



# Duval County Needs Assessment and Gap Analysis 2022 Executive Summary



**KIDS HOPE ALLIANCE**  
The Jacksonville Partnership  
for Children, Youth & Families



# Needs Assessment and Gap Analysis

## Table of Contents

*"[We need] A true community sport or some true community club where parents don't have to pay – just have a child so the child can build social relationships and learn a skill set like discipline and sportsmanship."  
- Parent Listening Session*

	<b>Page</b>
Needs Assessment and Gap Analysis Overview	2
Jacksonville Children and Youth	3
Needs Assessment – Community Feedback	4
Needs Assessment – Data Analysis	5
Funding Utilization and Comparison to Other CSCs	6
RBA Framework Detail	7
Needs Assessment Recommendations	9
Gap Analysis	16
Selected Recommendations	18
Changes to the Essential Service Category Framework	18
Maintaining the Analysis	19
Funding Sources and Spaces	20
Potential Funding Scenarios	21
Summary of Conclusions	22
Acknowledgements	23

# Needs Assessment and Gap Analysis

## Overview

**3**

Partners (Kids Hope Alliance, NLP Logix, Nonprofit Center of Northeast Florida)

**952**

Community Members Contributing Feedback

**>20**

External Data Sources

*"The community needs to communicate more with parents, not just where they think they might show up... I just feel like we need to meet the parents where they are wherever they are, There needs to be a sign up to educate parents."*  
— Parent Listening session

## Why complete a Needs Assessment and Gap Analysis?

The overall goal of Kids Hope Alliance (KHA) Needs Assessment and Gap Analysis is to understand the needs of the Duval County community, evaluate the services currently available, identify gaps in services, and develop recommendations to allow Kids Hope Alliance to provide funding and services effectively and efficiently. The analysis includes identifying the impact of programs on children (birth to 12 years old), youth (13 to 18 years old), and their families.

### Needs Assessment

**Goal:** Identify Needs of Duval County Children, Youth, and Families

**Methodology:** Surveys and listening sessions were used to gather lived experiences from Duval County parents, youth, and non-profit providers. Many external data sources were used to establish actual and relative needs.

### Gap Analysis

**Goal:** Identify Service Availability, Providers, and Funding Sources in Duval County

**Methodology:** Non-profit service providers (both KHA funded and non-funded) were surveyed to identify how they serve the community and their priorities and barriers. A guide was constructed from external data. A final analysis of where needs and requirements are not met was completed.

### Comprehensive Report and Recommendations

**Goal:** Combine the results of the Gap Analysis and Needs Analysis and Make Recommendations

**Methodology:** Surveys and listening sessions were used to gather lived experiences from Duval County parents, youth, and non-profit providers. Many external data sources were used to establish actual and relative needs.

### Community Dissemination

**Goal:** To ensure that the public, non-profit providers, and other agencies know the results of this analysis

**Methodology:** Conducting presentations throughout the city and making this analysis publicly available through social media, the KHA website, other media outlets and jaxyouthsurvey.com will ensure that this material reaches as far as possible.

# Jacksonville Children and Youth

## Overview of Local Statistics

Tracking the state of

**213,586**

Children and Youth in Jacksonville



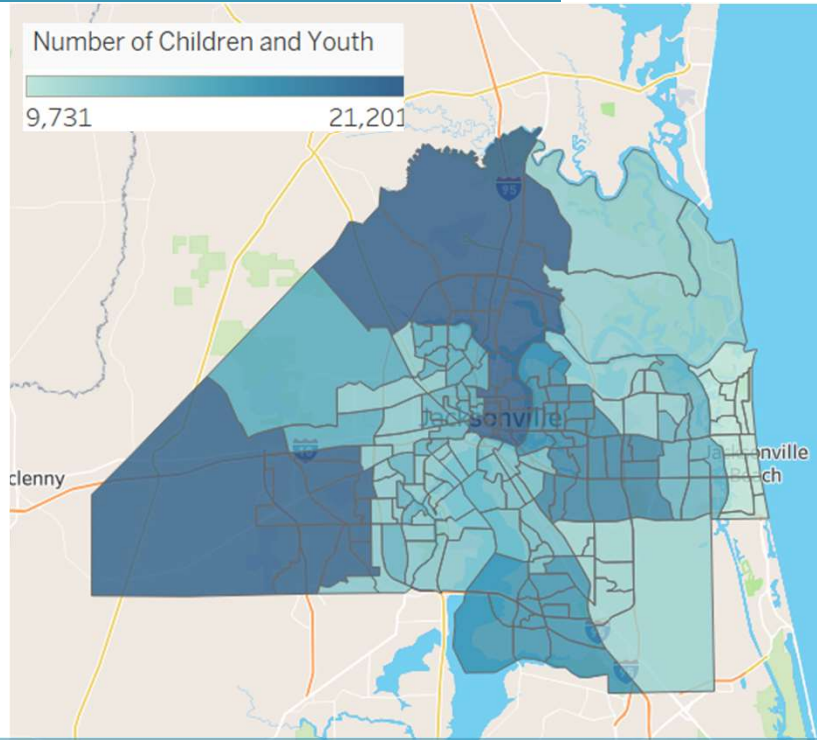
**36%** Between the ages of 0 and 5



**33%** Between the ages of 6 and 11



**31%** Between the ages of 12 and 18



**34%**

Of Children Enter Kindergarten Not Ready to Learn

**51%**

Of Students Cannot Read at Grade Level



**21%**

Are Living Below the Poverty Line



**4%**

Live in Homes with Limited Spoken English



**9%**

Do Not Graduate High School

**6%**

Do Not Have Health Insurance Coverage



**13%**

Experience Some Level of Food Insecurity



**17%**

Have Special Educational Needs

# Needs Assessment

## Establishing Needs through Community Feedback

One of the most vital components of the needs assessment was gathering community feedback. Listening sessions and surveys were utilized to gather lived experiences of Duval County residents to ensure the Community Needs Assessment represents of perceived and expressed need. For both the listening sessions and survey, sampling was used to ensure that participants represented the community based on socioeconomic and demographic factors.

**23**

Hours of Listening Sessions

**771**

Community Surveys Completed

**80**

Provider Surveys Completed

### Surveys

Two separate surveys were used to gather feedback across a large cross-section of the community. One survey was used to gather information from youth and parents while the other was used to gather information from non-profit providers. The community survey focused on identifying which services were and were not being utilized, what families perceived as barriers to accessing services, and community priorities for child wellbeing. The provider survey focused on identifying priorities and barriers to service as well as funding sources for children and youth non-profit providers in Jacksonville.

### Listening Sessions

Listening session participants included parents, youth, non-profit providers and KHA staff. Participants were asked about their experiences and which services they had used and which they thought could have the most direct impact on the five dimensions of childhood wellbeing: 1) physical, 2) psychological, 3) cognitive, 4) social, and 5) economics. Additionally, participants were asked to identify what it looks like for a child to reach their full potential and what must be in place to allow a child to reach that potential.

## Themes Identified Through Community Feedback

- Access
  - Mental Health Services
  - Healthcare
  - Learning Opportunities
- Safety
  - At Home
  - In the Community
- Physical and Social Development
  - Exercise
  - Community Locations
- Freedom from Discrimination

“You’ve got to get them to see places that life can be different. There’s so much to learn on the other side of that coin. Not all of us are going to be Shad Khan. Some of us are going to have a roof over our head and our kids are fed and loved, and that’s a good life.”

-District 4 Listening Session Participant

# Needs Assessment

## Establishing Needs through Trends in Data

In addition to community expressed needs, this analysis aimed to understand needs based on data for the community. Two types of data were considered:

- Specific outcomes (such as number of child abuse cases or percent of children exercising)
- Current utilization of services.

The second source of data, current utilization of services, plays a significant role in highlighting programs that cover unique services needed in times of crisis.

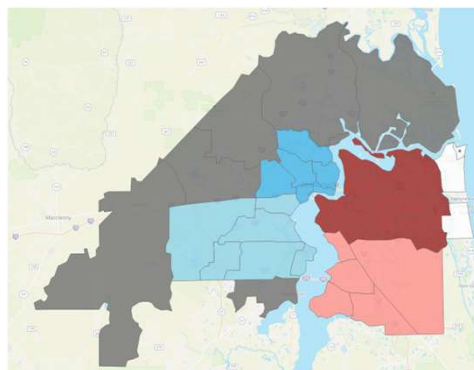
### Comparative Data Analysis

Data at a county level was compared with state level data for 57 metrics. For metrics identified as of interest to Kids Hope Alliance, additional analysis was performed regarding the trend in the metric over time, and where possible, geographic and demographic breakdowns were provided.

Generally, Duval County is underperforming on most metrics as compared to Florida, with some significant areas of need listed on the right of this page. However, there are areas where Duval performs significantly better, including utilization of civil citations (79% of eligible youth versus 62%), arrests per 1000 youth (14 versus 16), childhood health insurance coverage, and internet availability.

### Breakdown by Health Zone

The needs of the community vary significantly throughout the county. Families in Health Zones 1 (Urban Core) and 4 (South West Jacksonville) were most likely to report ineligibility for services. Urban Core residents were also more likely to require services that are not currently provided. Families from Health Zones 3 (Mandarin) and 6 (Beaches) were most likely to report an inability to access services due to distance.



Availability of services varies significantly throughout the county. Philanthropic organizations are heavily concentrated on Health Zone 3 (Mandarin). Summer Camp and After School programs are more heavily concentrated in Health Zone 1 (Urban Core).



### Data Sources

US Census Bureau (2019)

Florida DOH – Health Charts (2020)

Youth Risk Behavioral Surveillance (2019)

Office of Early Learning (2021)

COJ Parks Department (2019)



Kids Hope Alliance Funding (2021)

Florida Department of Education (2021)

Jacksonville Sheriff's Office (2020)

### Selected areas of need based on data analysis

**81%**

Higher rate of suicide in Duval County (4.7 per 100K) vs Florida (2.6K per 100K)

**120%**

more DCPS High School Students that have tried cocaine (9.1%) vs Florida (4.1%)

**49<sup>th</sup>**

Duval County Ranking for Percent of Days in School (out of 67 counties)

**40%**

More Cases of Child Abuse and Neglect per 100K children aged 5-11 in Duval County versus the State of Florida

**33%**

Higher rate of teen pregnancy in Duval County versus the State of Florida

# Kids Hope Alliance Funding Utilization and Comparison to Other CSCs

## Current Service Utilization

Community engagement with Kids Hope Alliance Programs was considered. The largest proportion of Kids Hope Alliance funding goes to out-of-school time programming, with 95% of programs serving more students than were allocated funding for. This indicates that funding for out-of-school time programs is at or below the necessary point to serve all interested participants.

Additionally, Kids Hope Alliance funds a significant number of programs that serve small but important populations in Duval county. These services include the youth travel trust fund and the grief counseling/child burial funding.

## Funding of Other Large Children's Service Organizations in Florida

The Kids Hope Alliance 2022 Budget is a total of \$42 Million, with \$7.15M of that funding being grant-based allocations to KHA. The \$35M in city funding is provided as a line item in the city budget. This translates to \$196 of funding per child aged 0-17 or \$953 of funding per child in poverty in Duval County.

Similar organizations in large Florida counties are independent organizations receiving funding directly from property tax revenues through millage. The millage rates in these counties range from 0.4882 mils to 0.8981 mils. This translates to funding rates between \$175 per child (Hillsborough County) and \$731 per child (Pinellas County). Kids Hope Alliance has the second lowest funding per child overall, and the lowest funding per child in poverty, as compared to large scale Children's Service organizations in Florida.

Funding Kids Hope Alliance at a rate of 0.5 mils would have resulted in a \$10.5M increase in the 2021 budget.

**\$353**

Average 2021  
funding per child in  
the county in other  
CSCs

**\$196**

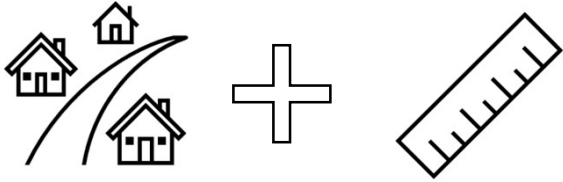
Average 2021  
funding per child in  
Duval County

Children's Service Organization	Children and Youth	Millage Rate	Budget	Dollars per Child	Dollars Per Child in Poverty
Kids Hope Alliance	215,545	NA	\$42,164,028	\$ 196	\$ 953
Kids Hope Alliance - IF MILLAGE BASED	215,545	0.5935	<u>\$56,320,528</u>	\$ 261	\$ 1,274
The Children's Services Council of Broward County	409,938	0.4882	\$104,537,451	\$ 255	\$ 1,527
The Children's Board of Hillsborough County	325,423	0.4589	<u>\$56,786,342</u>	\$ 175	\$ 972
The Children's Trust of Miami	549,679	0.5	<u>\$196,124,622</u>	\$ 357	\$ 1,705
The Children's Service Council of Palm Beach	283,872	0.6225	<u>\$139,214,691</u>	\$ 490	\$ 3,032
The Juvenile Welfare Board of Pinellas County	155,438	0.8981	<u>\$113,653,985</u>	\$ 731	\$ 4,712

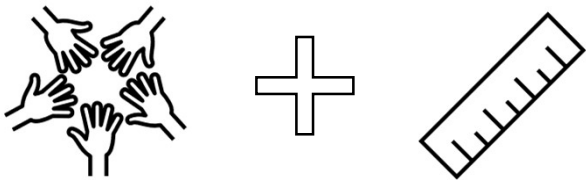


# RBA Framework Details

## General Overview



Population goals are measured by indicators



Agency goals are measured by performance measures

## What is Results-based Accountability?

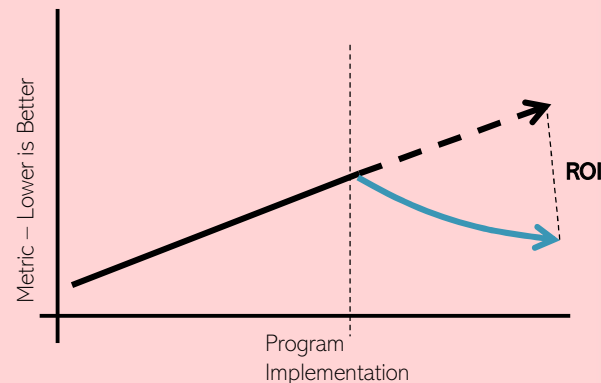
Results based accountability (RBA) is a community framework constructed by Mark Friedman. The process is detailed in the book *Trying Hard is Not Good Enough*. The framework allows agencies to create action plans built around data-driven methods to solve problems.

In contrast to other methodologies, RBA starts at the “end” (the community goals we are trying to achieve) and works backwards. By starting with the desired end state, RBA allows organizations to create plans that begin with the goal and related quantifiable metrics, identify potential partners, and create partner performance measure that will have a direct impact on the community measure.

## Measuring Performance

### Turning the Curve

By tracking indicators year on year, we can measure the changes in each measure and identify if we are “turning the curve” and working toward better outcomes for the indicators. This change in the indicator value during the performance period measures the “ROI” for the community.



### Measuring Programs

Program should identify performance measures that directly roll up to an indicator. Each measure should measure either: How much? (how many students served, etc.), How well? (program quality, etc.) or Is Anyone Better Off? (progress toward the performance indicator).



# RBA Framework Details

## Applying this Framework to Kids Hope Alliance



KIDS HOPE ALLIANCE  
The Jacksonville Partnership  
for Children, Youth & Families

Page 8

### KHA Vision

Every child and youth will reach their academic, career, and civic potential.

### Population Result Type



Duval Children and Youth are Physically and Mentally Healthy and Safe

### Population Result

Building Data Partnerships

Current KHA Initiative

Perceived/Expressed Need

Actual/Relative Need

Children and Youth exercise on a weekly basis

### Population Indicator

What percent of Duval County youth exercise at least 3 days per week?

Source: Youth Risk Behavioral Survey

Frequency: Once every two years

Data Collection Plan: Work with DCPS to create a more frequent survey

### Partner Identification



Wee Yoga Collaborative

A fictitious Jacksonville youth organization to help kids exercise

### Performance Measures

How Much?

# of participants

How Well?

Participant Engagement

Is Anyone Better Off?

Improvement on the Presidential Fitness Test

# Needs Assessment Recommendations

## Potential Updates to the Essential Service Categories

In the following 5 pages, specific population results are provided, with associated population indicators and the data source required. Each result also includes a legend that identifies whether tracking this result will require an external data partner, whether the initiative is currently funded by Kids Hope Alliance, and whether the initiative was identified as a perceived/expressed need through community feedback and/or an absolute/relative need identified through data analysis.

### Legend

For each potential indicator, a check mark indicates that this is required.

- ✓ Requires Data Partnerships
- Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

*Requires Data Partnership* means collecting this data would require creating or maintaining a data partnership. *Current KHA initiatives* are metrics that KHA currently funds programs. Metrics are also labelled as either a *perceived/expressed need*, identified through community feedback, an *absolute/relative need*, identified through the data analysis, or both.

### Recommended Categorization of Services



Duval Children and Youth are Physically and Mentally Healthy and Safe



Duval Children and Youth are Supported by their Families and Community



Duval Children and Youth have the Tools to Succeed in School



Duval Youth Graduate High School Prepared for College and/or the Workforce



Duval Families Have Access to the Services they Need





# Needs Assessment Recommendations

## Duval Children and Youth are Physically and Mentally Healthy and Safe

Both physical and mental health and wellness were highlighted throughout the Needs Assessment with the topics highlighted in all community feedback sessions and in the data analysis.

- ✓ Requires Data Partnerships
- Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Children and Youth have a safe outdoor place to play and build relationships

Performance Measure: Number of Crimes Occurring within 1/2 mile of COJ Parks  
Data Source: Jacksonville Sheriff's Office

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Children and Youth have access to healthy food

Performance Measure: Rate of Food Insecurity  
Data Source: Feeding America

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Children and Youth exercise on a weekly basis

Performance Measure: Percent of Youth Exercising at least 3 Days a Week  
Data Source: Youth Risk Behavioral Surveillance (YRBS) Survey

- ✓ Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Children, Youth, and their Families have access to mental health services

Performance Measure: Hours of In-School Mental Health Services per Student  
Data Source: FSS+ School data and Duval County Public Schools

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- Absolute/Relative Need

### Children and Youth providers have access to trauma-informed care training

Performance Measure: Percent of Providers who have Completed Trauma-informed Training  
Data Source: Provider Surveys (KHA and county-wide)

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Pregnant women will give birth to healthy children

Performance Measure: Percent of Expectant Mothers who Receive Prenatal Care in the Second Trimester.  
Data Source: Florida Health Charts

# Needs Assessment Recommendations

Duval Children and Youth are Supported by their Family and Community



The need for safe and supportive communities was brought up in all community feedback sessions. Additionally, the data analysis showed a need for both safe areas and a higher perception of safety of children, youth, and families.

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

## Children, Youth, and Families in Jacksonville have safe homes in safe communities

Performance Measure: Percent of students who felt unsafe on their way to or at school  
Data Source: YRBS Survey

- ✓ Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

## Children and Youth live without abuse

Performance Measure: Rate of children experiencing child abuse and neglect  
Data Source: Florida Health Charts will provide a foundation but could expand analysis with a relationship with the department of children and families (DCF).

- ✓ Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

## Children and Youth that interact with the Juvenile Justice system successfully re-enter society

Performance Measure: Recidivism rate of youth arrested in Duval County  
Data Source: Florida Department of Juvenile Justice



# Needs Assessment Recommendations

## Duval Children and Youth have the Tools to Succeed in School



Positive outcomes in school are one of the most critical factors in the successful transition from childhood to adulthood. The need for metrics around school engagements was expressed in all aspects of the Needs Assessment.

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Children enter kindergarten ready to succeed

Performance Measure: Kindergarten retention and readiness rates

Data Source: Florida department of education and the Early Learning Coalition of Duval

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Children and Youth are able to read at grade level

Performance Measure: Percent of children reading at grade level

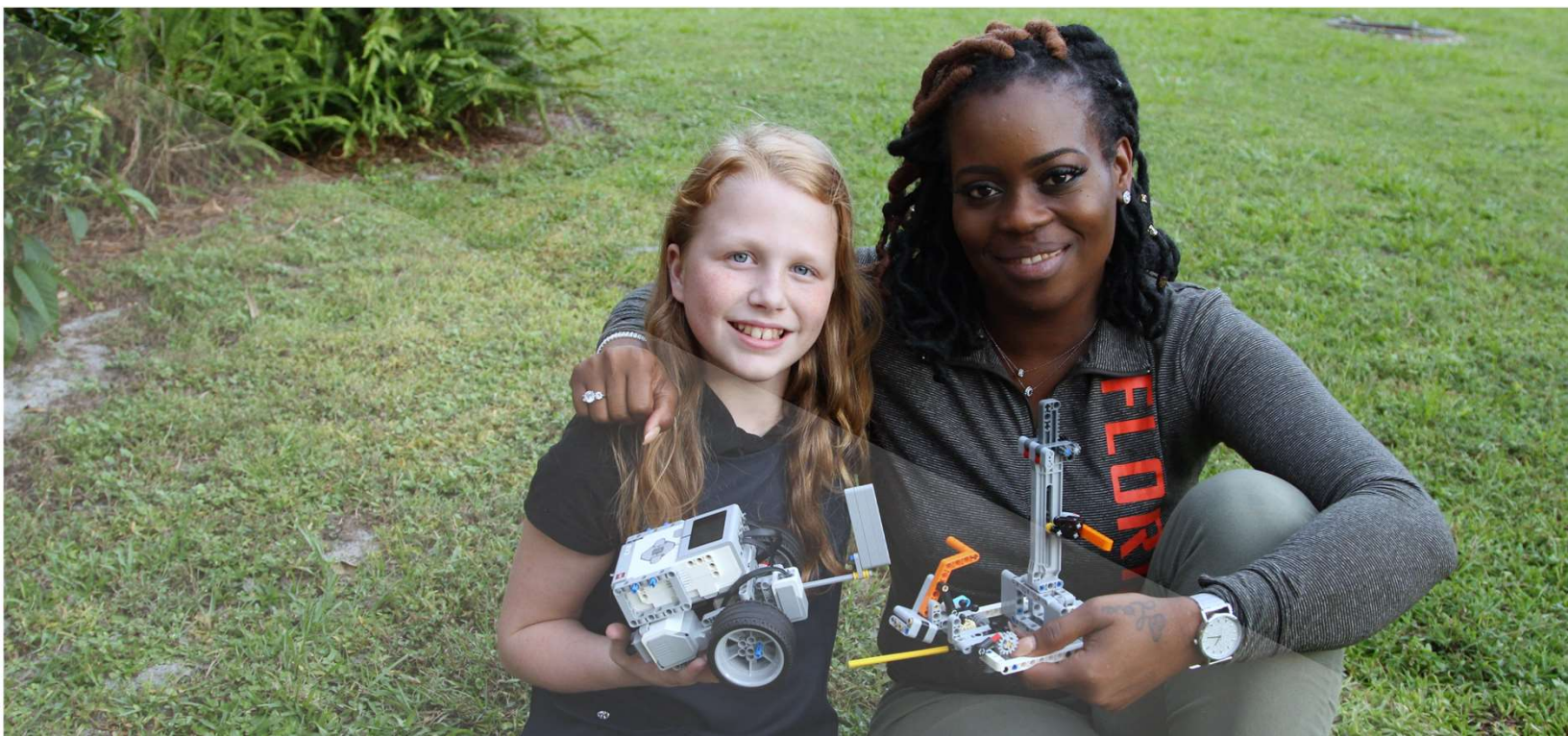
Data Source: Florida Department of Education

- ✓ Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- Absolute/Relative Need

### DCPS students receive fewer disciplinary referrals.

Performance Measure: Percent of children receiving disciplinary referrals. (Overall and by class of offense. )

Data Source: Duval County Public Schools (DCPS)



# Needs Assessment Recommendations

## Duval Youth Graduate High School Prepared for College and/or the Workforce



The successful transition to adulthood is a piece of Kids Hope Alliance vision. Both parents and students both expressed the need for programs that ensure students will graduate on time and successfully enter college or the workforce.

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

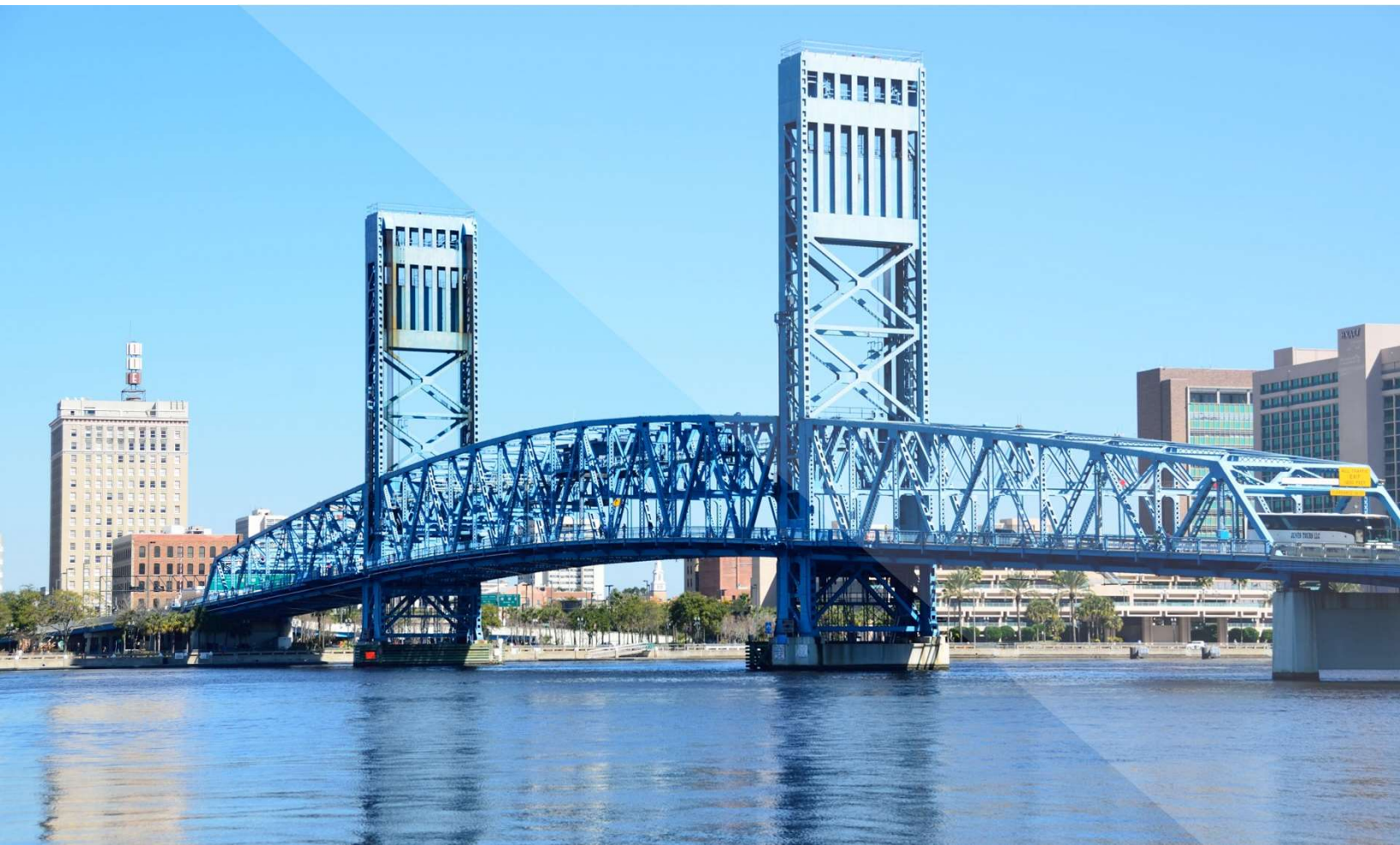
### Youth in Duval County Public Schools (DCPS) graduate high school

Performance Measure: Duval County Public Schools Graduation Rate  
Data Source: Duval County Public Schools

- Requires Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Duval County Youth (16-19) are enrolled in school or the workforce

Performance Measure: Teen Idleness Rate  
Data Source: US Census Bureau American Community Survey





# Needs Assessment Recommendations

## Duval Families Have Access to the Services they Need

Providers and families expressed needs for a variety of additional services and barriers to accessing specific services. This final set of recommendations is focused on ensuring families have access to services provided.

- ✓ Building Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

### Families requiring services will be able to access them without difficulty

Performance Measure: Rate of families identifying needed services as “accessed with difficulty”, “unable to access”, and “unaware of service”.  
Data Source: Repeat needs assessment survey

- ✓ Requires Data Partnerships
- Current KHA Initiative
- ✓ Perceived/Expressed Need
- Absolute/Relative Need

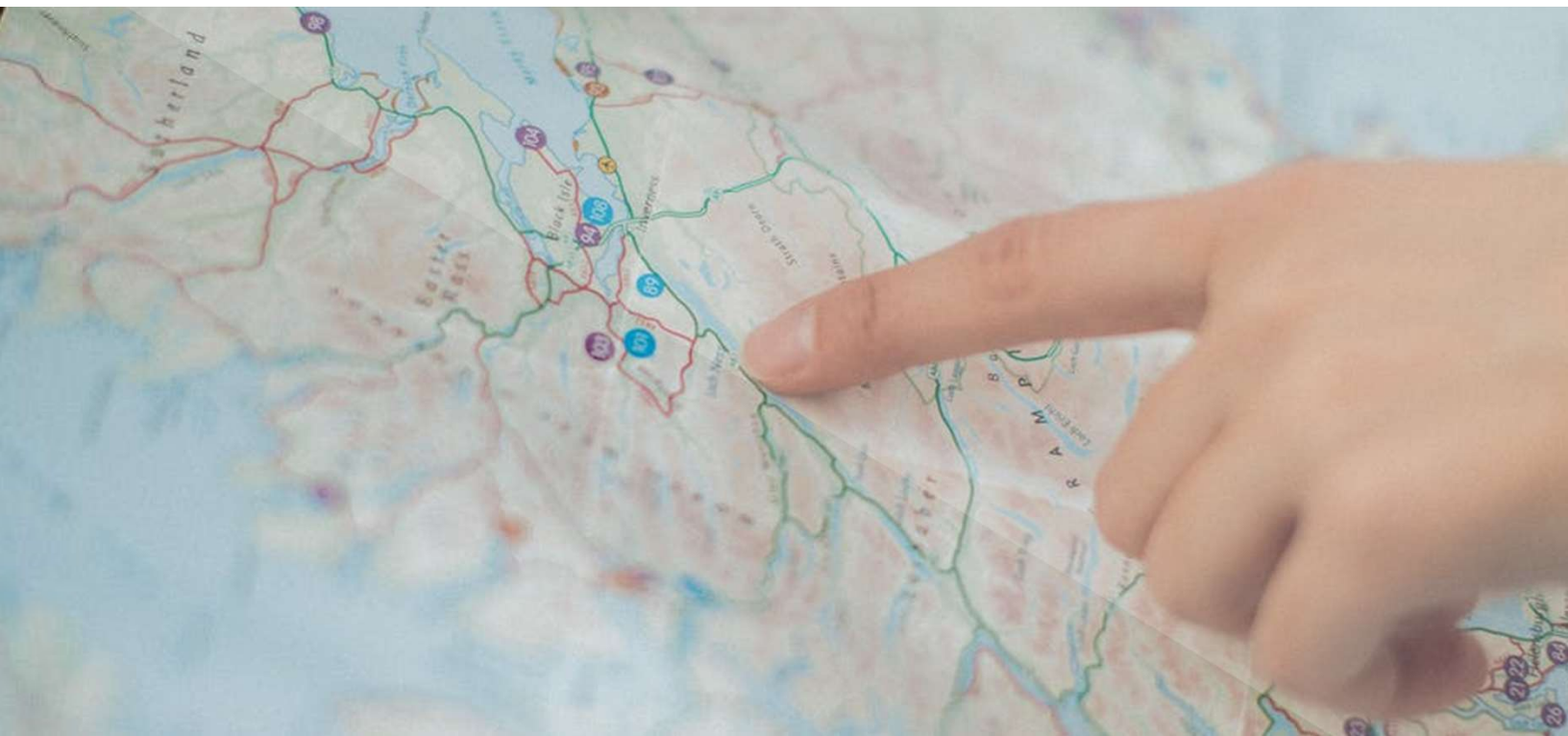
### Providers have access to community asset maps

Performance Measure: Provider utilization of KHA-provided resource guides/maps  
Data Source: Google Analytics

- ✓ Building Data Partnerships
- ✓ Current KHA Initiative
- ✓ Perceived/Expressed Need
- Absolute/Relative Need

### Duval Children, Youth, and their Families have access to financial literacy education

Performance Measure: Percent of teenagers with a bank account.  
Data Source: Tracking through partnership with Duval County Public Schools



# Gap Analysis

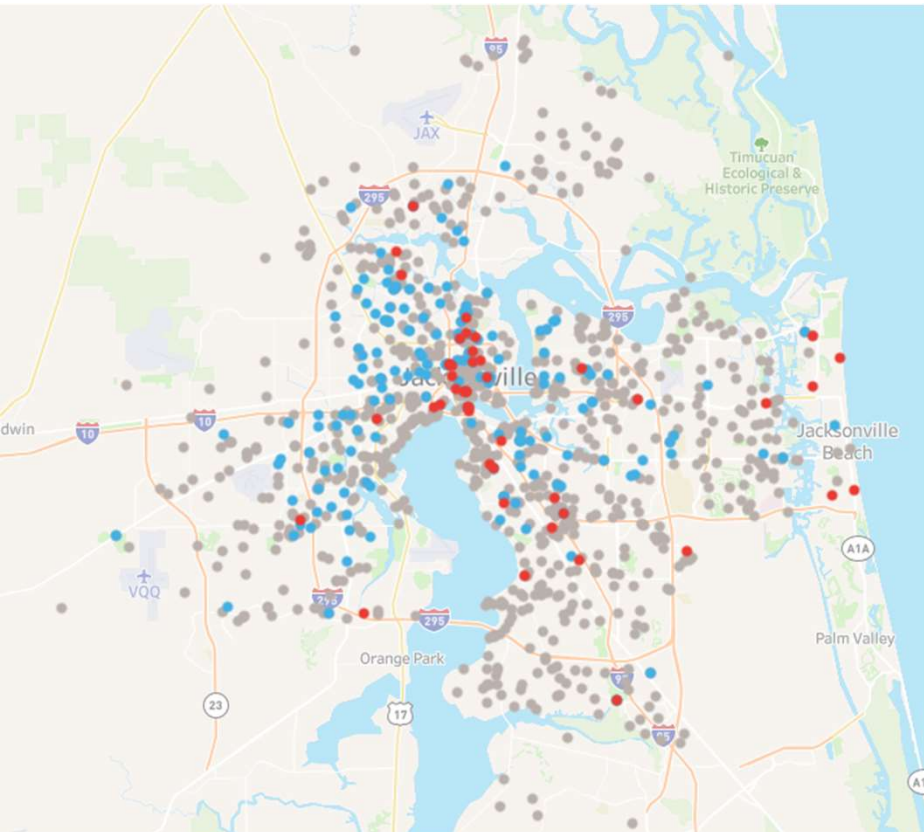
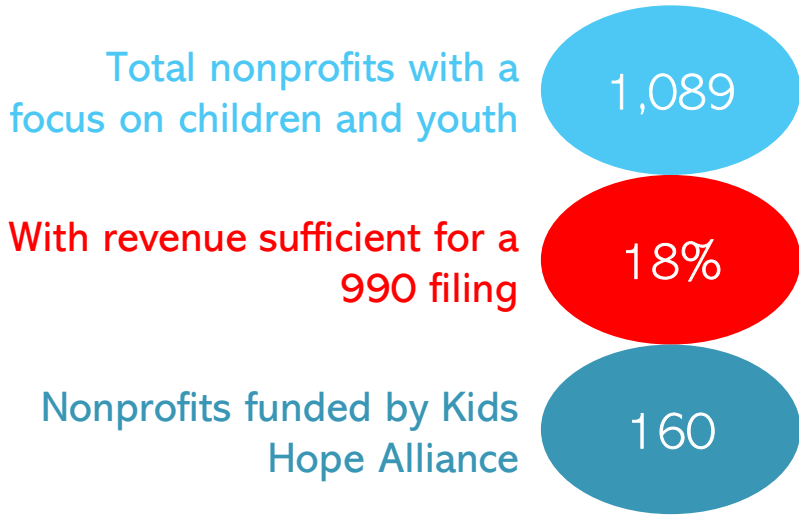
## Cataloging Organizations in the Community

To create a comprehensive list of children and youth service providers in Duval County, multiple data sources were combined, and duplicates were removed. Categories based on needs identified in the Needs Assessment portion of the analysis were developed, and each service provider was placed in one or more applicable categories.

### Data Sources

- Exempt Organization Filings
- United Way 211 Data
- Current and Former KHA Providers
- ELC Registered VPKs
- Provider Survey
- Non-Profit Center Members

### Provider Overview



### State of Nonprofits in Duval County

Though Jacksonville appears to have large number of nonprofits focused on children and youth services, a large number are very small organizations. Further, many focus on extremely specific services, Nonprofits are distributed throughout the county, but distributions vary when considering nonprofit type.

- Survey Participant
- Current or Former KHA Provider
- Exempt Organization in Selected Categories



# Gap Analysis

## Understanding the Needs of Providers and Final Recommendations

### Provider Survey Results

The non-profit provider survey gave valuable insight into both the availability of providers and services as well as the struggles faced by providers. Providers responding to the survey most frequently identified mentoring, summer camps, mental health services, college preparation, and job skills training as services they offered.

Non-profit providers were asked about barriers to serving a larger number of community members. Sixty-three percent of respondents said they were unable to serve more children and youth due to a lack of sufficient funding. Thirty-nine percent of respondents stated that their physical space was too small to serve additional children and youth, and thirty-seven percent said they were constrained due to a lack of qualified staff. In comments, providers expressed concern with the lack of qualified mental health professionals to meet the needs of the community.

The majority of organizations receive funding through contributions and foundation grants. Forty-eight percent of respondents received funding from Kids Hope Alliance. Thirty-five percent received corporate sponsorship or United Way of Northeast Florida funds. Twenty-nine percent of organizations have under 30 days of cash reserves, and fourteen percent have fewer than 3 months of cash reserves.

**80**

Respondents representing

**67**

local non-profit organizations serving over

**100,000**

Jacksonville Children, Youth, and Families with annual budgets ranging from under \$50,000 to over \$25 million.

### Currently Unfunded/Underfunded Service Areas

No area of Children and Youth Services appears to be over funded. Even services identified as more easily accessible (VPK, Nutrition, and out-of-school time Care) are utilizing all available funding and often serving more than allocated. To meet the needs of the community, additional funding of programs for children, youth, and their families is required. The services identified below are in addition to those currently funded through Kids Hope Alliance.

Many recommendations can be consolidated. By working with non-profit providers to offer multiple services at single locations (such as community centers) and incorporating financial literacy in other programs, these needs can be served through a single RFP process.

#### Community Feedback Requests

Spaces – Safe Outdoor and One Stop Shops for Children and Family Services

Exposure to arts, culture, and other neighborhoods

Sports and Recreation  
Fee Sponsorships/Business Partnerships

Financial Literacy Lessons/Services for Underbanked Youth and Families

#### Currently Difficult to Access

Mental Health

Services for Children and Youth with Special Needs

Legal Aid

Substance Abuse Treatment and Prevention

#### Additional Needs From Data

Specific Mental Health Areas (Trauma, Drug/Substance Use)

Child Abuse Prevention and Family Unification

Maternal/Fetal Health

Teen Pregnancy Prevention



# Needs Assessment and Gap Analysis

## Selected Recommendations – Meeting Community Needs

### Changes to the Essential Service Category Framework

The current Kids Hope Alliance essential service category (ESC) framework includes five categories for service: Early Learning, Out-of-school Time, Teen/Pre-Teens, Juvenile Justice, and Special Needs. Based on the results of the Needs Assessment, both the data analysis and community feedback suggest needs that do not fit in these categories. Additionally, these essential service categories do not fit a goal-oriented service model, such as one modeled around Results-Based Accountability.

Creating a framework around the RBA-focused population results defined in pages 6-11 of this report would allow KHA to fund programs that match the needs of the community and create a methodology for measurable impact in the future. These population result based categories align with the current needs of the community and give flexibility for KHA to dynamically adjust to changing needs. Additionally, this gives KHA the ability to write future RFPs to specific population results rather than broadly designed categories. This will not only allow for targeted funding but also create a standardization for data reporting across similar programs.

Population Result	Example Services
Duval Children and Youth are physically and mentally healthy and safe	Healthy Families, Safe Outdoor Parks, Nutrition Programs, FSS Plus
Duval Children and Youth are supported by their families and community	Juvenile Justice Diversion And Prevention Programs, Foster Child Support, Parental Education
Duval Children and Youth have the tools to succeed in school	Early Learning Support, Jax Kids Book Club, out-of-school time Programs
Duval Youth graduate high school prepared for college and/or the workforce	College Preparation, Mayors Youth At Work, Mentoring
Duval Families have access to the services they need	Grief/Burial Funding, Financial Literacy Training, One Stop Community Centers





# Needs Assessment and Gap Analysis

## Selected Recommendations – Maintaining this Analysis

The content of this analysis was built to be maintained. These recommendations were created to ensure the Needs Assessment and Gap Analysis is a living analysis and allows KHA to adapt to changing needs in the community and changing availability of providers.

### Building Data Partnerships

Data partnerships are an integral part of establishing and maintaining the Results-based Accountability framework. Kids Hope Alliance should leverage current data partnerships and work to build additional data availability for measuring population indicators and performance measures.



### Maintaining the Provider Inventory

Annual utilization of the provider inventory methodology will allow Kids Hope Alliance to create and maintain a list of service providers in the county. With this maintained inventory, KHA will have additional visibility into what services are provided outside of direct KHA funding. Additionally, this list can be used to provide a list of available services both internally, for providers, and for the general public. This data availability was requested in multiple listening sessions.

### Data Collection Strategy for Indicators and Performance Measures

The data collected for the perceived and relative needs comes from multiple sources. Automation around the collection of these metrics would allow KHA to rerun the secondary data analysis as data becomes available. Additionally, standardization of performance measures for similar programs will allow KHA to perform regular analysis of program performance.





# Needs Assessment and Gap Analysis

## Selected Recommendations – Funding Sources

### Multiuse, Multicultural, and Multifunctional Partners and Spaces

Community members and providers expressed a need for spaces that provide multiple services and allow for drop-in services. Through partnerships between KHA, partners, DCPS, and City of Jacksonville Parks and Recreation Department, one or multiple providers can offer multiple services. Some of the community needs that were identified could be solved through incorporation of specific curriculum in programming.

Similar formats have been highlighted in other areas. In Hillsborough County, Family Resource Centers are funded through the Children's Board and provide literacy, after school care, legal services, STEM education, mentoring, and ESOL courses in a single location. Multiple partners serve the community from this single location. Oklahoma Community Hope Centers provide enrichment activities, virtual learning help and tutoring, DHS employees to facilitate getting families access to TANF, SNAP, and workforce programs, and provide snack and meals to children in need.

### Leveraging Outside Funding

Kids Hope Alliance is currently leveraging outside funding, with a larger proportion of grant funding than comparable organizations. However, the KHA budget alone is not sufficient to cover the needs of the city, and KHA should strive to utilize all available alternative funding sources. In order to meet the needs of the Children, Youth, and Families in the community, Kids Hope Alliance needs to leverage funds from a variety of sources, including state-based school-readiness and after-school funding, and facilitate partnerships between children, youth, and family service providers and local funders such as businesses, foundations, and philanthropic organizations. Additionally, Kids Hope Alliance, through providing matching funds and through providing grant writing assistance, can enable bringing additional grant funds to Duval County.

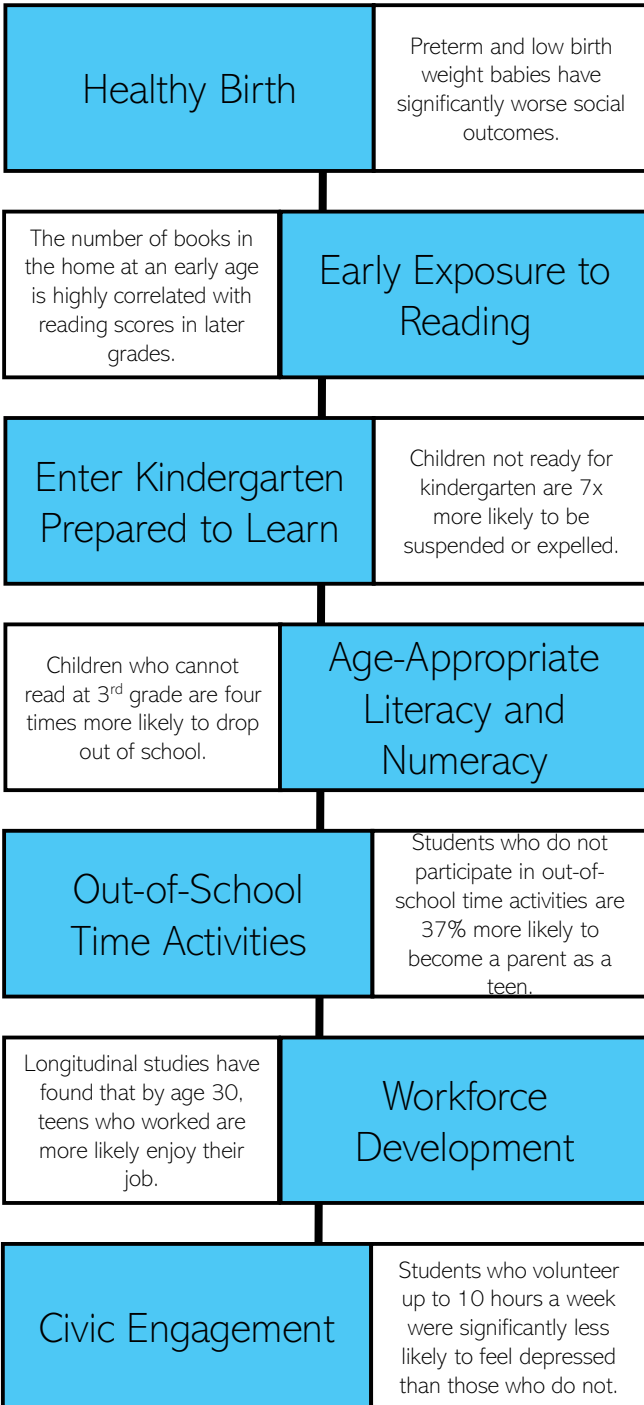




# Needs Assessment and Gap Analysis

## Potential Allocation Scenarios

A successful transition to adulthood begins with a healthy birth and requires investment along the way. Early intervention has the highest return on investment, but funding must be holistic in nature.



Successful Transition to Adulthood

Below, NLP Logix has identified potential scenarios for utilizing any potential additional funding should Kids Hope Alliance receive the estimated millage funding and/or state out-of-school time grants. These recommendations are based on the results of the needs assessment. With additional funding to leverage, KHA can expand its reach in the ways described below. These suggestions assume that KHA continues to fund holistically, with funding remaining for programs for teens, juvenile justice, and special needs.

### Scenario 1 – Early Intervention

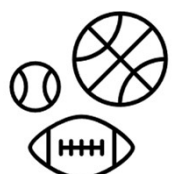
**Investments:** Funds are utilized in two manners: to increase quality of early learning and ensure access to pre-natal care for pregnant women and post-natal care for young children in the community. Early Learning funding can be utilized to build capacity in early learning centers through evidence-based practices and through enabling access.

### Scenario 2 – Community Resource Centers

**Investments:** Funds are utilized to cover the support and creation of Resource Centers throughout the city. These Centers will house currently funded KHA programs, mental health resources, and additional community resources in single locations. Kids Hope Alliance can utilize relationships with the city, the faith-based community, and the public schools to identify potential spaces for this purpose. This will allow KHA to support smaller organizations, as identified in the gap analysis, while also providing the community with their needs.

### Scenario 3 – Blended Approach

**Investments:** Funds are utilized to create a selection of targeted Resource Centers for areas of the city where the most need is identified. Remaining funds can be utilized to cover a smaller amount of capacity building for early learning programs and pre/post-natal services in the city.



# A Summary of Conclusions

## A Holistic Focused Approach

The programs funded by Kids Hope Alliance today, such as after-school programs and mentoring, cover many of the services desired by the community. However, there are a significant number of needed and wanted services that are not currently being provided and that do not fit within the current framework. The results of this analysis suggest migrating to a goal-oriented framework that creates a more holistic approach to funding a child at every milestone. Additionally, the current KHA budget is not sufficient to meet all of these needs. A review of the City of Jacksonville's funding for KHA and evaluation of additional alternative funding sources is required to better ensure that community needs are being addressed. The other major takeaways from this study are detailed below.

### Create a Goal-Focused Framework

Amend the ordinance from funding around essential service categories to a goal-oriented approach centered around Results-Based Accountability™ and the City of Jacksonville's community framework.



### Take a More Holistic Approach to Funding

Current KHA funding is heavily focused on out-of-school time; however, funding should be holistic. Early intervention, career readiness and wrap around services are vital and should be prioritized more.



### Build Community Resource Centers

By providing "Hope Centers" where children, youth, and their families can receive the services they need in one location, concerns regarding transportation and childcare, which are often barriers, are minimized.

### Facilitate Partnerships

KHA can work to facilitate partnerships between Duval County providers, philanthropic funders, and local businesses to provide an opportunity for funding smaller programs and innovative community initiatives.

### Increase Data Collection Efforts

To utilize the RBA framework, increased data collection and sharing efforts are required. This involves maintaining a database that incorporates all performance measures and indicators on an annual basis.



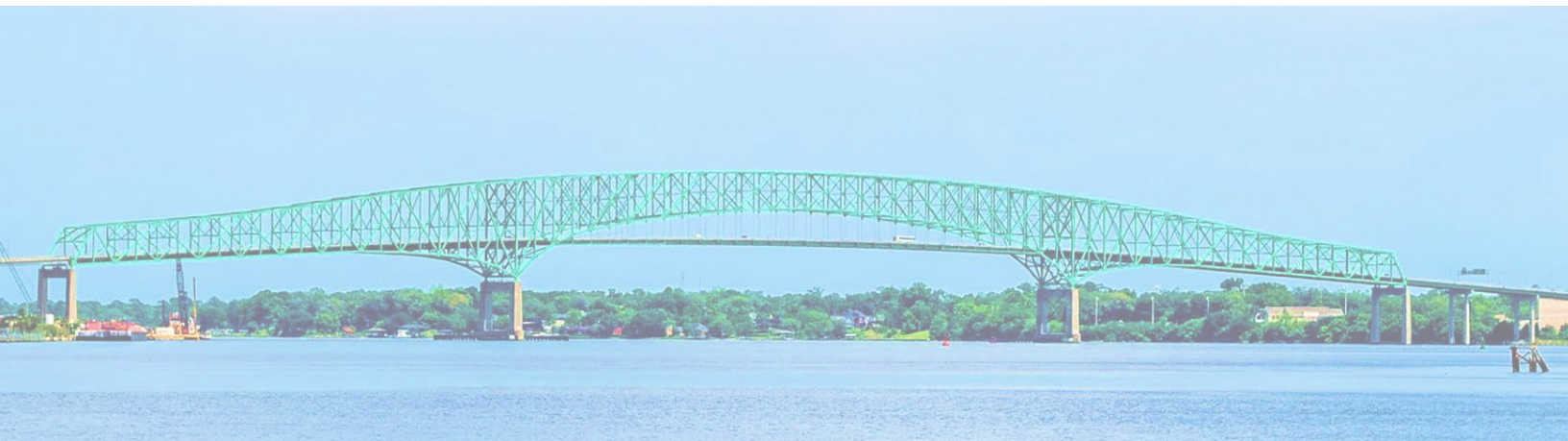
### Leverage and Seek New Funding Sources

KHA should pursue additional budget through accessing state funds for out-of-school-time programming as well as possibly aligning City funding levels with other similar-sized Children Services Councils.

# Acknowledgements

This Needs Assessment and Gap Analysis was the result of contributions from across Duval County. Without this collaboration, the report would not have been possible. The authors of this report would like to thank the following:

- Kids Hope Alliance
  - Mr. Michael Weinstein, Chief Executive Officer
  - Dr. Saralyn Grass, Chief Administrative Officer
  - Mr. Rodger Belcher, Director of Innovation and Data Systems
  - Mrs. Tyrica Young, Director of Research and Grants
  - Ms. LaRaya Strong, Director of Communications and Employee Development
  - Dr. Marvin Wells, Chairman of the Board
  - Kids Hope Alliance Boards Members and Staff
- Nonprofit Center of Northeast Florida
  - Rena Coughlin, Chief Executive Officer
  - Ms. Deirdre Conner, Senior Director of Strategic Initiatives and Evaluation
  - Dr. Standralyn Terry, Senior Consultant
- Kids Hope Alliance Partners
- The United Way of Northeast Florida
- Advisory Board Members
  - Ms. Kerri Stewart, VP of Business Analytics and Strategic Initiatives, Miller Electric
  - Ms. Jennifer Behnam, President, BRITE Consulting Services
  - Ms. Conchita Robinson, CEO, C. Robinson Associates
  - Ms. Selena Webster-Bass, CEO, Voices Institute
  - Mr. Matt Hartley, Associate Director – InterFaith Center, University of North Florida
  - Dr. Maira Martelo, Chief Program Officer, Community Engagement Partners
  - Mr. Charles Griggs, President and Chief Strategist, Eighth and Whitner Group, LLC.
  - Ms. Amy Boyle, Parents Who Lead, Duval County Public Schools
  - Ms. Naiomi Mercado, student, Duval County Public Schools
  - Mr. LC Bogard, student, Duval County Public Schools
- Listening Session Participants
- Survey Participants
- All who took to social media to share





**KIDS HOPE ALLIANCE**  
The Jacksonville Partnership  
for Children, Youth & Families