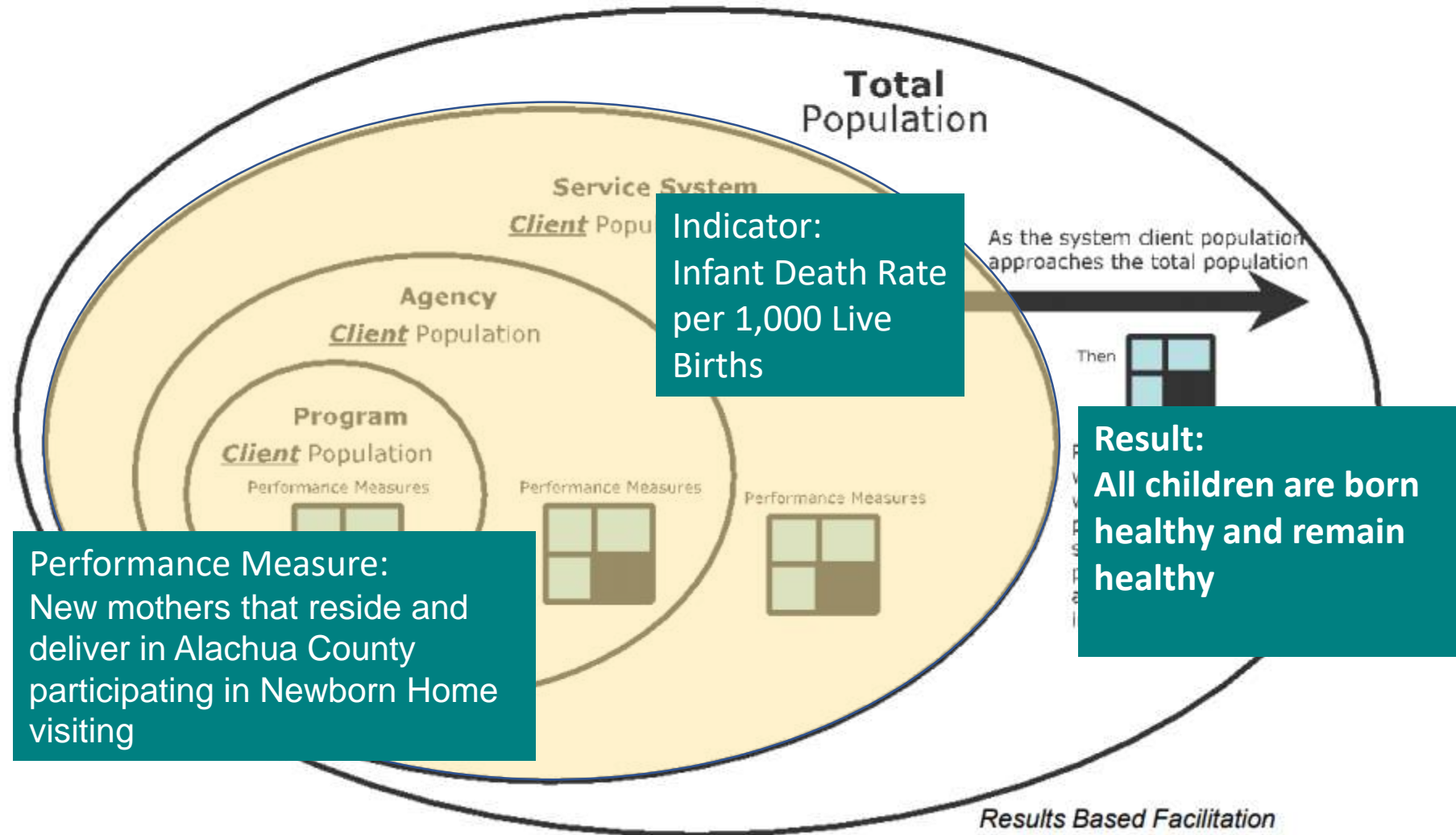
4) RESULT: All children live in a safe community

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Relationship Between Indicators and Performance Measures

Total Population

Service System
Client Population

Agency
Client Population

Program
Client Population

Performance Measures

Performance Measures

Performance Measures

As the system client population approaches the total population

Then

Performance Measures, which address client well-being may begin to play a double role as a service system performance measure and a total population indicators

Results Based Facilitation Workbook, by Jolie Bain Pillsbury

Relationship Between Indicators and Performance Measures

Total Population

Service System
Client Population

Agency
Client Population

Program
Client Population

Performance Measures

Performance Measures

Performance Measures

As the system client population approaches the total population

Then

Indicator:
Infant Death Rate per 1,000 Live Births

Result:
All children are born healthy and remain healthy

Performance Measure:
New mothers that reside and deliver in Alachua County participating in Newborn Home visiting

Results Based Facilitation Workbook, by Jolie Bain Pillsbury

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Prioritization Guide for Indicators

Proxy Power: Does this indicator say something of central importance about the result?

Communication power: Does this indicator communicate to a broad range of audiences?

Data power: Is there quality data for this indicator on a timely basis?

Negative Trend/Significant variance: Do the trends show an opportunity to turn the curve?

**Affects large % of children/families**: Does the indicator represent a large % of the population?

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1) RESULT: All children are born healthy and remain healthy

Recommended Turn the Curve Indicators

Indicator	Rationale	Data Source	Most Recent Value
Infant mortality rate per 1,000 live births	Proxy for health care access and health equity	FL Health Charts	10 per 1,000 births
Hospitalizations for self-inflicted injuries ages 12-18	Proxy for mental health access and services	FL Health Charts	170 per 100,000
Bacterial STDs 14-19	Proxy for youth development access and health	FL Health Charts	3,667 per 100,000
Child Food Insecurity rate	Proxy for family stabilization	FL Health Charts	20% of children

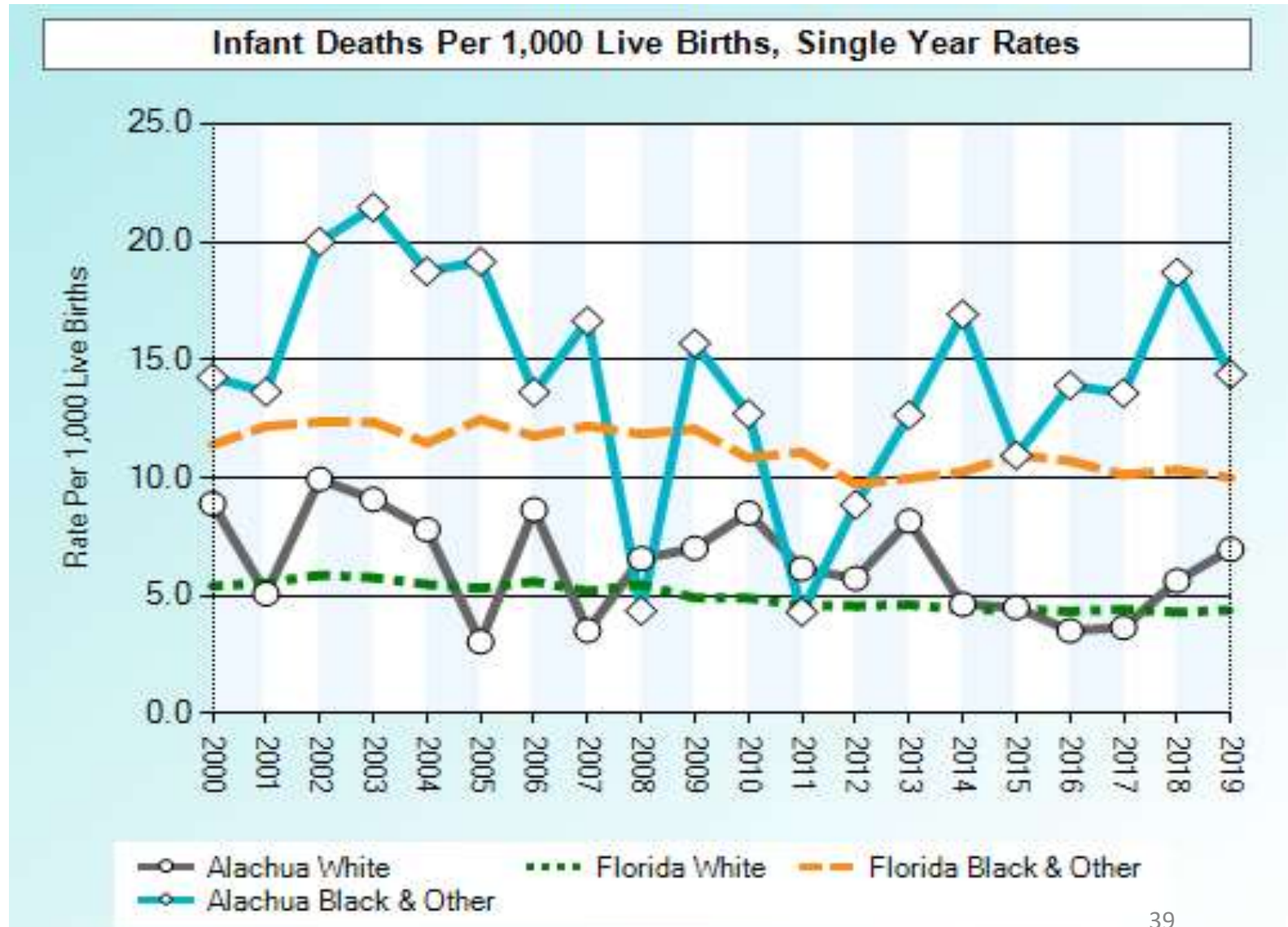# 1) RESULT: All children are born healthy and remain healthy

Alachua County infant mortality **are rates considered in the 4th quartile (worse off) in the State of Florida.**
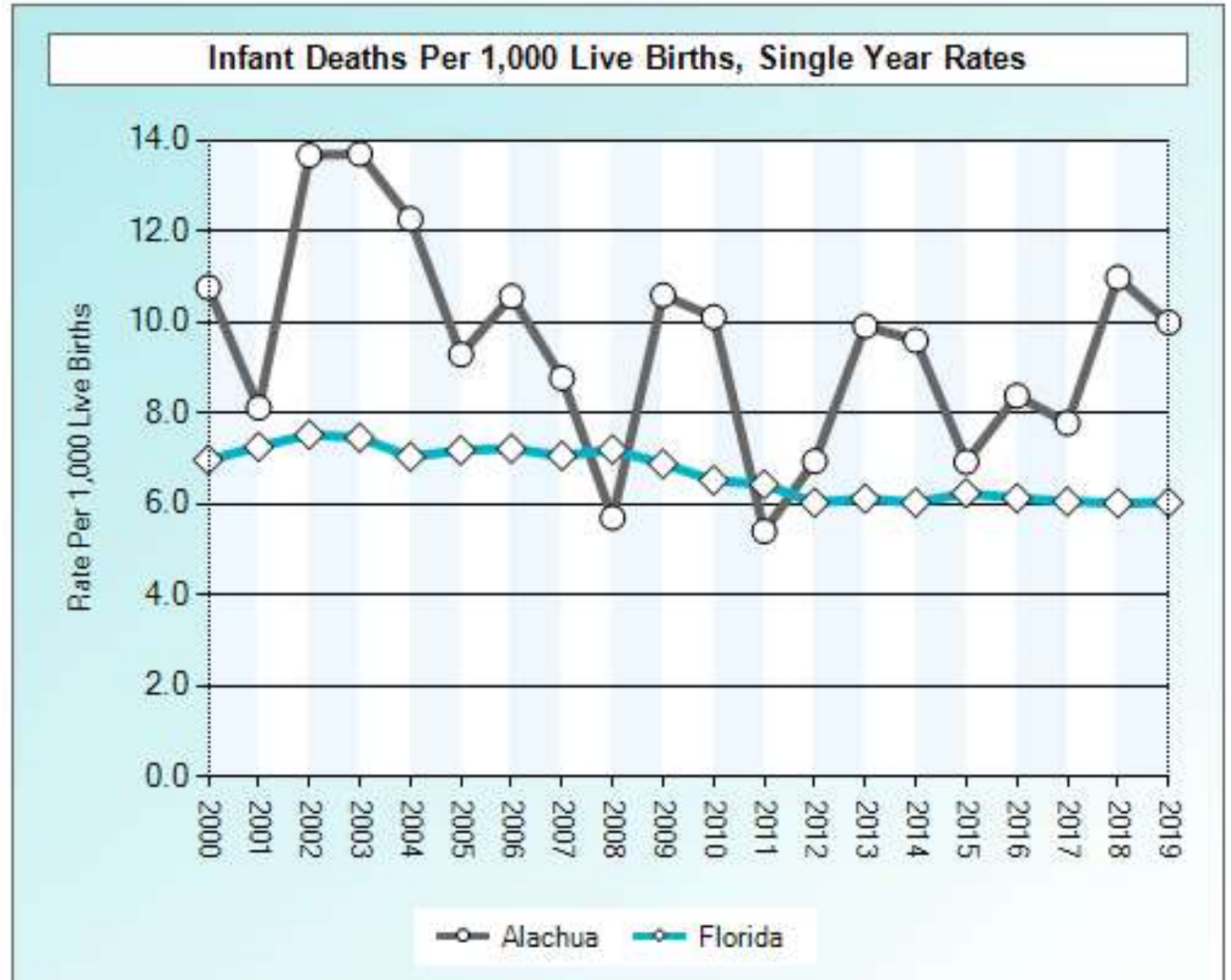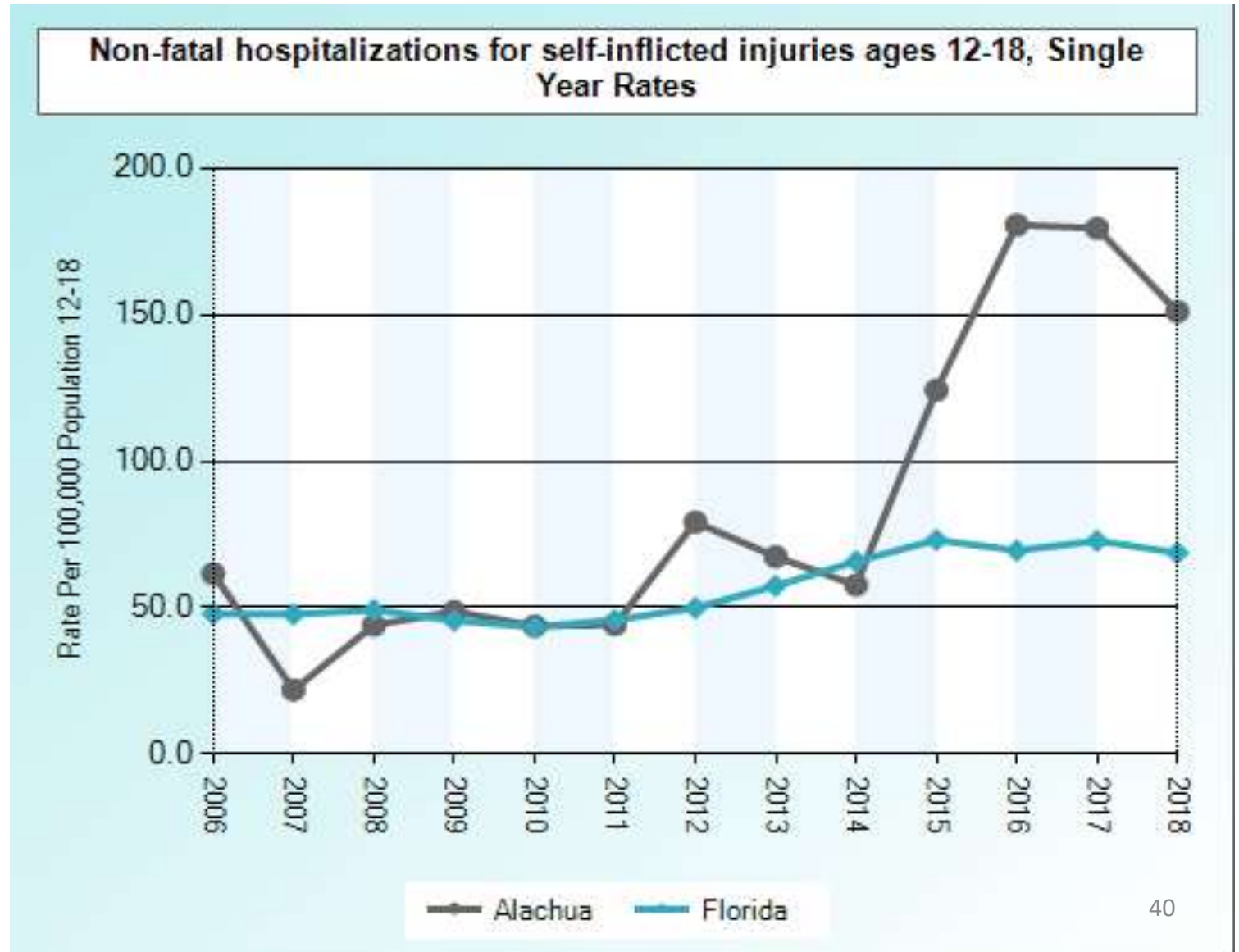
1) RESULT: All children are born healthy and remain healthy

**Black & Other race infants** are a particular gap in comparison to the state

Infant Deaths Per 1,000 Live Births, Single Year Rates

Source: FL Health Charts

1) RESULT: All children are born healthy and remain healthy

Source: FL Health Charts

Alachua County rates for non-fatal hospitalizations due to self-inflicted injuries for youth ages 12 to 18 are considered in the 4th quartile (worse off) in the State of Florida


Non-fatal hospitalizations for self-inflicted injuries ages 12-18, Single Year Rates

1) RESULT: All children are born healthy and remain healthy

Alachua County bacterial STDs rates for youth ages 15 to 19 are increasing and considered in the 4th quartile (worse off) in the State of Florida
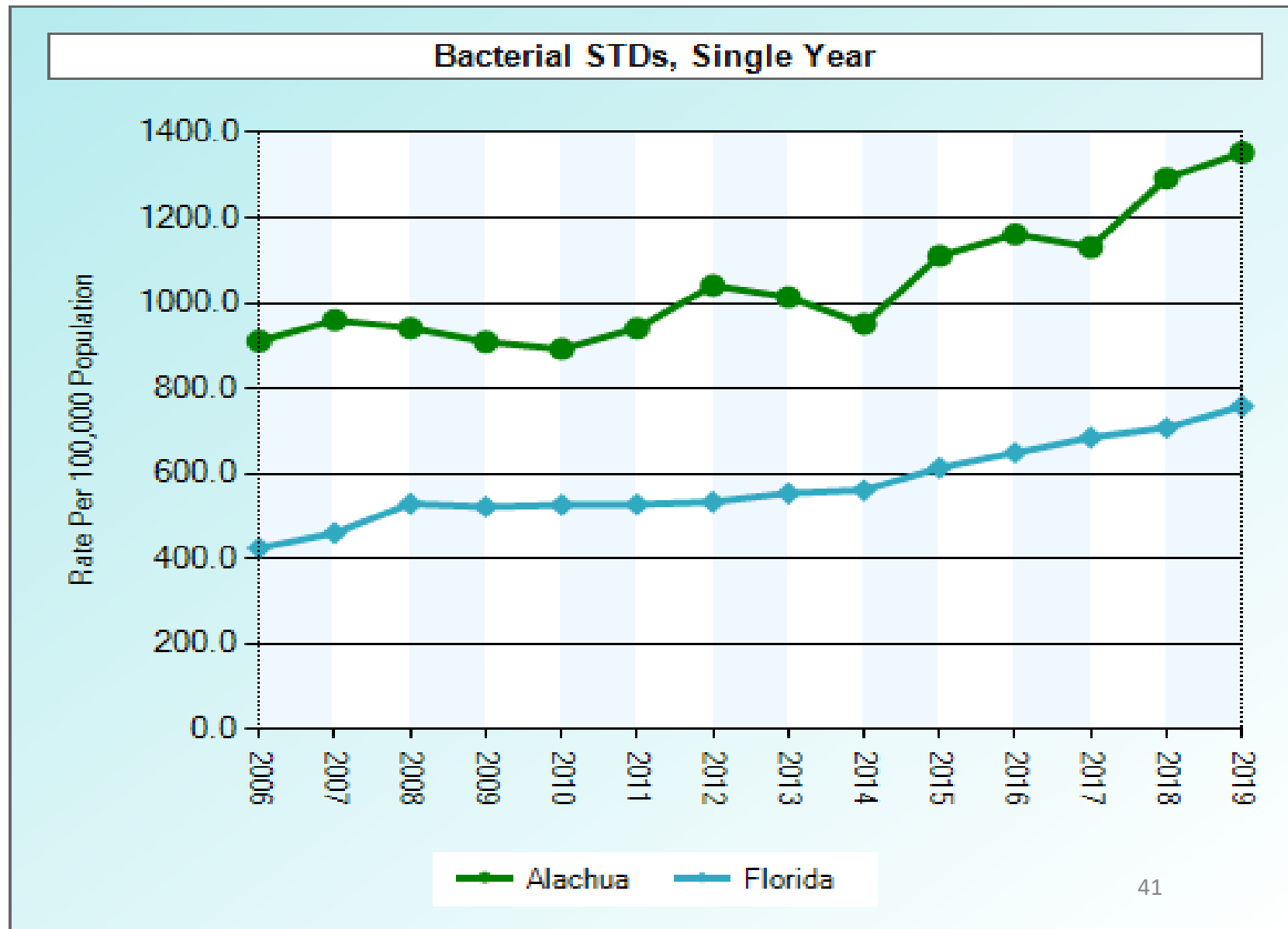

Bacterial STDs, Single Year

1) RESULT: All children are born healthy and remain healthy

Alachua County bacterial STDs rates for youth ages 15 to 19 are particularly high for Black, Non-Hispanic teens

42
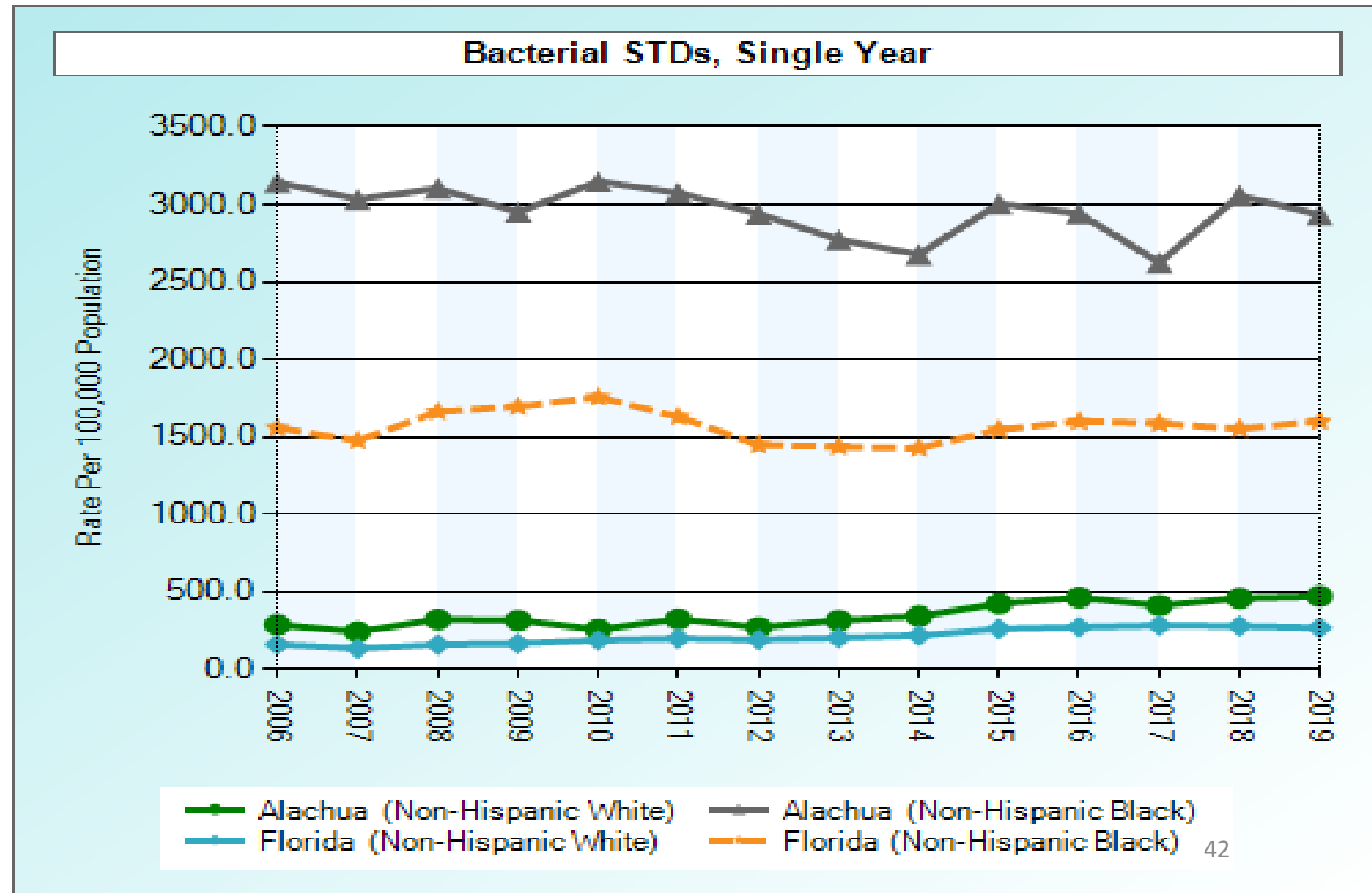
1) RESULT: All children are born healthy and remain healthy

1 in 5 children are food insecure in Alachua County and the State of Florida

Child food insecurity rate, Single Year Rates
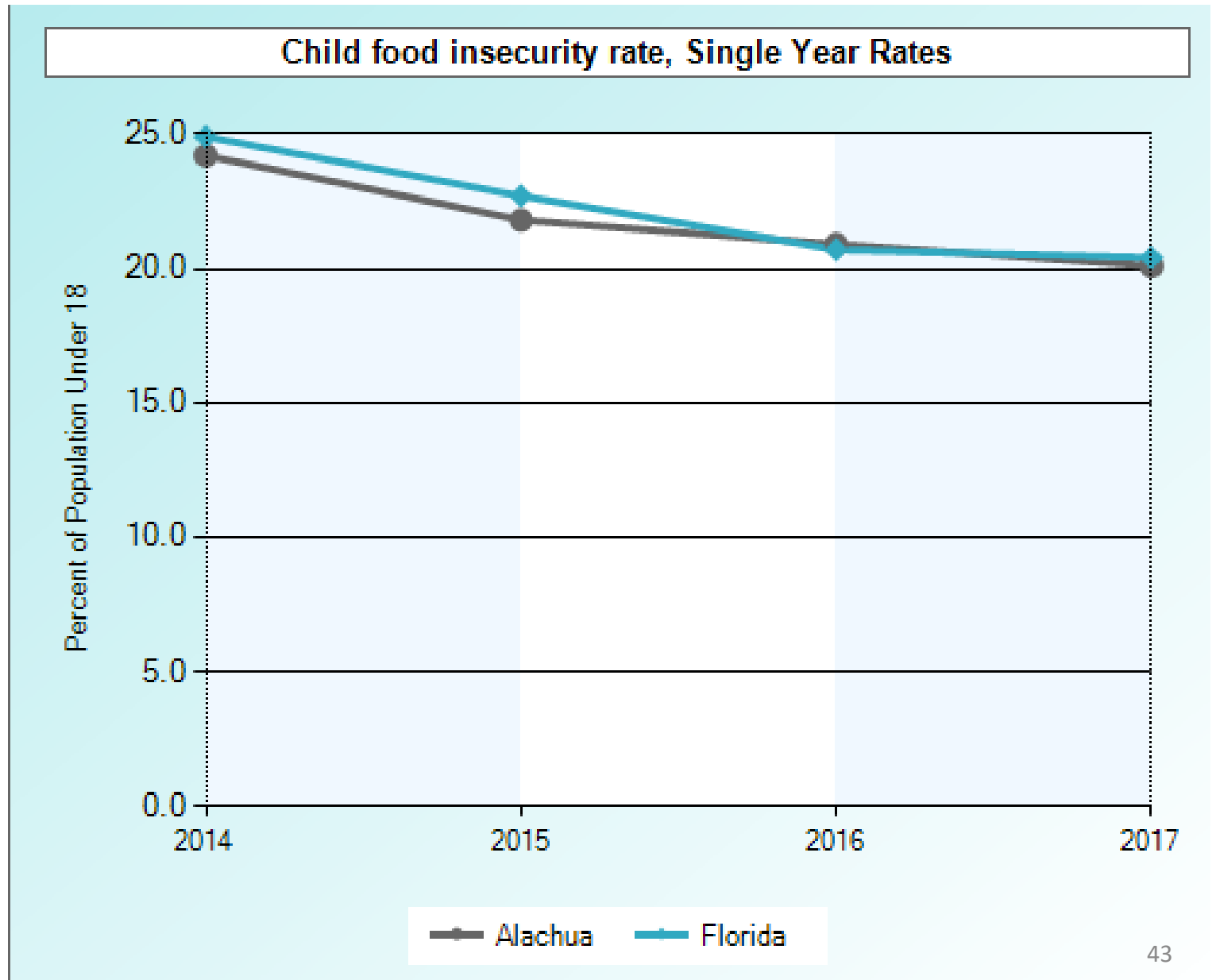
1) RESULT:
All children are born healthy and remain healthy

Will these recommended indicators allow us to identify opportunities to turn the curve?
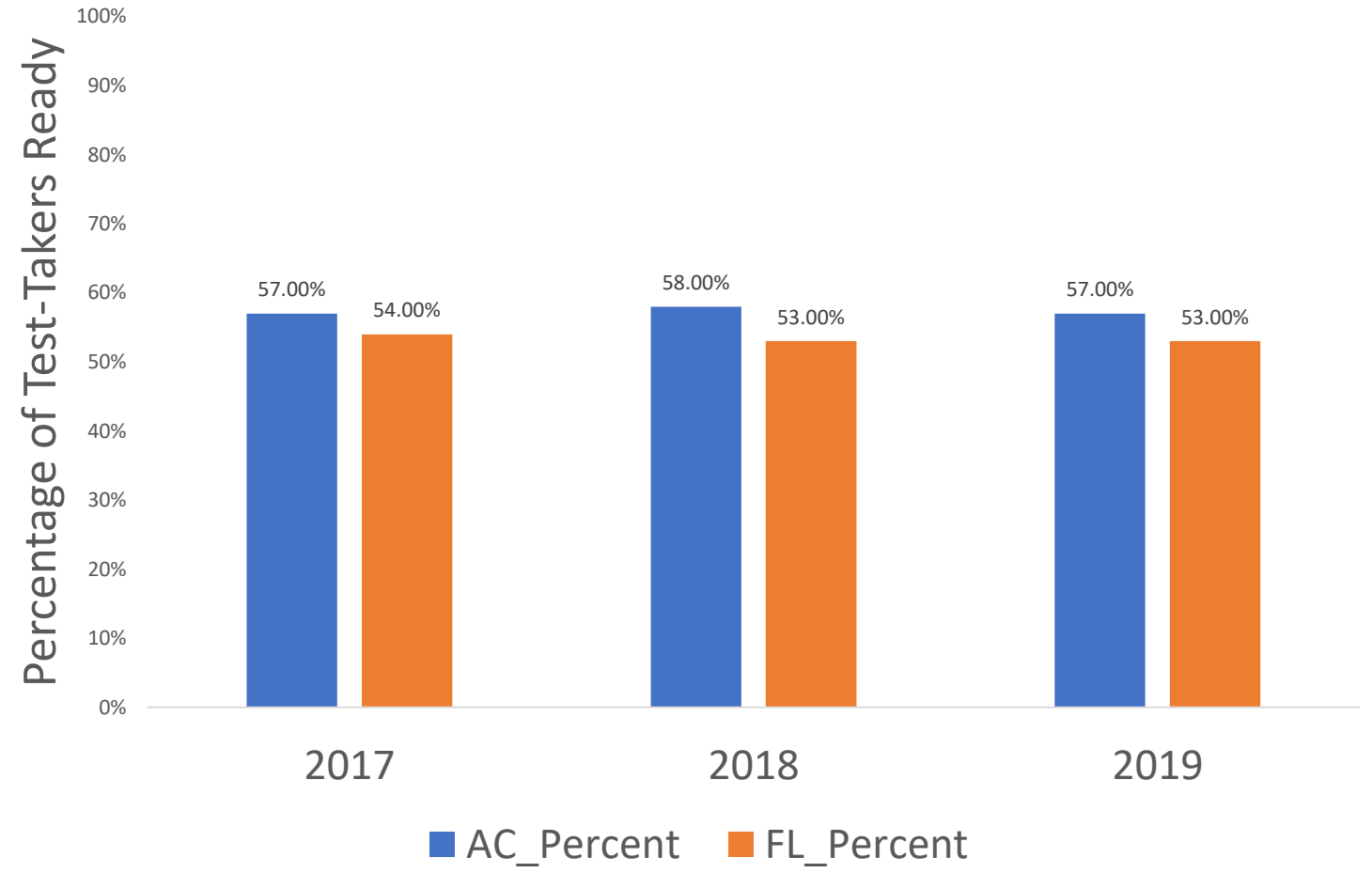
2) RESULT: All children can learn what they need to be successful

Recommended Turn the Curve Indicators

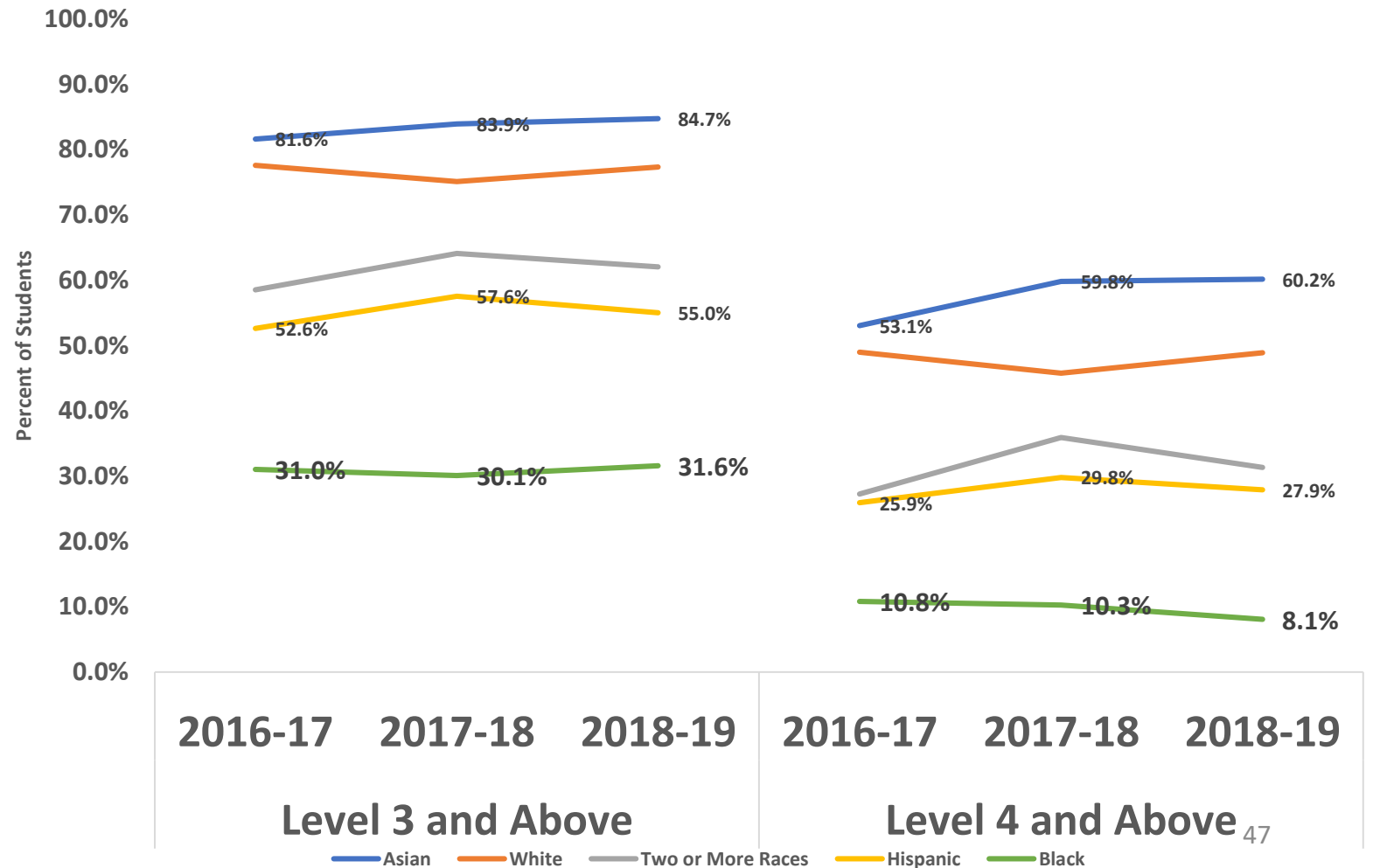| Indicator	Rationale	Data Source	Most Recent Value
Children ready for kindergarten	Proxy for education quality and access	Florida Department of Education	57% of kindergarteners
3rd Grade reading levels	Proxy for education quality and access	Florida Department of Education	31% for black youth
High School Graduation rates	Proxy for education quality and access	Florida Department of Education	80% for black youth

2) RESULT: All children can learn what they need to be successful

57% of Alachua County children are ready for kindergarten

Percentage of Test-Takers Ready

	2017	2018	2019
AC_Percent	57.00%	58.00%	57.00%
FL_Percent	54.00%	53.00%	53.00%

■ AC_Percent ■ FL_Percent

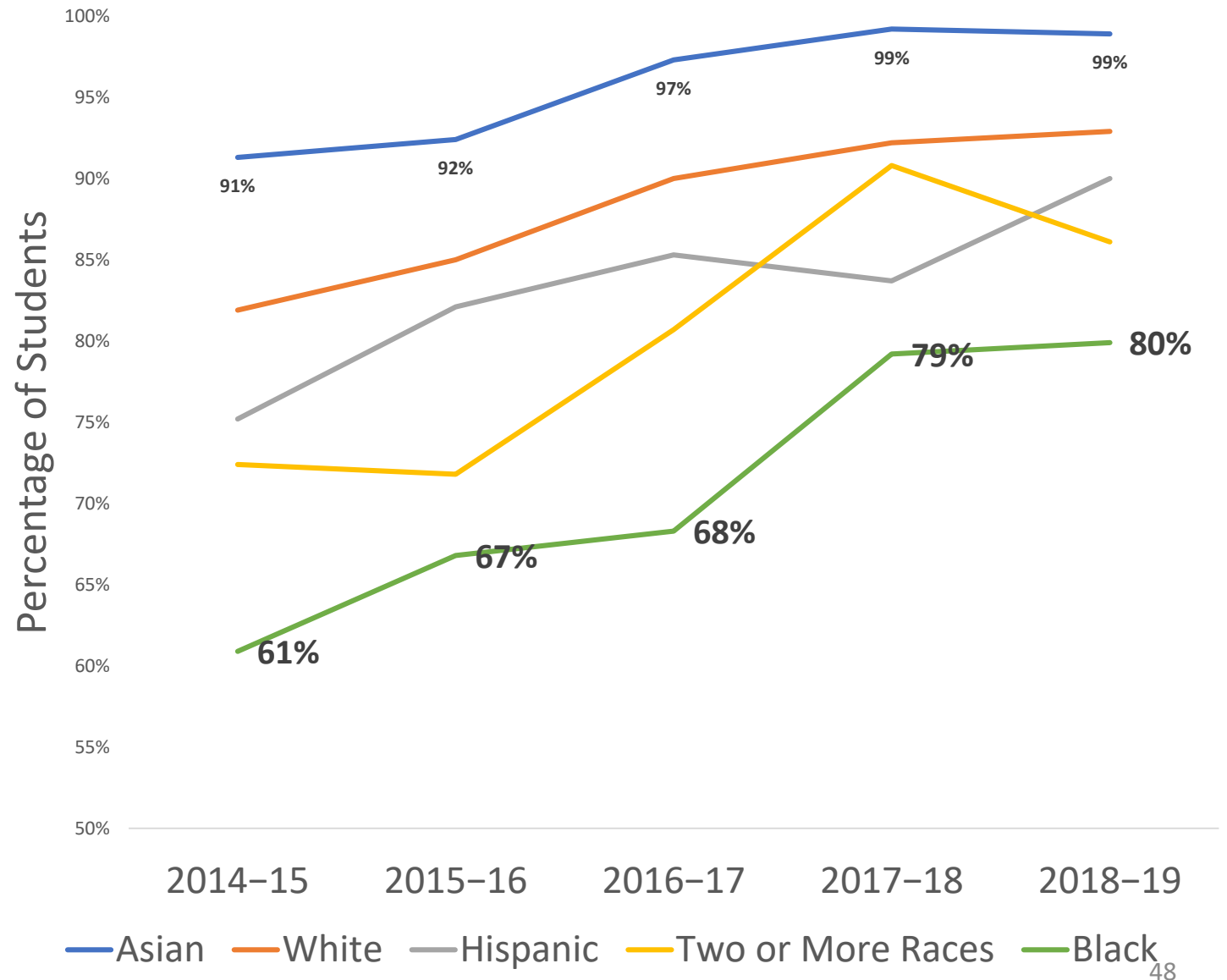2) RESULT: All children can learn what they need to be successful

31% of black children in Alachua county scored at a passing score (level 3 or higher). The county overall scored at 57% in 2018-19

Source: Florida Department of Education, 3rd Grade FSA Scores: English Language Arts, By Race

Level 3 and Above

	2016-17	2017-18	2018-19
Asian	81.6%	83.9%	84.7%
White			
Two or More Races			
Hispanic	52.6%	57.6%	55.0%
Black	31.0%	30.1%	31.6%

Level 4 and Above

	2016-17	2017-18	2018-19
Asian	53.1%	59.8%	60.2%
White			
Two or More Races			27.9%
Hispanic	25.9%	29.8%	
Black	10.8%	10.3%	8.1%

Percent of Students

Asian   White   Two or More Races   Hispanic   Black

2) RESULT: All children can learn what they need to be successful

80% of black youth graduated high school in Alachua county. The county overall was 88% in 2018-19

Percentage of Students

91% 92% 97% 99% 99%

79% 80%

61% 67% 68%

2014–15 2015–16 2016–17 2017–18 2018–19

Asian White Hispanic Two or More Races Black

Source: Florida Department of Education, High School Graduation by Race

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**2) RESULT:
All children can learn what they need to be successful**

Discussion:
Will these recommended indicators allow us to identify opportunities to turn the curve?

3) RESULT: All children have nurturing, supportive caregivers and relationships

Recommended Turn the Curve Indicators

Indicator	Rationale	Data Source	Most Recent Value
Children subject to Maltreatment	Proxy for safety and supportive relationships	Fostering Court Improvement	County ranked 28th of 67 counties
Youth Arrests	Proxy for youth development and availability of prevention services	FL Health Charts	238 per 10,000 youth
Children in foster care	Proxy for family stability	FL Health Charts	503 per 100,000

3) RESULT: All children have nurturing, supportive caregivers and relationships

Alachua county ranks 28th for children subject to maltreatment reports in the state of Florida. 80 reports per 10,000 vs Florida is 59 per 10,000

Alachua County Children Subject of Maltreatment Reports (duplicated) During October 2018 through September 2019	Count	Rate	State Rate	Rank (high=1 to low=67)
Children Subject of Maltreatment Reports	4,921	80.1 per 10K	59.0 per 10K	28

County Rankings: Children Subject of Maltreatment Reports
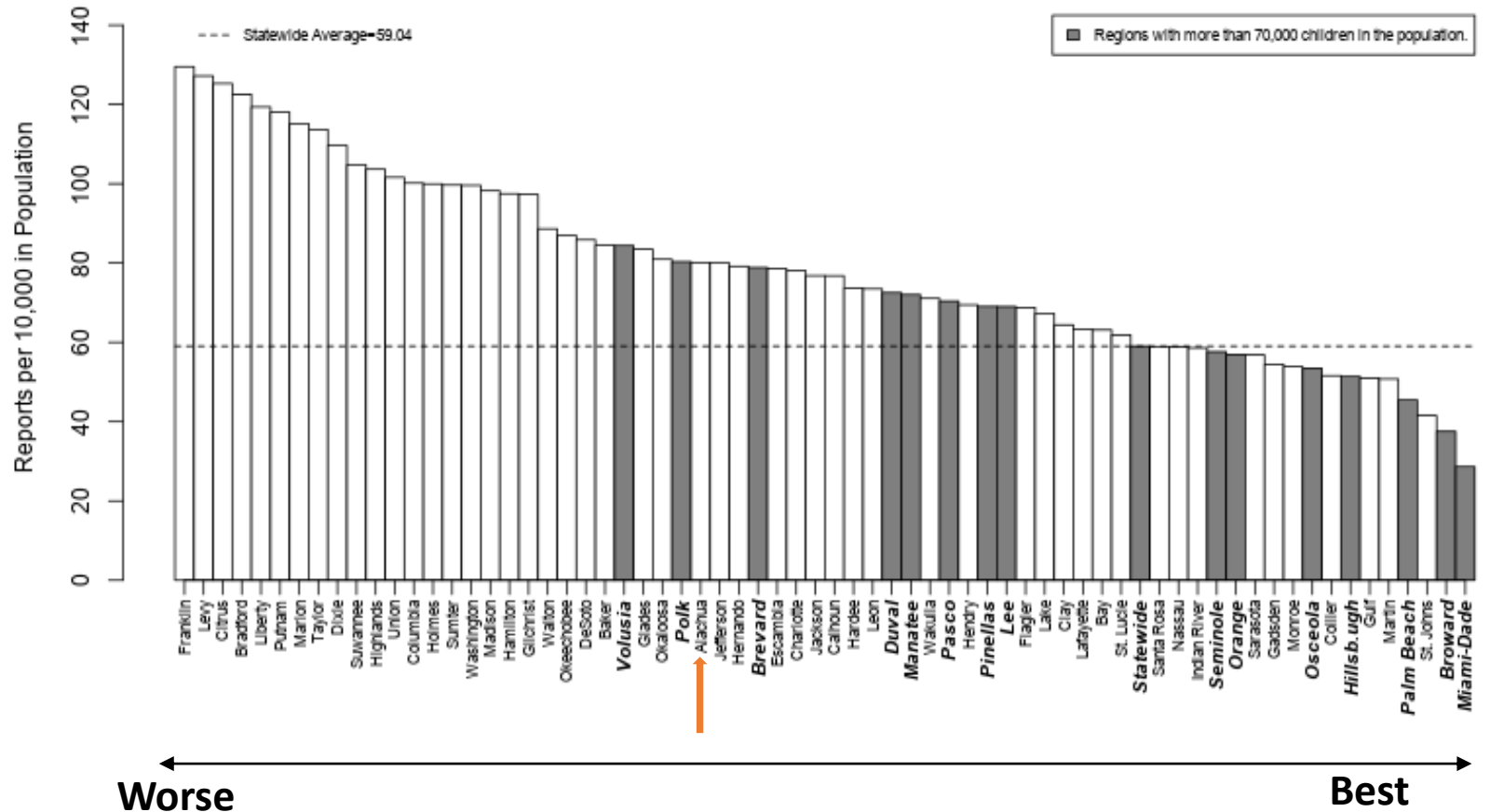
Worse ← → Best

3) RESULT: All children have nurturing, supportive caregivers and relationships

Alachua county youth are arrested at a rate of 238 per 10,000 youth. This puts Alachua in the 3rd quartile (worse off) in the state

Youths Arrested, Single Year Rates
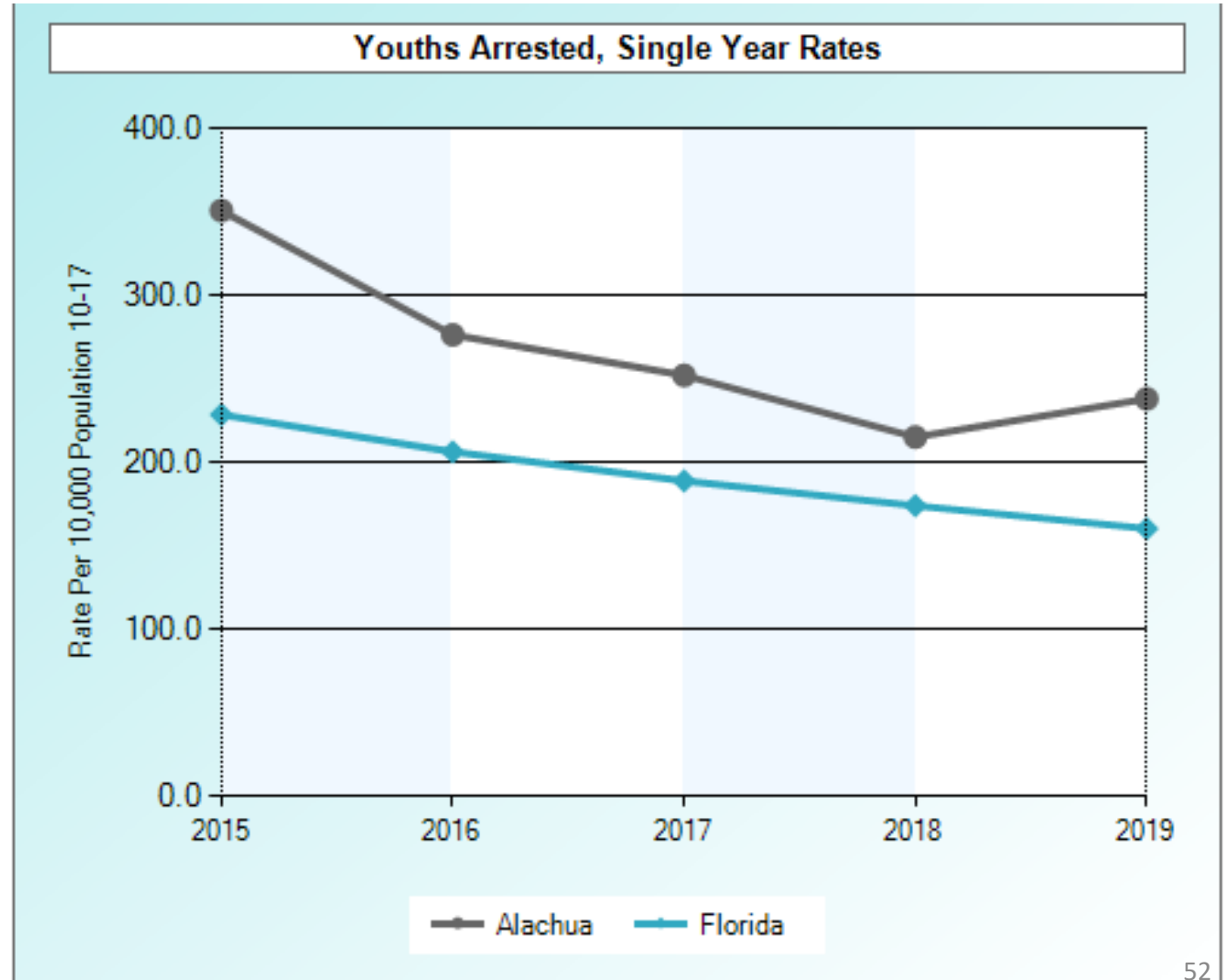
3) RESULT: All children have nurturing, supportive caregivers and relationships

Children in foster care have been increasing in recent years, with 503 per 100,000 youth in Alachua County. This puts Alachua in the 2nd quartile in the state

Children in foster care ages 5-11, Single Year Rates
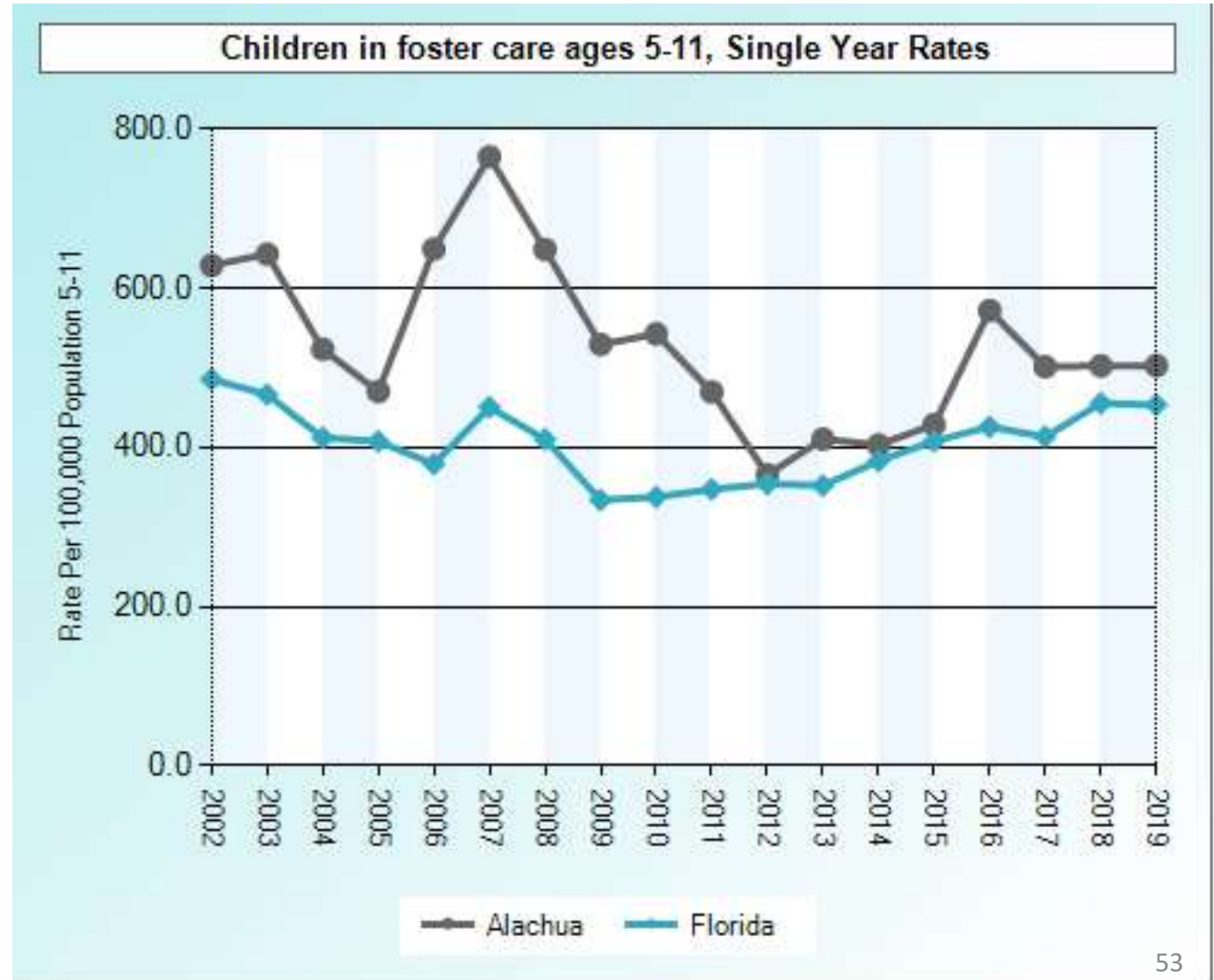
3) RESULT: All children have nurturing, supportive caregivers and relationships

Discussion:
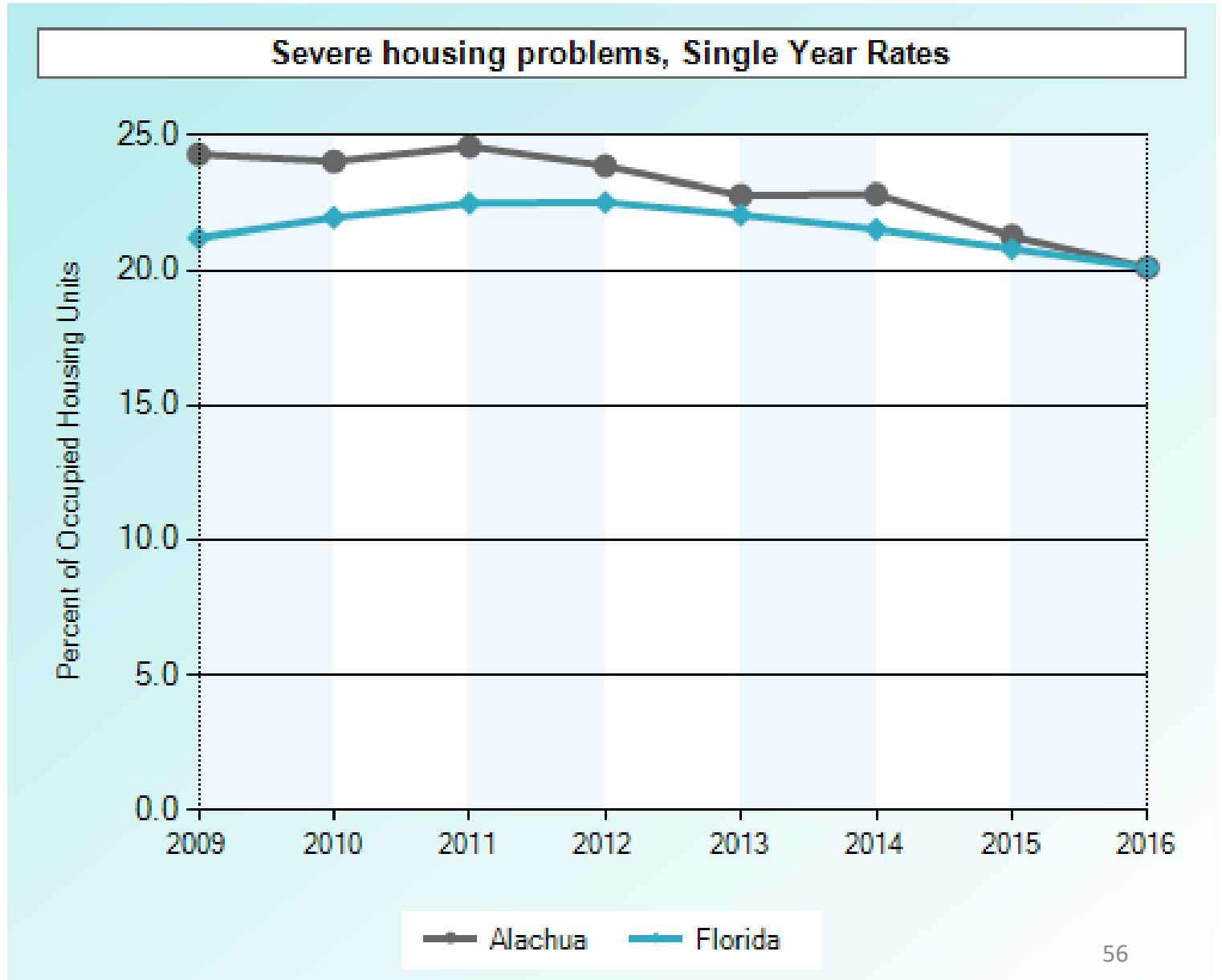Will these recommended indicators allow us to identify opportunities to turn the curve?

4) RESULT: All children live in a safe community

Recommended Turn the Curve Indicators

| Indicator	Rationale	Data Source	Most Recent Value
Households with severe housing problems	Proxy for basic need access and family stability	FL Health Charts	20% of households
Violent crimes	Proxy for mental health and availability of prevention services	FL Health Charts	686 per 100,000 people
Child (ages 5-11) passengers injured or killed in motor vehicle accidents	Proxy for safety	FL Health Charts	893 per 100,000

4) RESULT: All children live in a safe community

1 in 5 homes are experiencing severe housing problems in Alachua County and the State of Florida

Severe housing problems, Single Year Rates
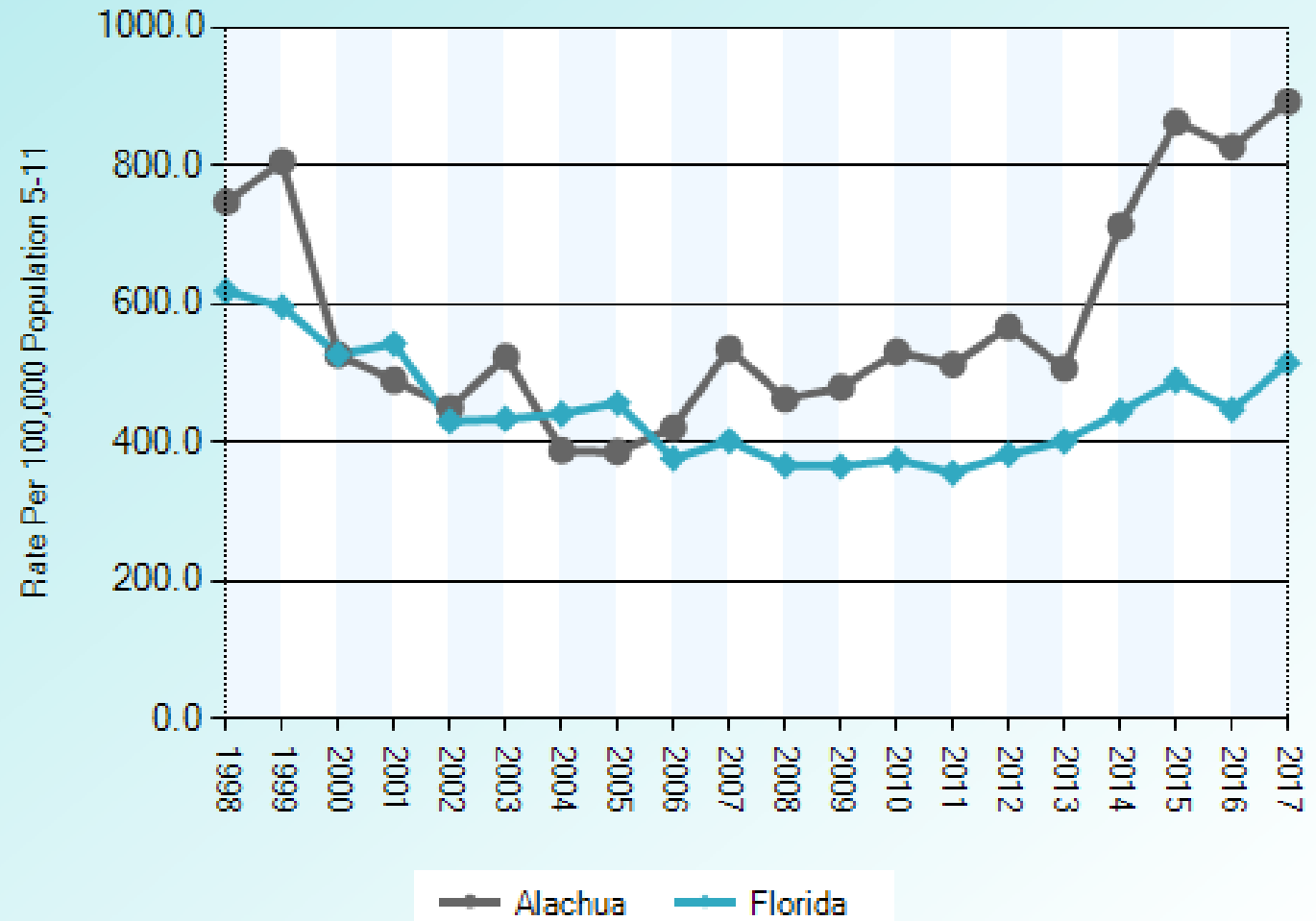
4) RESULT: All children live in a safe community

Alachua county experience violent crimes at a rate of 686 per 100,000 people. This puts Alachua in the 4th quartile (worse off) in the state

Violent Crime, Single Year Rates
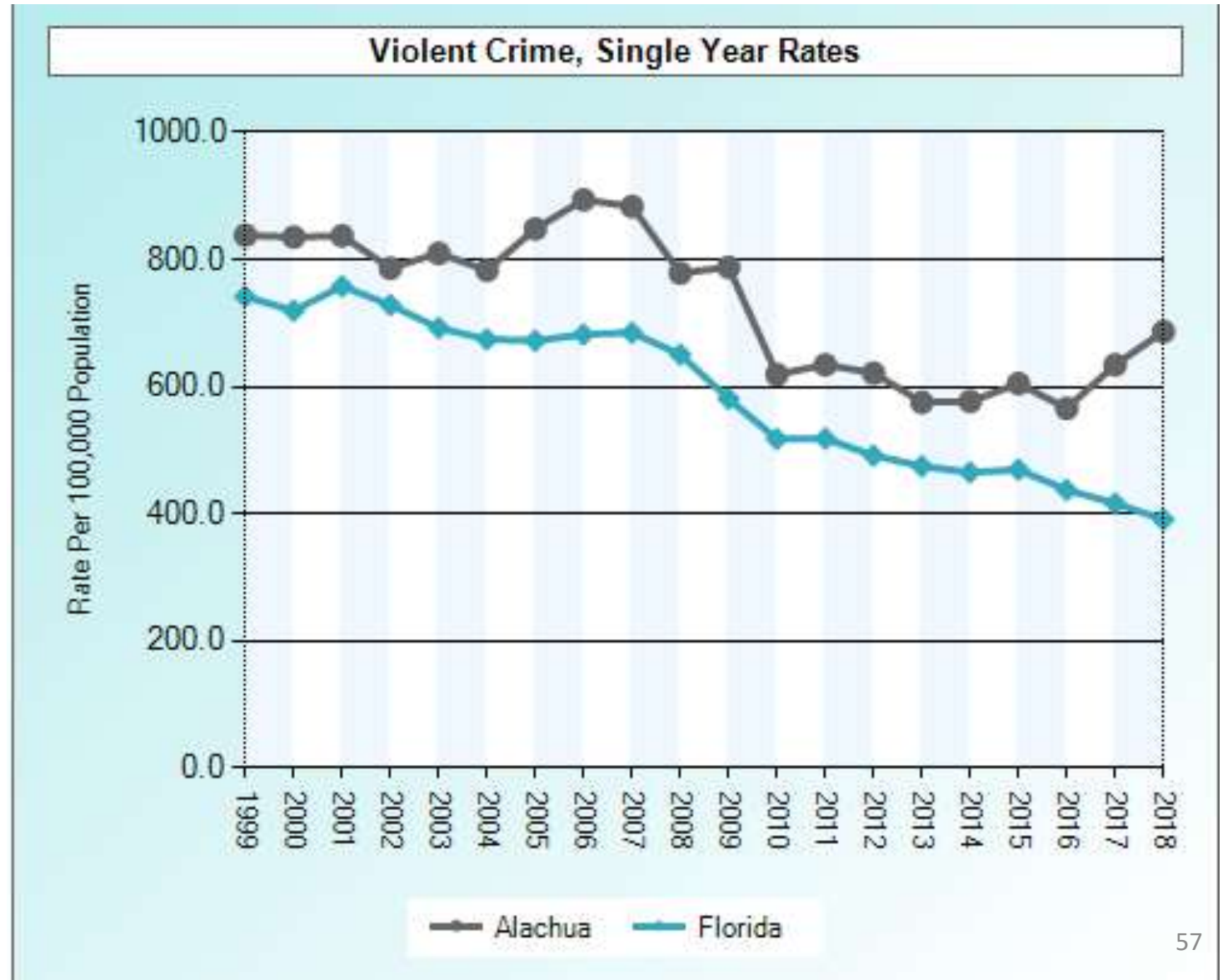
4) RESULT: All children live in a safe community

Alachua county children are injured or killed in motor vehicle accidents at rate of 893 per 100,000 people. This puts Alachua in the 4th quartile (worse off) in the state

Child passengers injured or killed in motor vehicle accidents ages 5-11, Single Year Rates
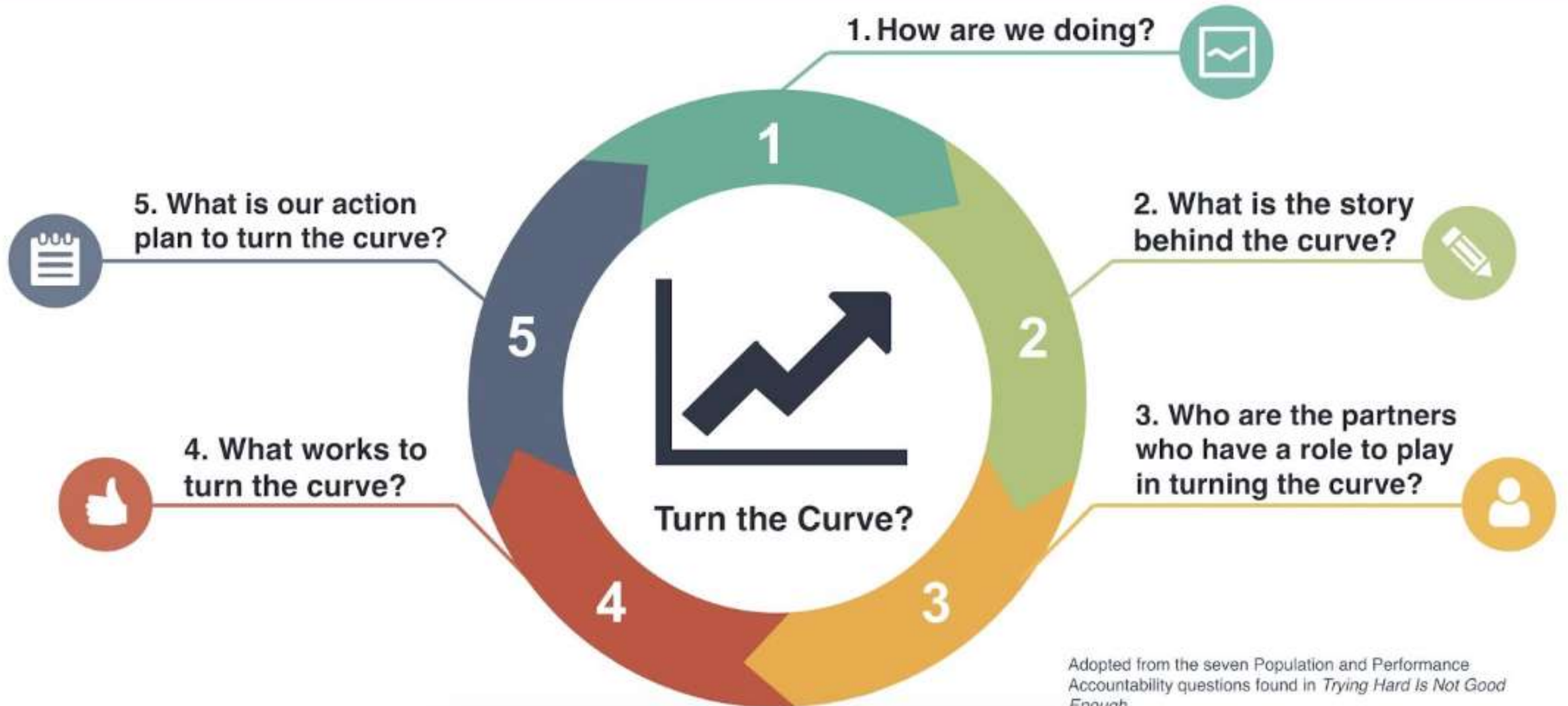
4) RESULT: All children live in a safe community

Discussion:
Will these recommended indicators allow us to identify opportunities to turn the curve?

Next Steps – Funding Strategies

Turn the Curve Thinking

1. How are we doing?

2. What is the story behind the curve?

3. Who are the partners who have a role to play in turning the curve?

4. What works to turn the curve?

5. What is our action plan to turn the curve?

Turn the Curve?

Adopted from the seven Population and Performance Accountability questions found in *Trying Hard Is Not Good Enough*.

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What opportunities have we identified?

What action do we need to take to turn the curve?