Duval County Needs Assessment and Gap Analysis 2022

Executive Summary

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

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Needs Assessment and Gap Analysis

Having a place where mental health services are available, in an area where you are not judged, where people understand the issues you're going through, is important for young people to be successful.

- Youth Listening Session Participant

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

952

Community Members Contributing Feedback

20+

External Data Sources

This is what a safe space looks like for a parent…a place where if they need help, they won't be reprimanded if they are honest with someone.

-   Parent Listening Session Participant

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 provider inventory 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: FIX THIS

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 these results reaches as many citizens as possible.

Jacksonville Children and Youth
Overview of Local Statistics

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Tracking the state of

213,586

Children and Youth in Jacksonville

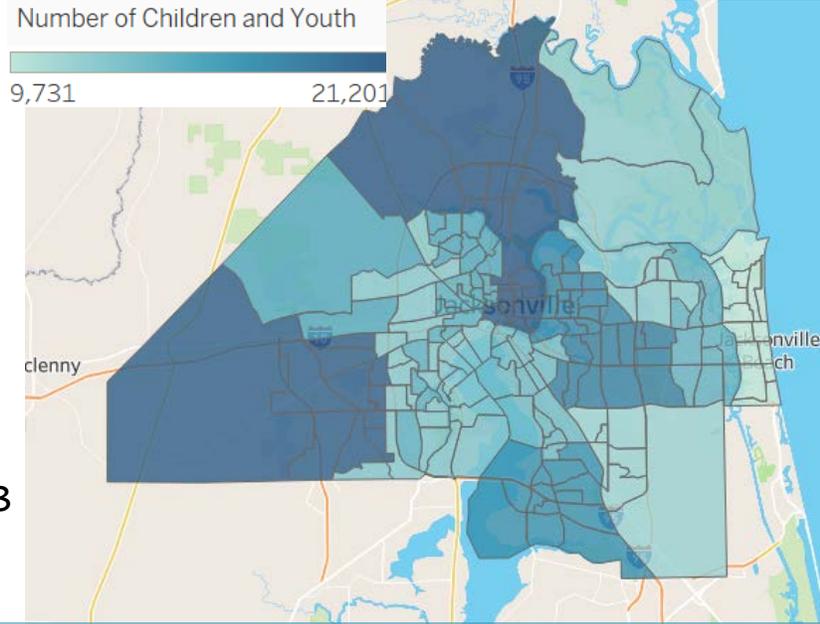**36%** Between the ages of 0 and 5

33% Between the ages of 6 and 11

31% Between the ages of 12 and 18

Number of Children and Youth by Council District
Darker colors indicate a larger number of children

Number of Children and Youth

9,731 — 21,201

34%
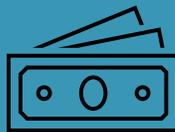Of Children Enter Kindergarten Not Ready to Learn

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

Establishing Need through Community Voices
Needs Assessment Data Collection

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 is representative of both perceived and expressed needs. 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

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

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 (such as number of children utilizing out-of-school time programming)

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.
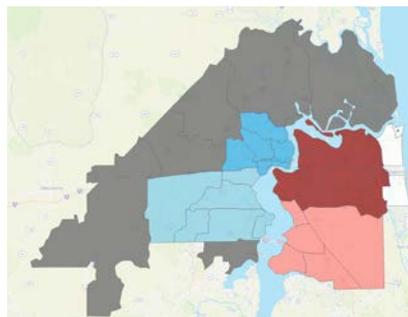
Comparative Data Analysis

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.

Survey Results 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 say they have been unable to use necessary services due to not meeting eligibility requirements. 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. Summer Camp and After School programs are more heavily concentrated in Health Zone 1 (Urban Core).

☐ Health Zone 1
☐ Health Zone 2
☐ Health Zone 3
☐ Health Zone 4
☐ Health Zone 5
☐ Health Zone 6

Data Sources

US Census Bureau (2019)	COJ Parks Department (2019)
Florida DOH – Health Charts (2020)	Kids Hope Alliance Funding (2021)
Youth Risk Behavioral Surveillance (2019)	Florida Department of Education (2021)
Office of Early Learning (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%)

49th
Duval County Ranking for Percent of School Attendance Rates (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

48%
Higher rate of teen pregnancy in Duval County versus the State of Florida

Current Service Utilization

Community engagement with Kids Hope Alliance Programs was reviewed to understand how the currently available services are utilized. The largest proportion of Kids Hope Alliance funding goes to out-of-school time programming, with 95% of programs serving more students than they 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 small provider program, youth travel trust fund, and child burial funding.

Funding of Other Large Children's Service Organizations in Florida

The Kids Hope Alliance allocation from the city of Jacksonville for the 2022 Budget is $35M. An additional $7.15M of funding is secured through grant applications by KHA. This represents 17% of the total available funding for Kids Hope Alliance. 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 (with an average of 0.5935). 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. KHA receives significantly more in grant funding than other organizations. This use of alternative funding allows Kids Hope Alliance to serve more children, but such funds are short term, lasting one to three years.

Using the average mil rate of 0.5935, KHA receiving millage based funding would have resulted in a $10.5M increase in the 2021 budget.

$353

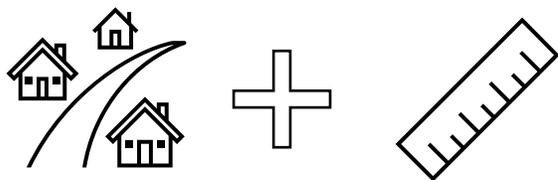Average 2021 funding per child in the county in other CSCs

$196
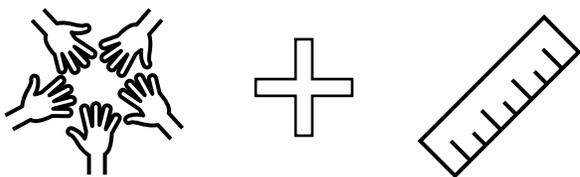
Average 2021 funding per child in Duval County

Children's Service Organization	Children and Youth	Millage Rate	Annual Funding	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	$56,320,528	$ 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	$56,786,342	$ 175	$ 972
The Children's Trust of Miami	549,679	0.5	$196,124,622	$ 357	$ 1,705
The Children's Service Council of Palm Beach	283,872	0.6225	$139,214,691	$ 490	$ 3,032
The Juvenile Welfare Board of Pinellas County	155,438	0.8981	$113,653,985	$ 731	$ 4,712

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.

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 through the use of three metrics:

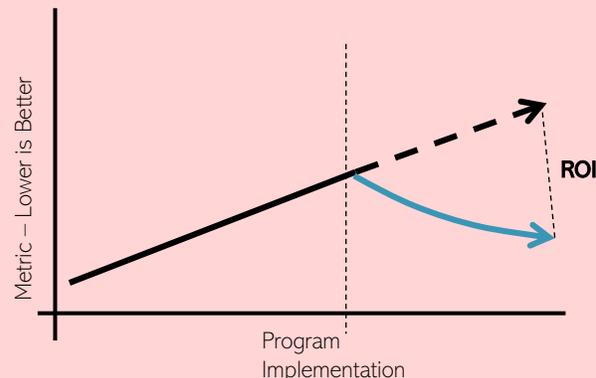### How Much?
How Well?
Is Anyone Better Off?

Measuring Performance

Turning the Curve

By tracking indicators year over 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 return on investment(ROI) for the community.

Measuring Programs

Programs 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).

Metric – Lower is Better

ROI

Program Implementation

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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	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?	How Well?	Is Anyone Better Off?
# of participants	Participant Engagement	Improvement on the Presidential Fitness Test

Based on the needs assessment, it is clear that the current essential service categories (Early Learning, Out-of-school Time, Pre-teen/Teen, Juvenile Justice, And Special Needs) do not meet the continuum of services needed by Duval County children, youth and families. Based on these results, we propose five new essential service categories that are both goal-oriented and structured to allow Kids Hope Alliance to fund programs that meet the needs of the community.

Legend

- ✓ Requires Data Partnerships - means collecting this data would require creating or maintaining a data partnership.
- • Current KHA Initiative - metrics that KHA currently funds programs.
- ✓ Perceived/Expressed Need - identified through community feedback
- ✓ 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

Duval Children and Youth are Physically and Mentally Healthy and Safe
Recommended New Essential Service Category

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. Based on the research, these are the metrics we recommend for the physical and mental health community goal.

✓ 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 ½ 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

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. Based on the research, these are the metrics we recommend for the family community goal.

• 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

Duval Children and Youth have the Tools to Succeed in School
Recommended New Essential Service Category

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. Based on the research, these are the metrics we recommend for the education community goal.

- 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
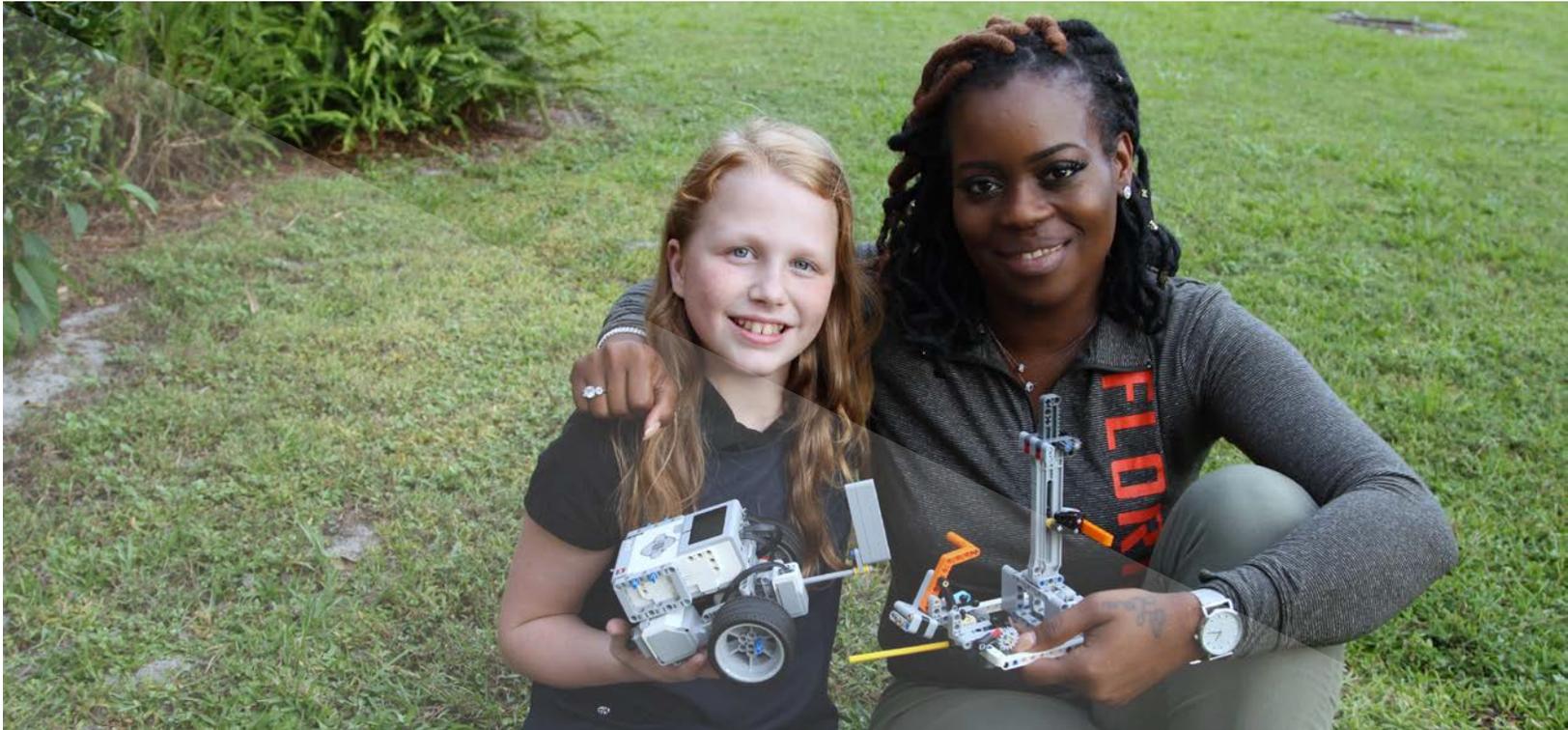- ✓ Perceived/Expressed Need
- ✓ Absolute/Relative Need

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
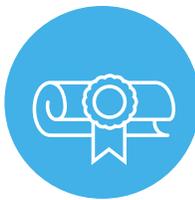- Absolute/Relative Need

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)

Duval Youth Graduate High School Prepared for College and/or the Workforce
Recommended New Essential Service Category

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. Based on the research, these are the metrics we recommend for college and workforce preparedness community goal.

• 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

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. Based on the research, these are the metrics we recommend for service availability community goal.

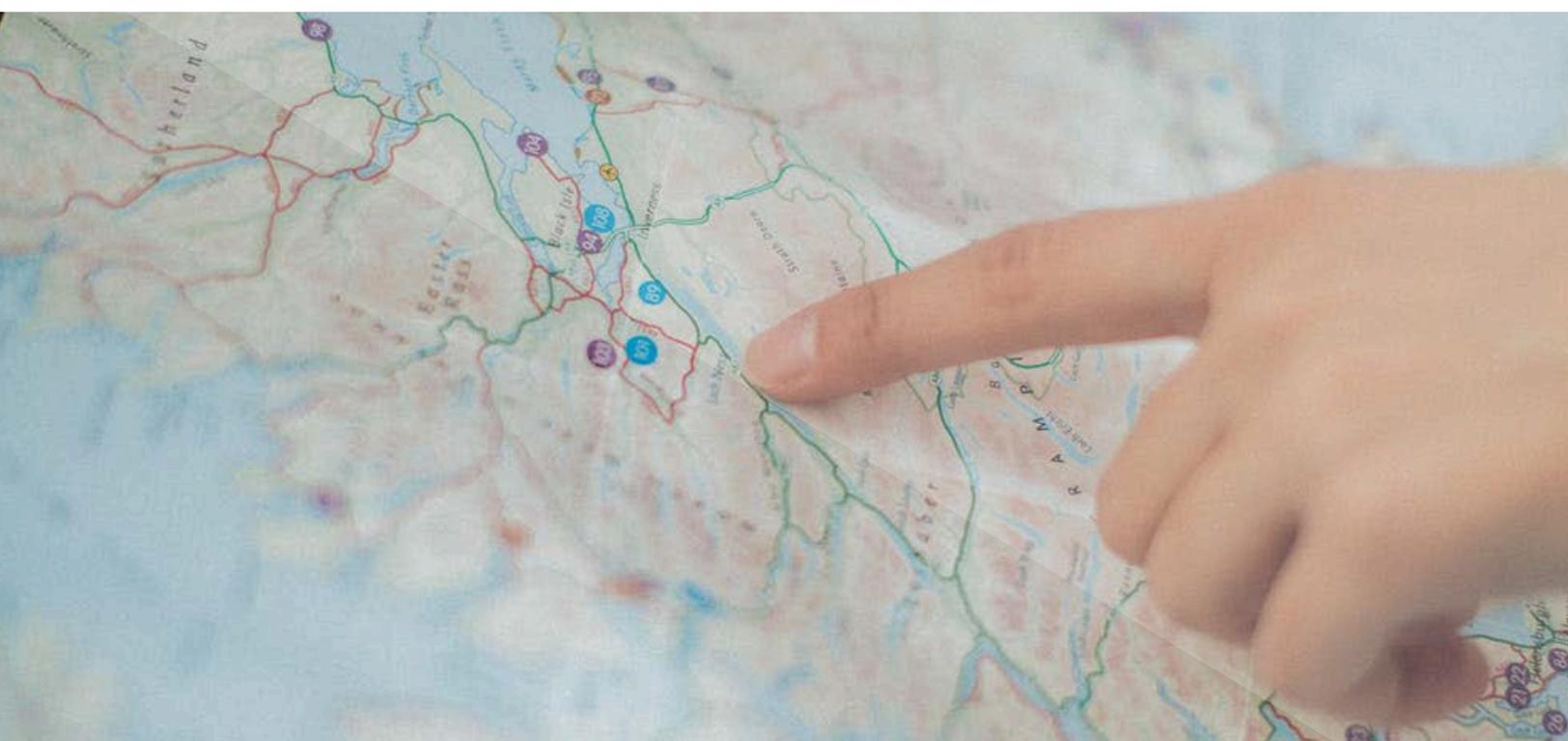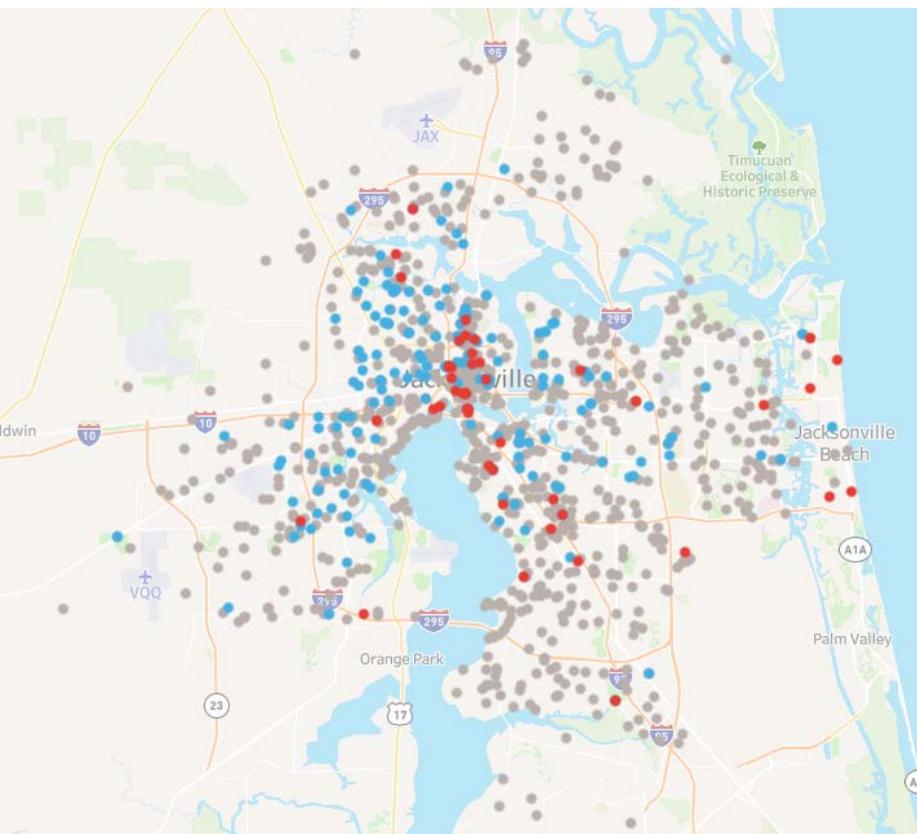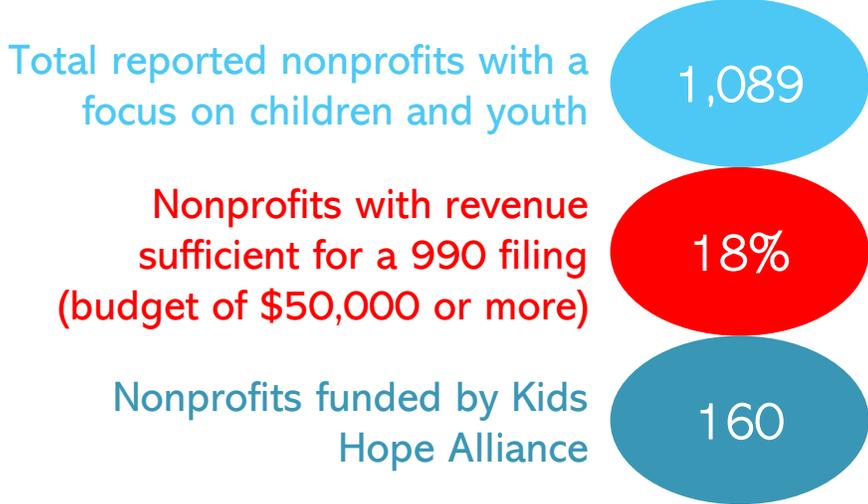|	
✓ Building Data Partnerships ✓ Current KHA Initiative ✓ Perceived/Expressed Need ✓ Absolute/Relative Need	**Families requiring services will be able to access them without difficulty** Performance Measure: Rate of families identifying needed services as "accessed with difficulty", "unable to access", 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

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

Total reported nonprofits with a focus on children and youth — **1,089**

Nonprofits with revenue sufficient for a 990 filing (budget of $50,000 or more) — **18%**

Nonprofits funded by Kids Hope Alliance — **160**

State of Nonprofits in Duval County

Though Jacksonville appears to have a large number of nonprofits focused on children and youth services, a large number are very small organizations. Further, many focus on extremely specific services. The location of 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

Provider Survey Results

The survey gave valuable insight into both the availability of non-profit providers and services as well as the struggles they face. 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 37% said they were constrained due to a lack of qualified staff. In comments, providers explicitly identified a severe 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 sponsorships or United Way of Northeast Florida funds. Twenty-nine percent of organizations have under 30 days of cash reserves, and 14% have fewer than 3 months of cash reserves.

80
Individuals responded, 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 children than they are funded to serve. 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 of the service needs identified by participants could be offered in conjunction with one another. For example, exposure to arts and culture could be offered within an out-of-school time program. 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	Currently Difficult to Access	Additional Needs From Data
Spaces – Safe Outdoor and One Stop Shops for Children and Family Services	Mental Health	Specific Mental Health Areas (Trauma, Drug/Substance Use)
Exposure to Arts, Culture, and Other Neighborhoods	Services for Children and Youth with Special Needs	Child Abuse Prevention and Family Unification
Sports and Recreation Fee Sponsorships/Business Partnerships	Legal Aid	Maternal/Fetal Health
Financial Literacy Lessons/Services for Underbanked Youth and Families	Substance Abuse Treatment and Prevention	Teen Pregnancy Prevention

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, Pre-Teen/Teen, 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.

The table to the right details the five proposed new categories and identifies how potential children and youth services (including those currently funded by Kids Hope Alliance) can fit into each programming category.

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

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 document 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.

Multiuse 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. For example, 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. In Oklahoma, Community Hope Centers have been established that provide enrichment activities, virtual learning help and tutoring, and provide snacks and meals to children in need. Additionally, case workers are available on site to facilitate families getting access to state and local benefits. a

Leveraging Outside Funding

Kids Hope Alliance is currently leveraging outside funding, with a larger proportion of grant funding than comparable organizations. Even with KHA securing this additional funding, the needs of the children, youth, and families in city can not be met completely. Kids Hope Alliance needs to continue to leverage funds from a variety of sources, and potentially expand to include state-based school-readiness and after-school funding. Additionally, KHA can help their providers secure additional funds through facilitating partnerships between service providers and local funders such as businesses, foundations, and philanthropic organizations. By providing matching funds and grant writing assistance, KHA can aid in bringing additional grant funds directy to Duval County.
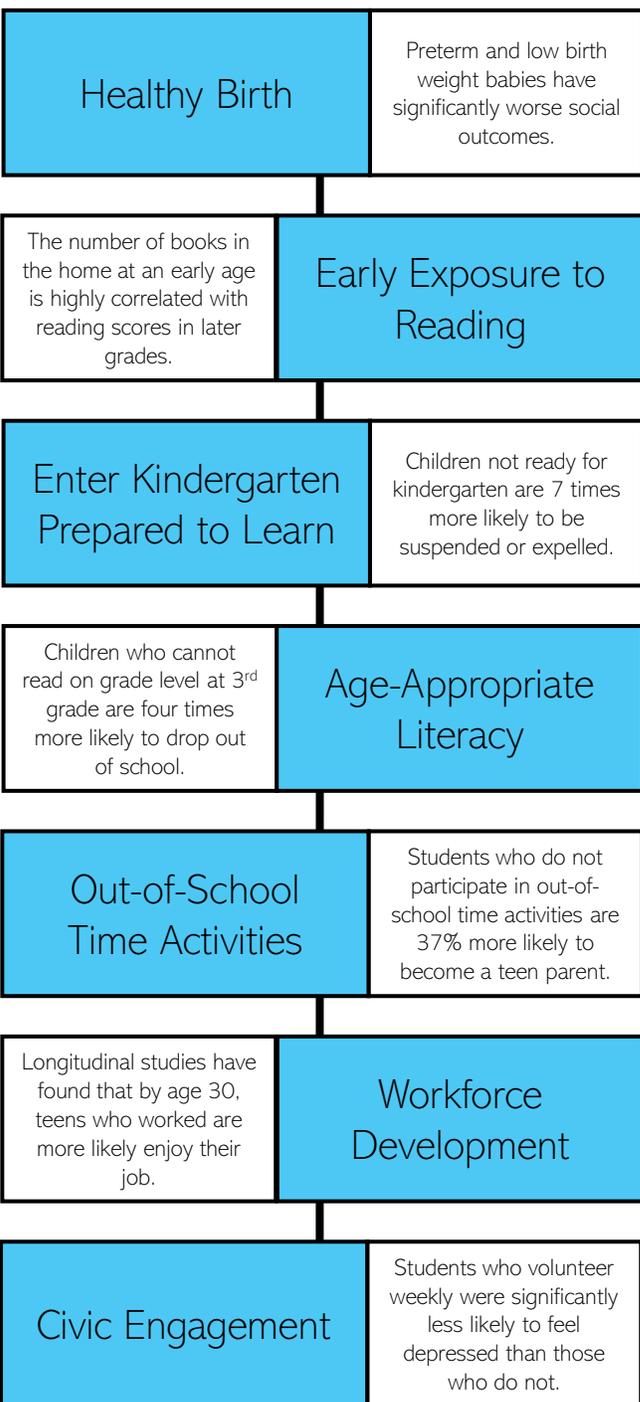
A successful transition to adulthood begins with a healthy birth and requires investment along the way. Early intervention has the highest return on investment, but funding must be holistic in nature.

Listed below are outcomes from investment or lack of investment in each of the areas of child development listed below based on peer reviewed research.

Healthy Birth	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.	**Early Exposure to Reading**
Enter Kindergarten Prepared to Learn	Children not ready for kindergarten are 7 times more likely to be suspended or expelled.
Children who cannot read on grade level at 3rd grade are four times more likely to drop out of school.	**Age-Appropriate Literacy**
Out-of-School Time Activities	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 enjoy their job.	**Workforce Development**
Civic Engagement	Students who volunteer weekly were significantly less likely to feel depressed than those who do not.

Below, NLP Logix has identified potential priorities based on return of investment 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.

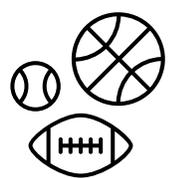## Priority 1 – Early Intervention Programming

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. Funds could be utilized to build capacity in early learning centers through evidence-based practices and through enabling access, leading to better social and reading outcomes for children.

Priotirty 2 – Holistic Service at Community Hope 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.

Priority 3 – Mental Health Resources

Investments: Funds are utilized to provide increased access to mental health through schools and in community locations. Additional funds can be used to build capacity for practices that support mental health, such as civic engagement, safe outdoor time, and recreation.

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.
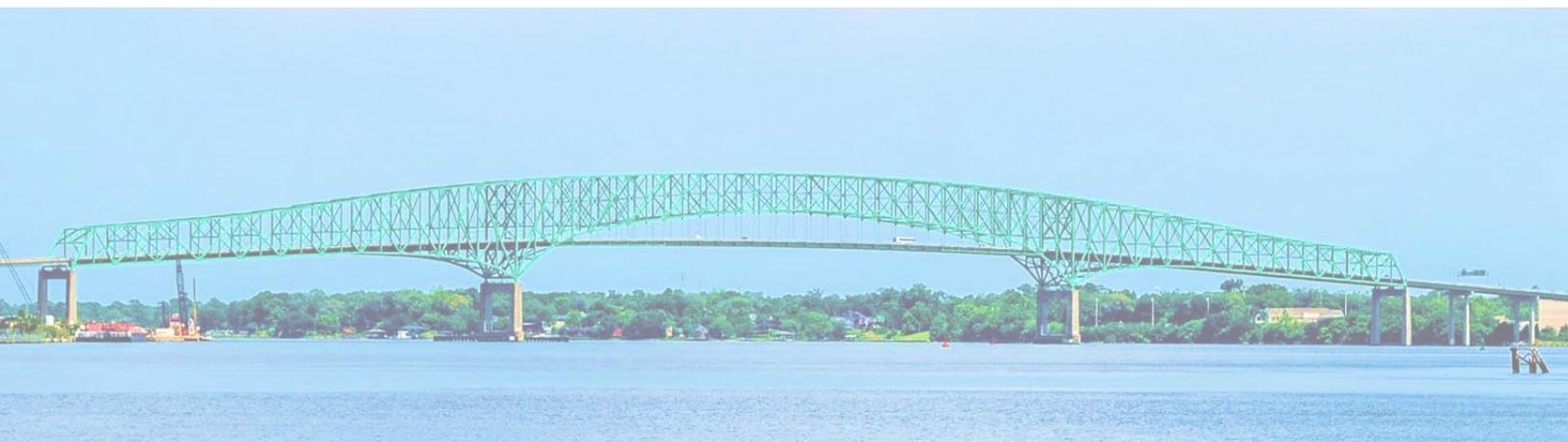
Leverage and Seek New Funding Sources

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.

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:

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