



# KIDS HOPE ALLIANCE SERVICES PLAN







## VISION

An environment where every child can reach their academic, career and civic potential.

## MISSION

To build and facilitate access to a continuum of comprehensive and integrated programs, services, and activities that address the critical needs of children, youth, and their families.

# VISION. MISSION. CORE VALUES

## CORE VALUES

**INTEGRITY.** We believe acting with honesty and transparency is the foundation of trust. We value the children, youth, and families entrusted to us. We are committed to professional and honest interactions. We will hold ourselves and our programs, services, and activities accountable to the highest ethical and performance standards.

**CULTURAL INCLUSIVITY.** We respect the cultural knowledge, values, ideas, and beliefs of all children, their family members, caregivers, and community members. We are committed to the support and development of programs and services that honor and respond to the distinct cultures of children, youth and the families and communities that nurture them.

**HOPE.** We believe in the potential of every child, family, and the communities in which they live. We champion a bright vision for their futures through our service and compassion. We strive to help others believe in the possibility of their own lives.

**INNOVATION.** We actively strive to bring new ideas and creative approaches in our service delivery to identify and address the challenges of the children and youth we intend to serve.

**PARTNERSHIP.** We believe that alliances are essential to collective change efforts that are transformational and sustainable. We value the relationships that are the foundation of strong partnerships and actively nurture them.

**ADVOCACY.** We will collaborate with children, youth, families, and communities to understand and inform our decision-making. We will champion healthier communities for our children and youth, providing a voice for their needs.

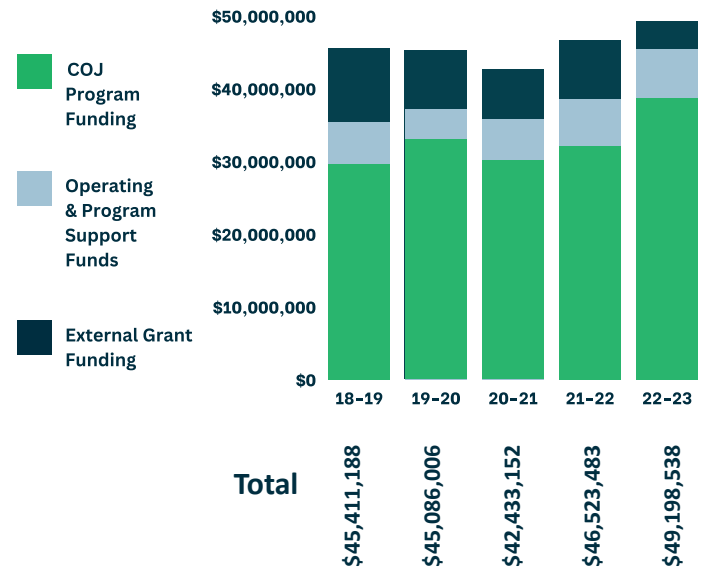
**EMPATHY AND COMPASSION.** At all times, we will strive to operate through the lens of those entrusted to our care. We will maintain the expectations as an organization that our programs and actions demonstrate cultural competence and responsiveness.

**RESILIENCE.** We will always work with passion, perseverance, and conviction to achieve our goals, even in the face of adversity.

**COURAGE.** We will maintain a bold vision and create a growth-oriented culture, relentless in our commitment to putting the needs of children and youth first.

Kids Hope Alliance (KHA) was established by the City of Jacksonville’s Ordinance 77.103 in 2018 as a public body which exists as a board within the Executive Branch of the consolidated government. KHA has the responsibility of comprehensively developing, overseeing, managing, and implementing the KHA Services Plan for children, youth and their families. KHA is the primary manager of the children, youth and family programming, services and activities outlined in the plan, which are implemented through third-party nonprofit service providers and other City departments. KHA is responsible for improving the lives of children, youth and their families in the City of Jacksonville by working to ensure safety, health, employability, self-value and a more secure future for those they serve. The City of Jacksonville is the primary source of funding for KHA and additional, supplemental funding is sought through Federal and State grants.

From its first full year of Plan implementation (2018-2019), to the most recently completed year (2021-2022), Kids Hope Alliance has grown in budget size from \$45 million+ to \$49 million+, largely based on the \$10 million+ increase provided by the City of Jacksonville over the past five years. This increase is a testimony to the importance of the work Kids Hope Alliance funds throughout the City. Some of these services include, but are not limited to, providing after-school programming to almost 8,000 children as well as supporting over 2,500 youth to excel by working on their college readiness and career preparedness. As noted in the chart to the right that grant funding has decreased, this is due to the KHA model of ensuring that our nonprofit partners provide direct services rather than the City and assisting them in applying directly for grants they are eligible for rather than applying ourselves. This has led to the community receiving a record number of federal and state dollars utilizing the assistance of City’s support.



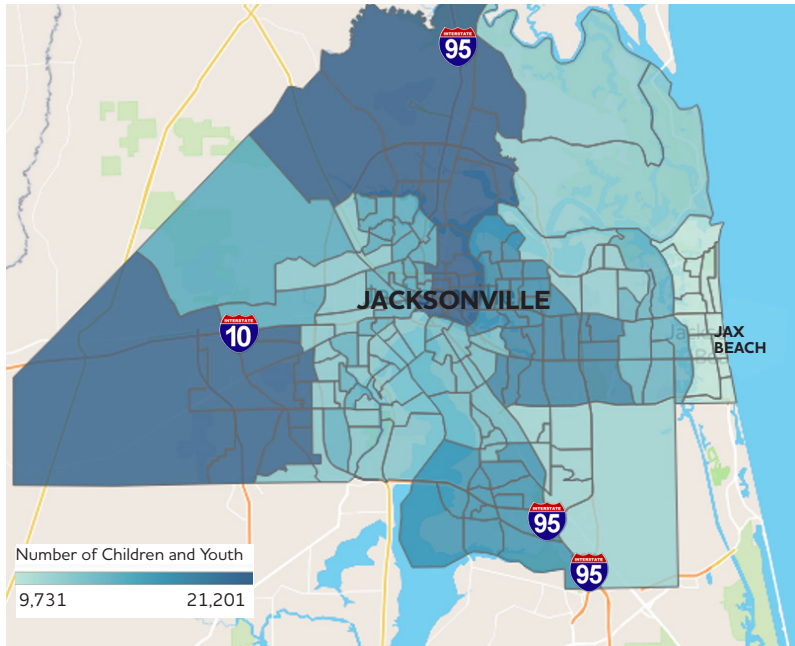
In 2022, Kids Hope Alliance commissioned a Needs Assessment and Gap Analysis study of services for children, youth and their families in Duval County. The purpose was to gain a comprehensive understanding of the needs of the community and to evaluate the services currently available. The study served to identify the impact of programs on children (birth to 12 years old), youth (ages 13+) and their families, and to determine gaps in services in order to develop recommendations that would allow KHA to provide funding and services more effectively and efficiently. The next few pages outline some of what was found in the research as well as outcomes that resulted from it. Ultimately, KHA intends to focus more on community goals and ensuring that programming is holistic and inclusive so that those in need of services are able to access them easily and affordably. KHA plans to track the results of programming over a four-year period, starting in 2023, to ensure that our funds are making the biggest impact on our most vulnerable citizens.

For more detailed information on the needs assessment and gap analysis, please visit our website at [www.kidshopealliance.org](http://www.kidshopealliance.org).



# WELL-BEING OF THE CHILD

Children and youth in Jacksonville were observed and measured in several key areas:



Tracking the well-being 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

The chart to the left shows the number of Children and Youth by City Council District. Darker colors indicate a larger concentration within that area.

**34%**  
OF CHILDREN ENTER  
KINDERGARTEN NOT READY TO LEARN

**9%**  
DO NOT GRADUATE  
HIGH SCHOOL

**51%** OF STUDENTS CANNOT  
READ AT GRADE LEVEL

**6%** DO NOT HAVE  
HEALTH INSURANCE COVERAGE

**21%**  
ARE LIVING BELOW THE  
POVERTY LINE

**13%** EXPERIENCE SOME  
LEVEL OF FOOD INSECURITY

**4%** LIVE IN HOMES WITH  
LIMITED SPOKEN ENGLISH

**7%** HAVE SPECIAL  
EDUCATIONAL NEEDS



A vital component of the needs assessment was gathering community feedback. Listening sessions and surveys were utilized to gather the experiences of Duval County residents to ensure the Community Needs Assessment represents both perceived and expressed needs. Sampling was used for both the listening sessions and the survey 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. The community 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.

## 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

## 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 well-being:

**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.



**I think that's the key – having some free or low-cost opportunities in different categories like sports and arts and having things at the library and clubs...just opportunities for different ways to get kids to socialize outside of a school setting.**

- Parent Listening Session Participant



A successful transition to adulthood begins with a healthy birth and requires multiple investments along the way. Early intervention has the highest return on investment, but funding must be holistic in nature. Listed below are outcomes from investments or lack of investments in each of the areas of child development listed below based on peer reviews and research.

<b>HEALTHY BIRTH</b>	Preterm and low birth weight babies have significantly worse social outcomes.
The number of books in the home at an early age is highly correlated with reading scores in later grades.	<b>EARLY EXPOSURE TO READING</b>
<b>ENTER KINDERGARTEN PREPARED TO LEARN</b>	Children not ready for kindergarten are seven times more likely to be suspended or expelled from school.
Children who cannot read on grade level at third grade are four times more likely to drop out of school.	<b>AGE-APPROPRIATE LITERACY</b>
<b>OUT-OF-SCHOOL TIME ACTIVITIES</b>	Students who do not participate in out-of-school time activities are 37% more likely to become a teen parent.
Longitudinal studies have found that by age 30, teens who worked are more likely to enjoy their job.	<b>WORKFORCE DEVELOPMENT</b>
<b>CIVIC ENGAGEMENT</b>	Students who volunteer weekly were significantly less likely to feel depressed than those who do not.





Through a workshop facilitated in September 2022, the KHA Board of Directors gave feedback and instruction to KHA staff to develop an action plan around data-driven methods and tracking indicators to measure change.

To that end, KHA has adopted the Results-Based Accountability (RBA) methodology. This method is a community framework constructed by Mark Friedman. His process is detailed in the book *Trying Hard Is Not Good Enough*. This framework allows KHA to create action plans built around data-driven methods to solve problems.

RBA starts at the “end” (the community goals we are trying to achieve) and works backward. 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 measures that will have a direct impact on the desired outcome.

### The process involves measuring individual program impact using three Metrics:

#### How Much?

(How many students received services? Etc.)

#### How Well?

(How was the program’s quality? Etc.)

#### IS Anyone Better Off?

(What was the progress toward the performance indicator? Etc.)

The following pages of KHA’s new Strategic Plan outline the goals and related quantifiable metrics.

In some cases, partners have been identified and performance measures created that will have a direct impact on our goal of meeting community needs.

KHA has established five umbrella Goals followed by several Strategic Elements which describe the focus indicators that will be tracked. Performance measures are assigned to each of the Strategic Elements to be tracked in order to measure the change, which will identify if KHA is “turning the curve” and working toward better outcomes toward the key indicators. This change in the indicator value during the performance period measures the return on investment for the community.



Population goals are measured by indicators



Agency goals are measured by performance measures





**DUVAL CHILDREN AND YOUTH ARE PHYSICALLY AND MENTALLY HEALTHY AND SAFE**



**DUVAL CHILDREN AND YOUTH SUCCEED IN SCHOOL**



**DUVAL YOUTH SUCCESSFULLY TRANSITION TO ADULthood**



**DUVAL CHILDREN, YOUTH AND THEIR FAMILIES HAVE ACCESS TO THE SERVICES THEY NEED**



**PROVIDERS SERVING DUVAL CHILDREN, YOUTH AND THEIR FAMILIES HAVE ACCESS TO CONTINUOUS SUPPORT AND TRAINING**



## GOAL | DUVAL CHILDREN AND YOUTH ARE PHYSICALLY AND MENTALLY HEALTHY AND SAFE



### STRATEGIC ELEMENTS

Children and youth have access to safe and available places to play and build relationships.

Children with special needs and their families have timely access to available resources for assessment and services.

Children and youth receive the knowledge, support, and access to resources necessary to live a healthy lifestyle.

Babies are born healthy and meet appropriate milestones as they grow.

Children, youth, and their families have access to continuous physical and mental health services and utilize them in lieu of emergency services.

#### Sample **Measurements:**

- › Crime within  $\frac{1}{4}$  mile of a city park, accessibility to city parks
- › Wait times for services, parents reporting difficulty in accessing disability services
- › Rate of food insecurity, average number of days exercised for teens, rate of drug use
- › Number of mothers with second and third trimester prenatal cares, rate of low-birth-weight births
- › Participants with Primary Care Providers, Students utilizing FSS+ counselors
- › Rate of youth aged 12-18 hospitalized for non-fatal self-harm
- › Percent of Children aged 0-18 with Health Insurance



## GOAL | DUVAL CHILDREN AND YOUTH SUCCEED IN SCHOOL



### STRATEGIC ELEMENTS

Children and youth perform at grade level, particularly in the areas of literacy and numeracy.

Children and youth remain engaged and successfully complete each grade.

Children enter Kindergarten ready to succeed.

Children and youth have access to available high quality supplemental educational and enrichment services.

#### Sample **Measurements:**

- › Rate of participation in early education and number of centers with 4+ Guiding Stars
- › Promotion Rates for each grade, percent of children at grade level or higher for math and ELA
- › Promotion rates, completion rate, average daily attendance
- › Kindergarten readiness rate, kindergarten promotion rate
- › Waitlists for After-School Programming, Average Program Quality Indicators

## GOAL | DUVAL YOUTH SUCCESSFULLY TRANSITION TO ADULTHOOD



### STRATEGIC ELEMENTS

Youth have access to information about potential careers and educational pathways.

Youth complete the necessary steps and obtain the skills to achieve their career.

Every youth have access to the guidance of a caring adult.

Youth receive opportunities to be civically engaged in their community.

Youth avoid the criminal justice system through prevention programs.

Youth involved with the justice system successfully reintegrate into society through intervention program.

#### Sample **Measurements:**

- › Measurement: Number of career educational opportunities provided (DCPS + outside)
- › Rate of idle youth
- › Rate of youth participating in mentorship
- › Rate of voter registration at 18, rate of youth with service hours, rate of youth receiving Florida's bright futures Scholarships
- › Rate of youth arrested; rate of youth issued civil citations
- › Youth recidivism rate and youth receiving diversion services



## GOAL | DUVAL CHILDREN, YOUTH AND THEIR FAMILIES HAVE ACCESS TO THE SERVICES THEY NEED



### STRATEGIC ELEMENTS

Families needing services will be able to access those services without difficulty.

Families and providers have easily accessible information about available resources.

Youth and families have access to financial education and services.

Family members have opportunities for purposeful interaction.

Families have access to holistic, comprehensive services within their community that are timely and convenient.

Families have the protective factors/support they need to prevent child abuse and neglect.

#### Sample **Measurements:**

- › Surveyed families who found no difficulty in accessing services
- › Number of visitors to the Kids Hope Alliance resource site
- › Number of rent burdened families, utilization of free tax preparation, number of underbanked families
- › Number of parent events offered as a part of KHA programming
- › Number of families within a fixed distance of a community hope center
- › Number of children experiencing child abuse and neglect

## GOAL | PROVIDERS SERVING DUVAL CHILDREN, YOUTH AND THEIR FAMILIES HAVE ACCESS TO CONTINUOUS SUPPORT AND TRAINING



### STRATEGIC ELEMENTS

Providers have the knowledge and support to maximize available funding.

Providers receive on-going training opportunities to increase the quality of services provided.

Providers receive training and support to build their ability to serve Jacksonville's children, youth, and families.

Providers have access to research and tools to assist in writing competitive grant applications.

Partnerships are established and maintained for the purpose of information sharing, marketing, and advertising the availability of services.

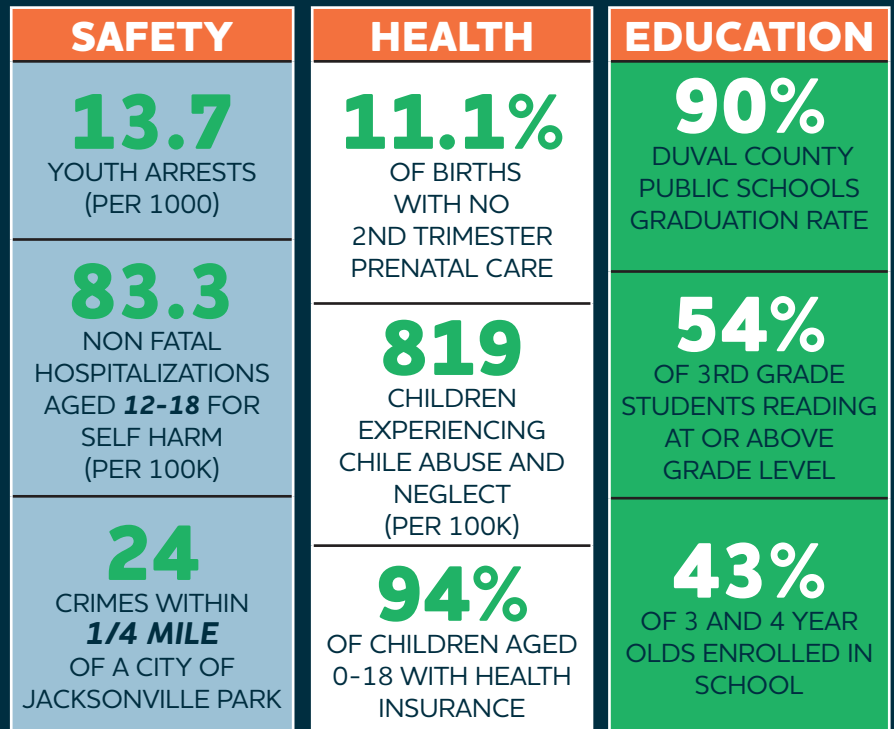
Providers have access to tools and resources to enhance services to those with unique circumstances, particularly those with physical and mental challenges and English Language learners.

#### Sample **Measurements:**

- › Number of grant matching requests
- › Total dollars in grant matched funds
- › Program quality metrics
- › Utilization rate for services
- › Percent of KHA letters of support that result in an awarded grant
- › Click rates for websites of providers and Kids Hope Alliance
- › Number of providers receiving training
- › Wait times for services



As a part of the Kids Hope Alliance’s commitment to Results-based Accountability, KHA is developing “Duval by the Numbers” – a section on the website dedicated to tracking population measures publicly. This section will allow anyone to visit the KHA website and see the current state of each metric and comparisons to last year and to the state of Florida as a whole. Additionally, further drilldowns can be accessed by clicking on a card to reveal the ten-year trend for both Duval County and the state of Florida as well as the data source that is represented. Making such metrics easily visible will serve to drive community engagement in turning the curve and provide public accountability.



Additionally, based on the results of the needs assessment and gap analysis, Kids Hope Alliance will be incorporating several of the study’s recommendations into our operating strategies. These include:

**CREATING A GOAL-FOCUSED FRAMEWORK**

KHA will work to amend the ordinance from funding around KHA service categories to a goal-oriented approach centered around Results-Based Accountability™ and the City of Jacksonville’s community framework.

**TAKING A MORE HOLISTIC APPROACH TO FUNDING**

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

**FACILITATING PARTNERSHIPS**

KHA will 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.

**INCREASING 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.

A data dashboard will be created to display this information.

**LEVERAGING AND SEEKING NEW FUNDING SOURCES**

KHA will 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.

**MAINTAINING A PROVIDER INVENTORY**

Utilization of a provider inventory will allow KHA to maintain a list of service providers in the county. With this, KHA will have additional visibility into what services are provided outside of direct KHA funding and make this available to families in need of services.



A heartfelt thanks to those who provided their input in the process. The passion for supporting the success of all Jacksonville's at-home children is unparalleled.

