

Broward Children's Strategic Plan

2012

Success For All Broward's Children



- *Children Live in Stable and Nurturing Families*
- *Children are Physically and Mentally Healthy*
- *Children are ready to succeed in School*
- *Young People Successfully Transition to Adulthood*
- *Children Live in Safe and Supportive Communities*

A Letter from the Chair of the Broward Children's Strategic Plan,

Thank you for your participation in the dynamic process known as the Broward Children's Strategic Plan. The Plan was born in 1999 when child advocates all over the County were struggling to find solutions to the ongoing foster care crisis, the dramatic increase in children and youth in the juvenile justice system, and the elevated high school drop out rate. All of the systems designed to deal with these deep end problems were overtaxed. It was clear that something needed to be done to prevent children and families from being put in these systems in the first place.



The original concept was a seemingly simple one: consolidate all of the ongoing planning processes under one umbrella, organize the work using the Communities That Care model developed by Hawkins and Catalano (1996) and focus our collective work on best practices and promising approaches designed to ameliorate the risk factors which were prioritized by over 300 participants.

The work has been anything but simple but in many areas it has been effective. It has helped bring coherence and structure to our joint work and when the financial crisis hit, it gave us a vehicle for prioritizing our budgets to maximize our impact.

Since its inception, the Children's Services Council has relied on the plan for setting priorities and guiding our work even as we provide leadership for the plan. Personally, this has been a very rewarding journey. For those who have been on this trip since the beginning, thank you for trusting me and each other and for lending your incredible talent and insight to the process. For those who have joined along the way or are just embarking on this journey, I hope you will find it instructive and inspiring.

Finally, I have to thank Sue Gallagher, CSC Director of Research, Analysis and Planning who has spent hundreds of hours working with the various committees and subcommittees and training the community on Results Based Accountability.; Gloria Putiak, CSC Research Analyst, who has spent hundreds of hours chasing down and crunching numbers, and researching best practices; and all of the committee chairs and members for all their hard work.

Looking forward to creating our children's future together,

Cindy Arenberg Seltzer

Broward Children Strategic Plan 2012 Update

Our Purpose: The intent of the Broward Children Strategic Plan is (1) to empower community partners to achieve community conditions of well-being for all; and, (2) to guide and hold child advocate partners, both organizational and individual, accountable for improving community results for children. These community conditions of well-being result from reducing risk factors and increasing protective factors as articulated in the Communities that Care model developed by Hawkins and Catalano (1996). In 1999, the community prioritized below seven (7) risk factors and then affirmed them again for the 2007 Youth Summit. In order to prevent substance abuse, delinquency, teen pregnancy, school drop-out, and violence, the risk factors below continue to need to be reduced:

- Family Management Problems/Family Conflict
- Extreme Economic Deprivation
- Early and Persistent Anti-Social Behavior
- Academic Failure Beginning in Later Elementary School
- Favorable Parental Attitudes and Involvement in the Problem Behavior
- Low Neighborhood Attachment and Community Disorganization
- Family History of the Problem Behavior

The Broward Children's Strategic Plan is a means to achieving the 5 Results or Community Conditions of Well-Being below:

SHARED RESULTS FOR BROWARD'S CHILDREN

**Children Live in Stable and Nurturing Families*

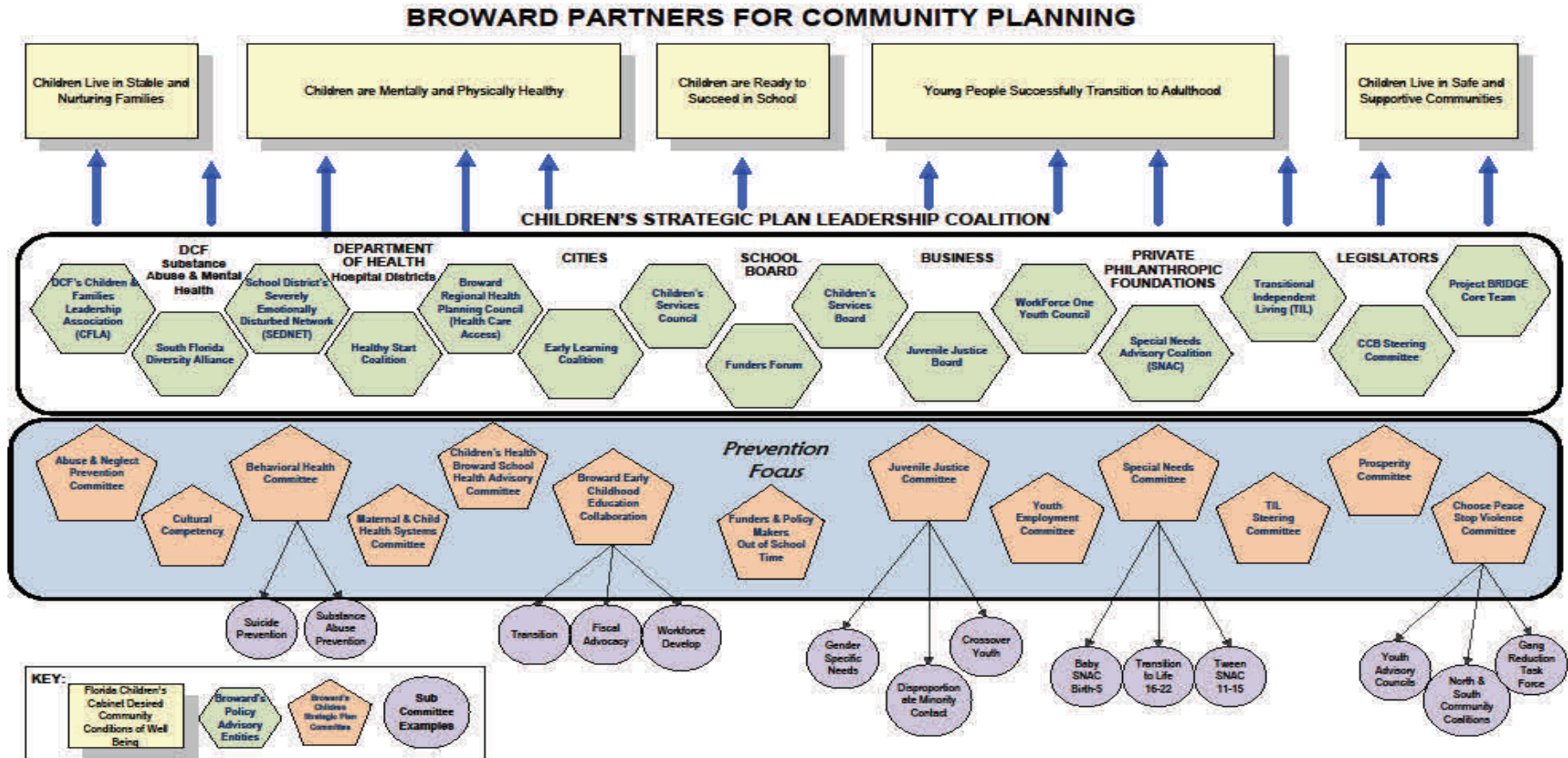
** Children are Physically and Mentally Healthy*

**Children are Ready to Succeed in School*

** Young People Successfully Transition to Adulthood*

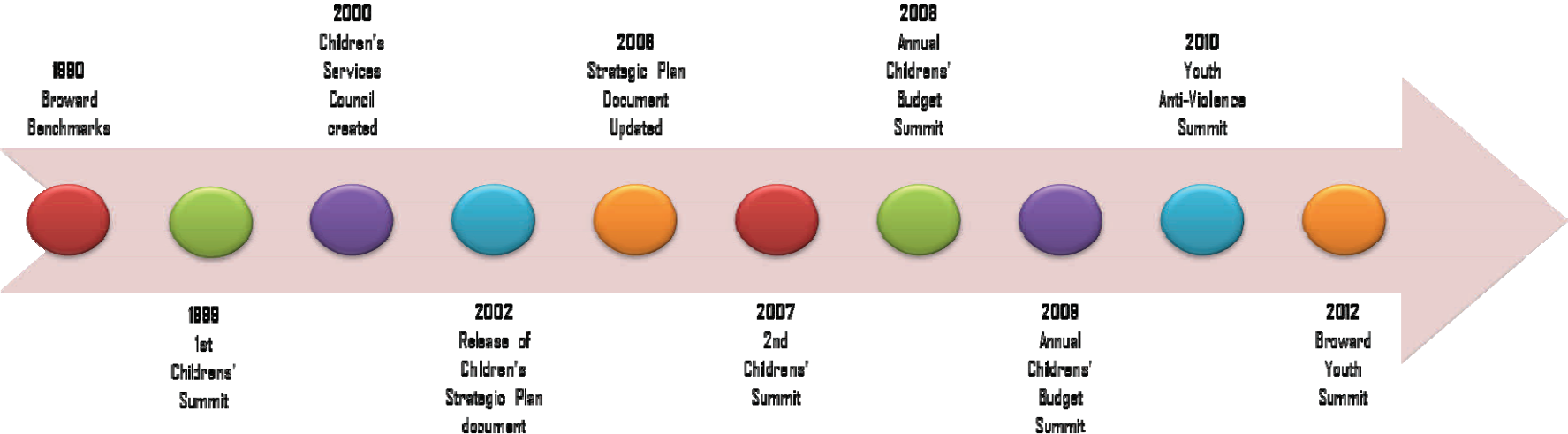
**Children Live in Safe and Supportive Communities*

Our Partners: The Broward Partners map below shows how the 5 Results (yellow rectangles across the top) provide an organizing framework for the work of the Children's Strategic Plan partners. The Leadership Coalition, consisting of policy makers and community leaders (middle row of green shapes) meet on a quarterly basis to oversee Committees (bottom row of orange pentagons) and Subcommittees (purple circles) comprised primarily of practitioners.



As of January 2012, the Plan represents over 1200 participants and 195 organizations. As part of its mission to provide leadership, advocacy, and resources to Broward children and families, the Children’s Services Council of Broward County has provided dedicated support and guidance to the Plan including convening the Leadership Coalition, providing Results Based Accountability training, and supporting for the committees including data development. Each committee is led by a community partner or CSC staff.

Origins of the Plan: Broward has a long history of collaboration which serves as the foundation for enhancing our current infrastructure and ensuring success for all. Broward Children’s Strategies Plan has been the organizing framework for the last 10 years to assist Broward community members to reduce duplication, align initiatives, and maximize resources (see Figure 1).



The original Broward Children's Strategic Plan was a product of the Children's Summit held in Broward County in 1999. It was developed by over 300 people representing 37 of the largest funding and service provider agencies in the County. The Plan was formally approved by these 37 agencies in December 2000, and by the Coordinating Council of Broward (The CCB) in October 2001. The County Commission formally approved the plan on February 19, 2002. An updated Plan was issued at the 2007 Youth Summit. The Plan was also used in community-wide budget summits in 2008 and 2009 to help the community work together to mitigate the severe economic downturn. The Plan was also used to guide the 2010 Youth Anti-Violence Summit which resulted in dedicated resources for the Choose Peace/Stop Violence work.

Where We are Now: Success for all is achieved through a collaboration of community institutions and resources that agree to work on shared results by sharing data to identify hot spots where success is not happening, holding partners accountable, and sharing strategies and resources to maximize results. As you will see in the following pages, a great deal of progress has been made in those areas where such attention has been focused. In other areas, where either attention has been limited or non-existent, there has been less progress. The current Plan looks to celebrate our successes and provide a call to action for those areas lagging behind.

In 2010, the Plan adopted Results Based Accountability (RBA) (Friedman, 2005), as a simple, plain language and useful framework for community planning and for measuring organizational performance. RBA has also successfully increased the use of low cost and no cost solutions and strategies to improving community and child results. Due to the poor economy and shrinking resources, community partners have successfully identified many low cost or no cost strategies to achieve their work. The Broward Children's Strategic Plan and Process is using Results Based Accountability to organize and empower community partners to ensure success for all. RBA is a framework that uses both the community level indicators as well as agency/program results that are needed to improve the current community conditions of well-being .

Results Based Accountability: RBA is a framework that assists communities and agencies to improve quality of life conditions (results) for their citizens and their clients. The framework is comprised of two perspectives – population level results and service system/agency performance measures. The Broward Children's Strategic Plan operates primarily at the population or county level. The population level results are identified in each committee's Turn

the Curve report—reports are available as an attachment to this document. Some committees are working on improving child serving system results, also indicated in the Turn the Curve reports. Service System/Agency performance measures answer three key questions: How much did we do? How well did we do it? Is anybody better off? A mechanism to contribute to improve overall community conditions of well-being is to align agency and program performance measures with the desired result. For example, if a program serves families at-risk in order to prevent abuse/neglect incidence, their program performance measure may be the rate of families who experienced a verified finding of abuse 6 months post program completion. This aligns with the rate of abuse/neglect in Broward County. RBA has improved Broward’s ability to identify shared results, data needs, strategies and partners and to provide a transparent, useable report to the community on the efforts to ensure all children succeed.

Current Broward Community Conditions: Broward County has 23 miles of beaches coupled with tropical climate, as well as a melting pot of cultural diversity (more than 25% of the County’s population are foreign born compared to an average of about 17% statewide). Broward is a diverse multi-ethnic community. There are 391,349 children under 18 living in Broward. Here are the number of children by age living in Broward County (Census, 2010) :

Age Range	2010 Population
0 through 4	103,256
5 through 13	193,328
14 through 17	94,765

Broward County has been very fortunate and not suffered a direct impact from a hurricane in the past six years. The County and various local agencies maintain a sense of preparedness with a strong infrastructure to provide vital community services if necessary. Perhaps because of the lack of storms the County’s tourism rate continues to reflect a fairly strong presence of visitors to our community, as confirmed by a record-breaking 11 million visitors spending more than \$9 million in the County in 2010/11. Broward’s hospitality and tourism industry employs more than 122,413 people in travel related jobs. And for every 85 visitors, one job is created. Various marketing campaigns attract an increasingly diverse mix of domestic and international visitors with the total tourist tax revenues

increasing over 11% from prior year. Additionally, the local airport is the fifth fastest growing large hub airport in the nation and is one of the largest employers in the County with over 44,000 jobs and \$2.6 billion in annual economic activity. More than 22.4 million passengers traveled through the airport, a 6.6 percent increase from the previous year. Last year, the airport added 20 new airline markets, including international destinations. Port Everglades, the local seaport, is one of the busiest cruise terminals in the world. Several years ago, the cruise terminal converted existing warehouse space to accommodate the new larger ships and since 2010 the world's largest ship, Allure of the Seas, along with 4 new larger ships, sail from Port Everglades. Additionally, the Port also welcomed the largest cargo in its history. And the building continues under a new plan approved in March 2011 that will guide the Port's development over the next 20 years. The new plan includes three major expansion projects that will help pave the way for the Panama Canal enlargement. This fiscal year, the seaport generated \$14 billion in economic activity and supported more than 10,000 direct jobs and 143,000 total jobs statewide.

Despite these positive forces, Broward County has been deeply affected by the continuing economic downturn, which continues to be grimmer in the local community than experienced throughout the nation. While the economic downturn began with a housing crisis, it has spread throughout the economy and resulted in a substantial increase in demand for social services for throughout the community (Larsen, 2012).

Research has confirmed that children must have adequate shelter, food, and clothing to be successful. Children also need nurturing supportive environments in the home, neighborhood, and school to grow up as healthy self-sufficient adults. Almost 20% of Broward's children now live in poverty (American Community Survey, 2010), revealing troubling conditions in our communities that negatively impact our children's success and well-being.

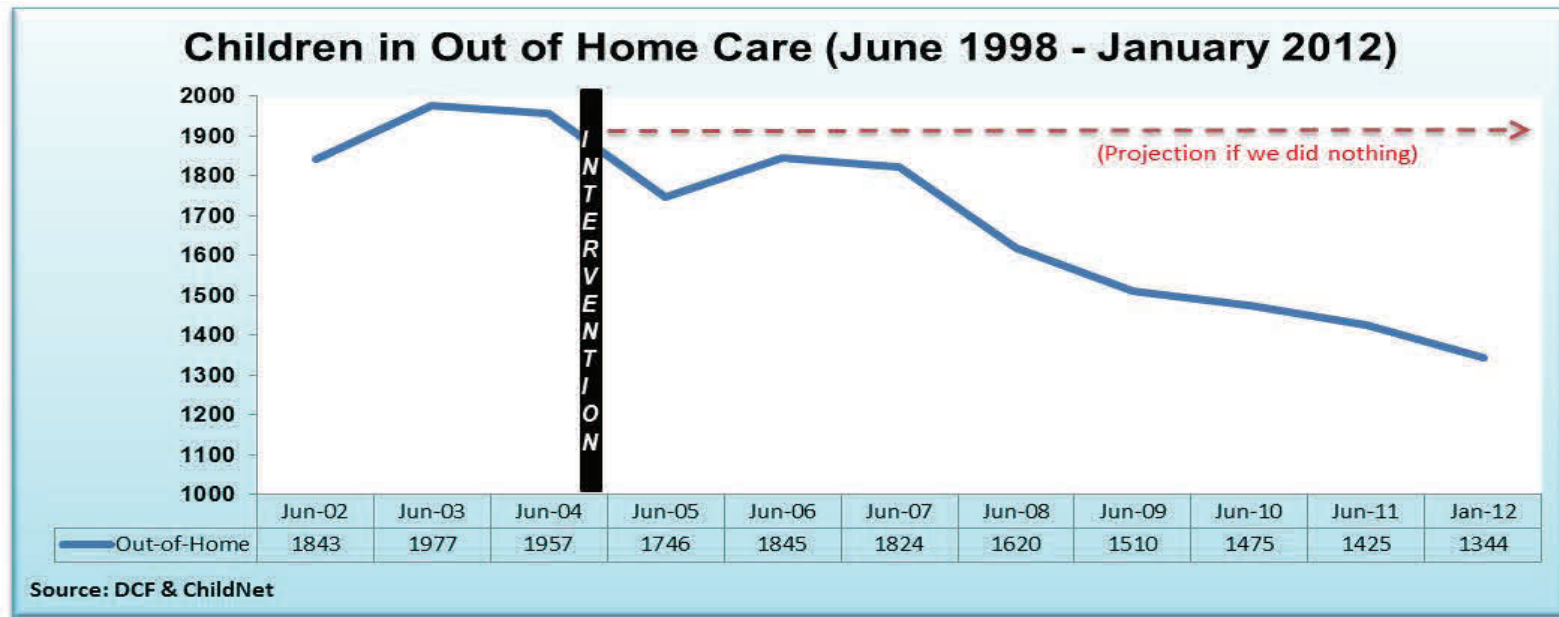
Progress and Calls to Action on Headline Indicators of Broward Child Well-Being

According to RBA, no single entity is responsible for turning the curve on community conditions of well-being and community indicator data. Communities are complex, dynamic entities with multiple causal factors out of any entity's control such as the economic crash beginning in 2008. There are federal and state policy changes which can have a dramatic local effect. And even data collection methodologies can change in ways that make comparison difficult.

However, the graphs below include a projection of what may have reasonably occurred if cohesive, collaborative action or intervention was not taken—the projections are not exact science, they are credible assumptions based on the prior trends and the community conditions at the time. Progress is made when the historical curve of trend data improves. Calls to Action include data that is not improving or that requires continued community attention to a community condition of well being. While no one person, entity or Strategic Plan can take credit for the progress made, it seems clear that collective action and system changes do make a difference and this Strategic Plan provides the framework to support that collective action.

BROWARD CHILDREN LIVE IN SAFE & NURTURING FAMILIES

Progress: Reducing Number of Children in Out of Home Placements



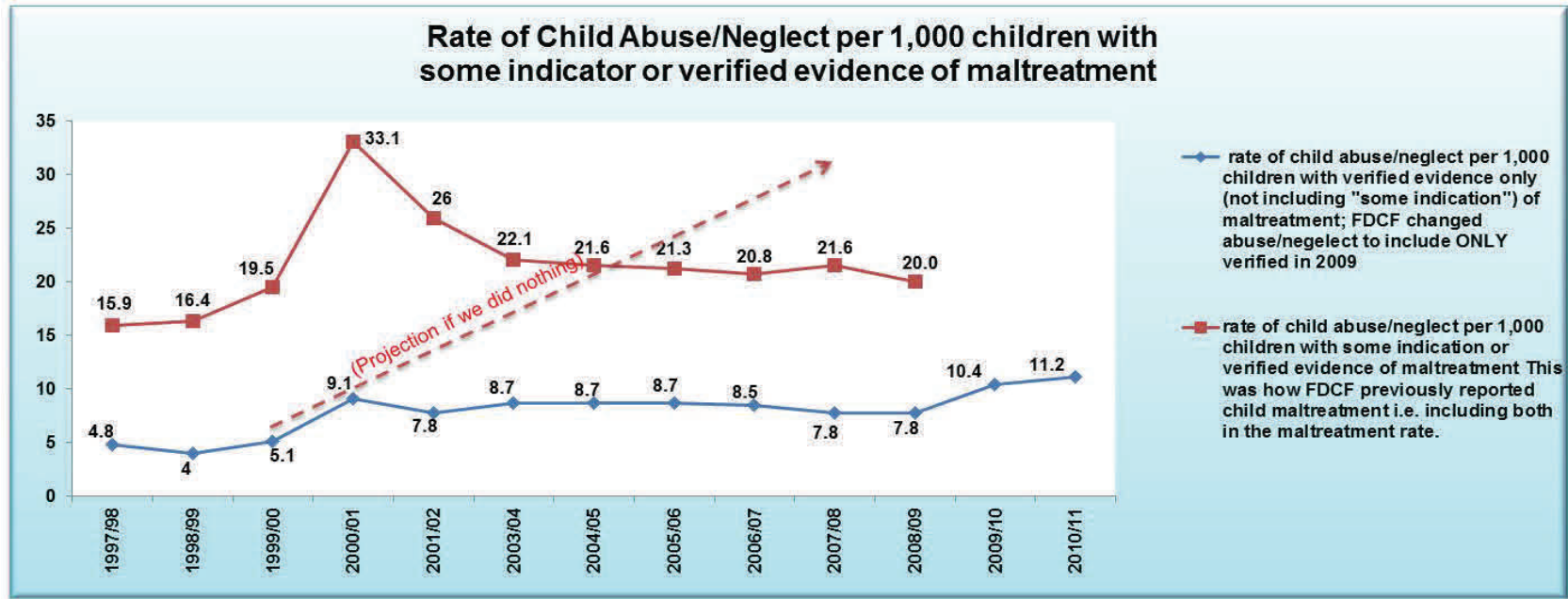
From a high in June 2003 of 1,977 children in out of home care, the number of children in care has decreased to just over 1,340 children in January 2012.

Collective Action

- The community recognized that prevention & early intervention through family strengthening services would reduce abuse and neglect and lead to a reduction of children into the Child Welfare system. CSC released its inaugural RFP in 2001 to initiate a consistent and successful funding stream serving over 3,000 families a year with 98% of families who successfully finished did NOT have a verified abuse report 12 months post program completion.
- In 2002, CSC also funded the Permanency Project for \$1.3 million dollars to reduce court (TPR) backlogs so children could be adopted. In 2003, 267 children were adopted through the DCF / CSC partnership.
- At the request of the community, CSC funded an independent evaluation of Broward's Community Based Care organization (ChildNet) from 2004 to 2008 that generated organizational and community strategies to improve practices.

BROWARD CHILDREN LIVE IN SAFE & NURTURING FAMILIES

Call to Action: Increasing Rates of Abuse and Neglect.



The redline indicates the Rate of Some Indicator of Abuse and the blue line on the bottom is the Rate of Verified Abuse Reports. Both rates peaked in 2001 with rates of 33.1 (some indicator) and 9.1 (verified only). DCF stopped collecting Some Indicator Rates in 2009. Rates for verified reports declined until the economic downturn in 2008/09 when it increased to 11.2 in 2011. 2002/2003 data is not available.

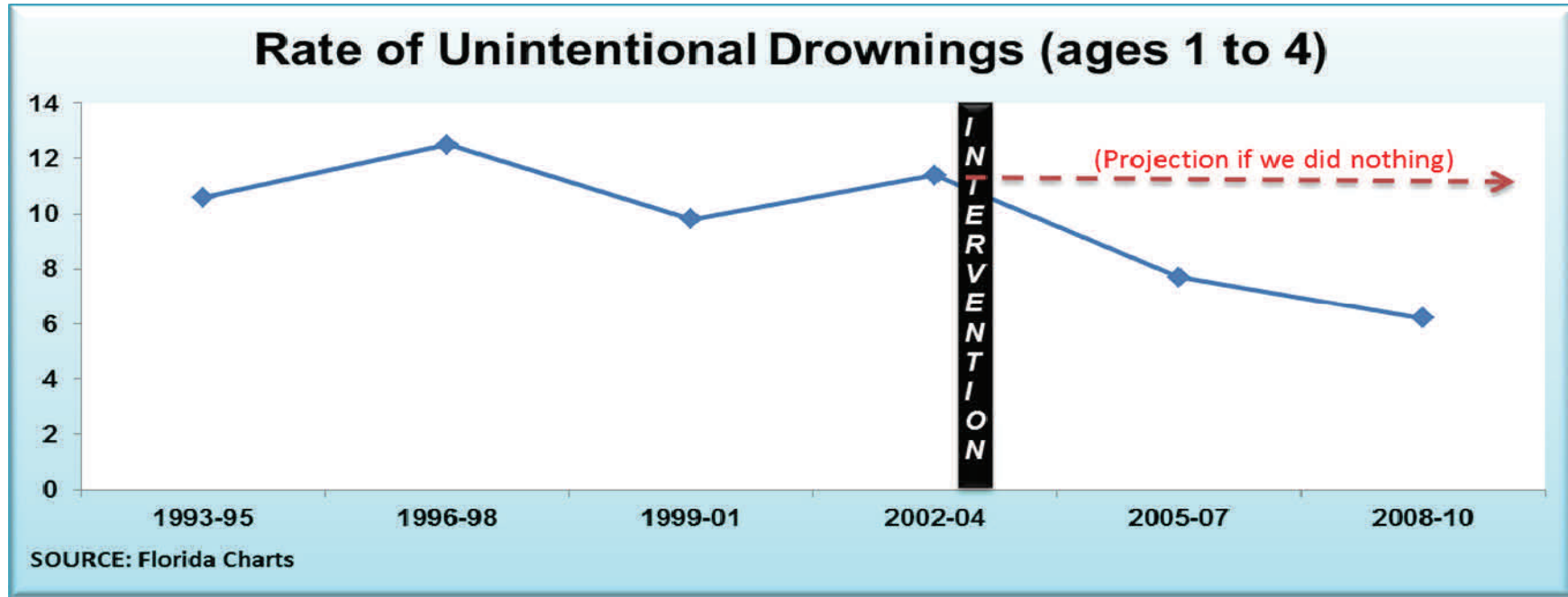
Collective Action

- While the rate of abuse and neglect increased, an increase anticipated by the serious economic downturn, Broward's collaborative action has contributed to it NOT going any higher.
- In 2007, ChildNet (Broward's Community Based Care provider) and CSC refined their respective target populations to avoid duplication and to maximize resources.
- Beginning in 2008, BSO Child Protective Investigative Unit and CSC Family Strengthening programs began meeting regularly to improve service delivery.
- United Way began addressing Parental Substance Abuse – a major risk factor for abuse and neglect.
- Broward is implementing an exemplary 5 year Prevention Plan

Broward AWARE is a public awareness campaign umbrella for organizations working to prevent child abuse by maximizing media and public exposure opportunities.

BROWARD CHILDREN ARE PHYSICALLY AND MENTALLY HEALTHY

Progress: Reduce the Number of Children Drowning (ages 1-4)



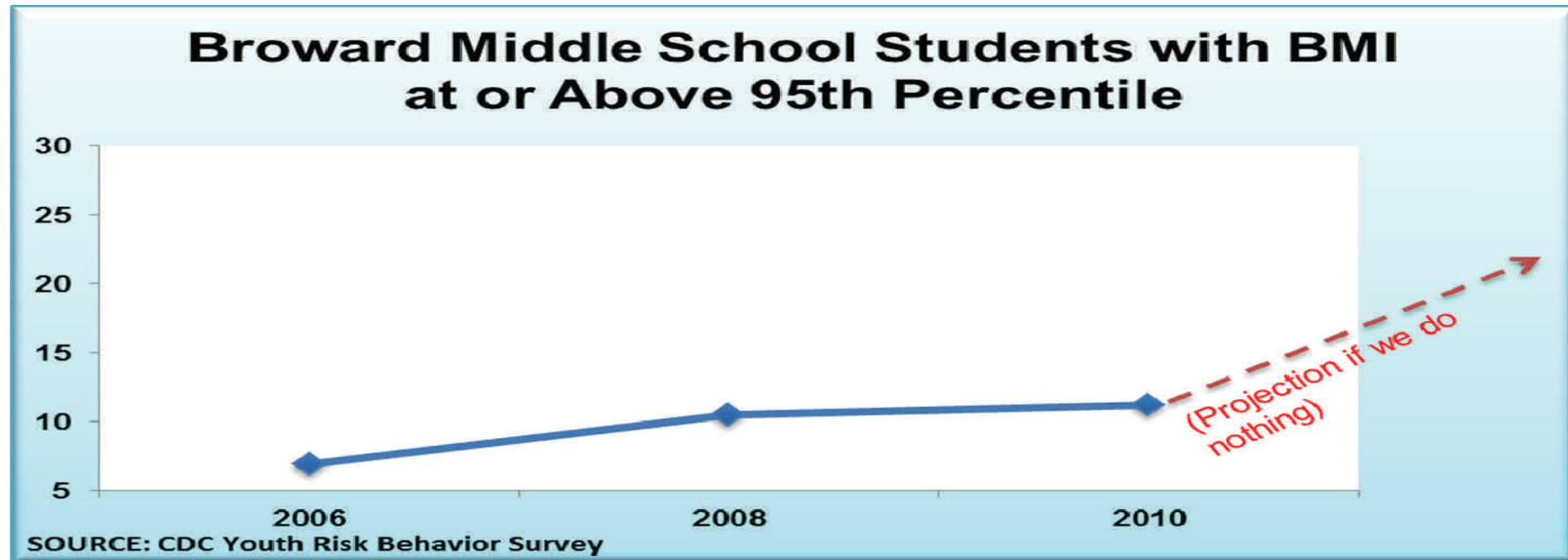
The rate of unintentional drowning's (ages 1-4) has gone from a high three year average rate of 12.5 in 1996-1998 to the most recent average rate of 6.2 for 2008-2010.

Collective Action

- Broward County had unacceptable high rates of drowning in the 1990s and the SWIM Central collaboration was created with Broward County, Broward Schools and later the CSC to provide swim lessons to 4 and 5 year olds. Currently SWIM Central reaches about 30,000 children each year.
- While the overall rate of drowning decreased, community partners recognized that Broward still had an unacceptable high rate of drowning for children ages 1 – 4. As a result, the CSC funded a drowning prevention coordinator at the Broward Department of Health to build awareness of the specific risk factors association with these early drowning deaths. In particular, data revealed that many of the toddlers who drowned were in a family that had contact with Child Protective Services – this spawned several service system integrations including a checklist for pool safety now completed by CPIS Investigators.

BROWARD CHILDREN ARE PHYSICALLY AND MENTALLY HEALTHY

Call to Action: Reducing Childhood Obesity



Current data from the CDC's Youth Risk Behavior Survey, indicate a rate of 11.6 Broward Middle School Students with Body Mass Index (BMI) at our above 95 percentile (an indicator for obesity). The rate of BMI increased each year since it was measured since the first year it was measured as 6.9 in 2006.

Collective Action

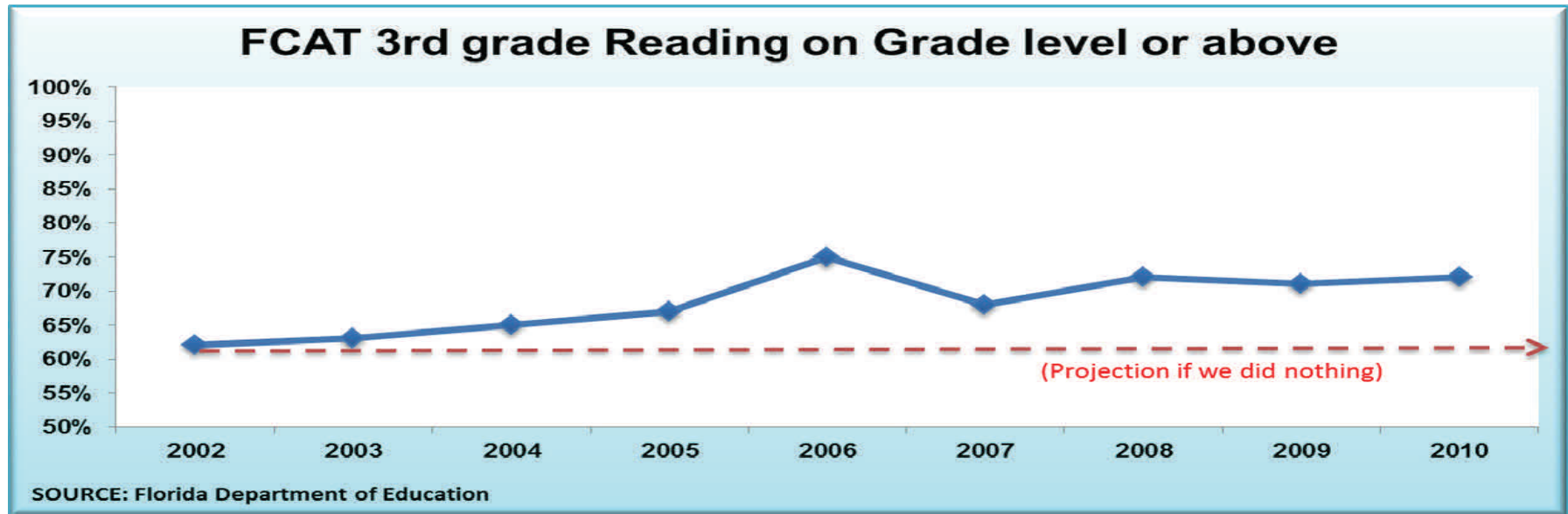
Consistent with a national increase in childhood obesity, Broward is seeing a similar increase. More work needs to be done around increasing physical activity and good nutrition. Afterschool programs are increasingly using USDA healthy snacks and some sites are expanding to include dinner.

- There are significant environmental and policy challenges like neighborhoods where fresh food is more than a mile away (known as a food desert) and unsafe places to walk and play.
- Broward has a Fitness and Nutrition Task Force which will be further strengthened by recent grants for (1) Pioneering Healthy Communities through the Y of Broward to increase physical activity and good nutrition through policy and environmental change such as healthy vending options in schools; and (2)The TOUCH grant through the Broward Regional Health Planning Council to improve policies and practices that increase access to healthy foods and physical activity across the County, increase the use of high-impact, quality clinical preventive services related to obesity, and implement strategies to create a safe built environment that supports many of the above strategies.

In addition, several school board initiatives on diabetes education are being rolled out to the community through the Children's Health committee.

Broward Children are Ready to Succeed in School

Progress & Continued Call to Action: Increasing the Percent of Children Reading at 3rd grade level



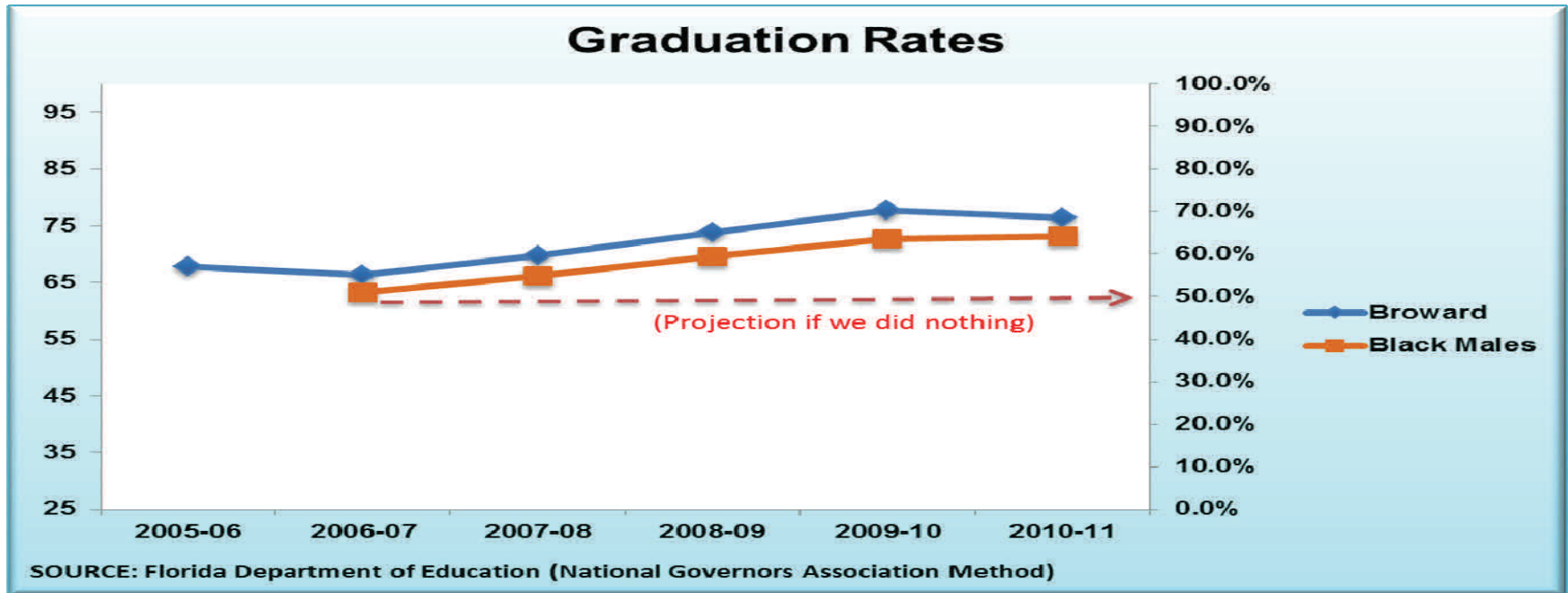
In 2002, 62% of Broward students passed the 3rd grade Reading FCAT. By 2010, the number increased to 72%.

Collective Action

- With targeted school board attention and intervention, more students are passing the 3rd grade reading FCAT.
- Community based Voluntary Pre-Kindergarten (VPK) programs have consistently increased since 2006 (86% -89%).
- Targeted afterschool and summer programs with academic enrichments support gains made in school.
- Currently, the Broward Early Childhood Education (ECE) Coalition convenes over 120 partners representing 33 organizations. Through their partnership, they have convened two (2) Early Care and Education conferences and expanded the Annual VPK conference to include an Infant/ Toddler track with over 1,000 preschool teachers attending.
- In addition, the CSC of Broward and the United Way of Broward have funded a Positive Behavior Support (PBS) Quality Initiative in early education centers. PBS is a nationally recognized, evidence-based, prevention approach that helps create nurturing environments where very young children learn empathy, respect, and positive communications.
- In June, 2008 the ECE Project Manager position was created with joint funding from the CSC and the A.D. Henderson Foundation.

Broward Young People Successfully Transition to Adulthood

Progress & Call to Action: Graduation Rate & Black Male Graduation Rate



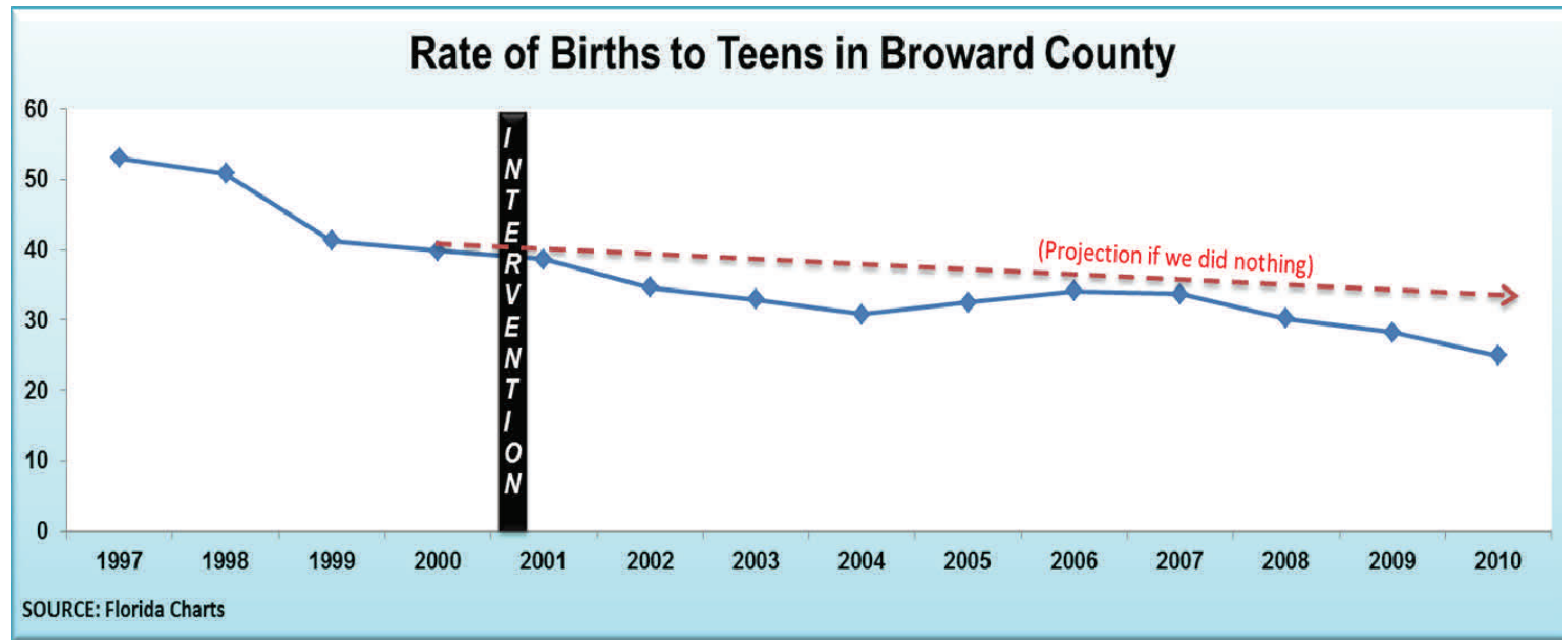
The Broward graduation rate has been calculated since 2006 using the National Governor's Association formula. Since 2007, the rate of graduation has increased from 66% to over 76% in 2011. The Black Male Graduation Rate has increased from 51% in 2007 to 64% in 2011.

Collective Action

- Broward County Schools have graduation task forces which target increasing both the overall graduation rate as well as specifically targeting improvement of the Black Male rates.
- The collective action is making a difference and more work needs to be done.
- School Board is currently implementing a shared data system called BASIS for early identification and treatment of risk factors like low attendance or grades.

Broward Young People Successfully Transition to Adulthood

Progress: Reducing Teen Pregnancy Rate



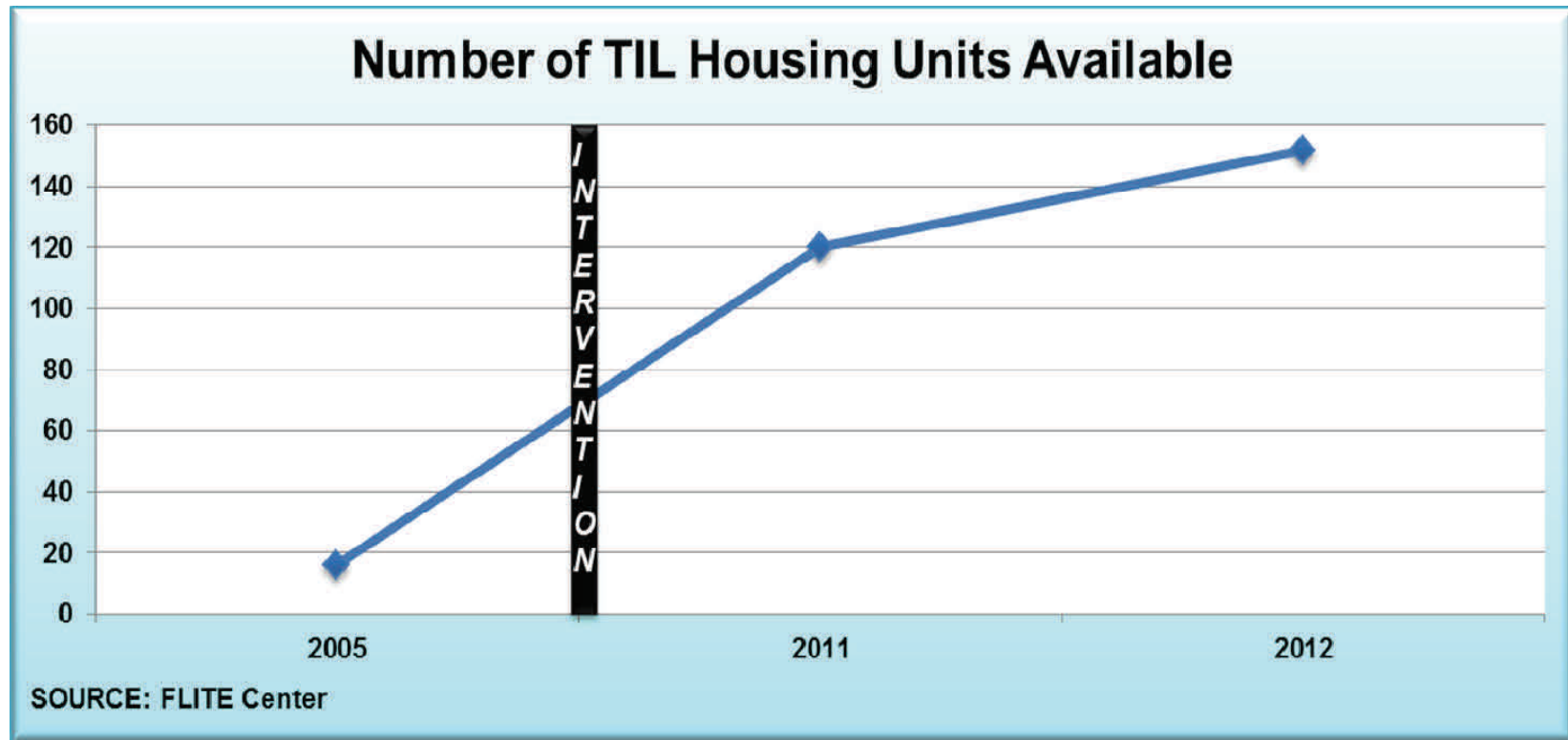
Broward has successfully reduced the rate of births to teens by half. In the late 90s, the rate was over 50 and in 2010, the rate is 24.9.

Collective Action

- In 2004 -2005, a Transitional Independent Living (TIL) strategic plan and a TIL coordinator were developed and hired to coordinate service delivery to the over 120 youth exiting care every year. With funding from multiple partners, the FLITE Center was launched in 2009 to provide a centralized location for services. Additional summer employment slots were added for TIL youth.
- Through a constellation of positive youth development programs, targeted interventions for specific population including youth aging out of care, there has been a reduction in births to teens in Broward.
- Using evidenced based curriculums and life coach mentors, Broward youth are making responsible choices.

Broward Young People Successfully Transition to Adulthood

Call to Action: Increasing Affordable Housing for Youth Aging Out of Care



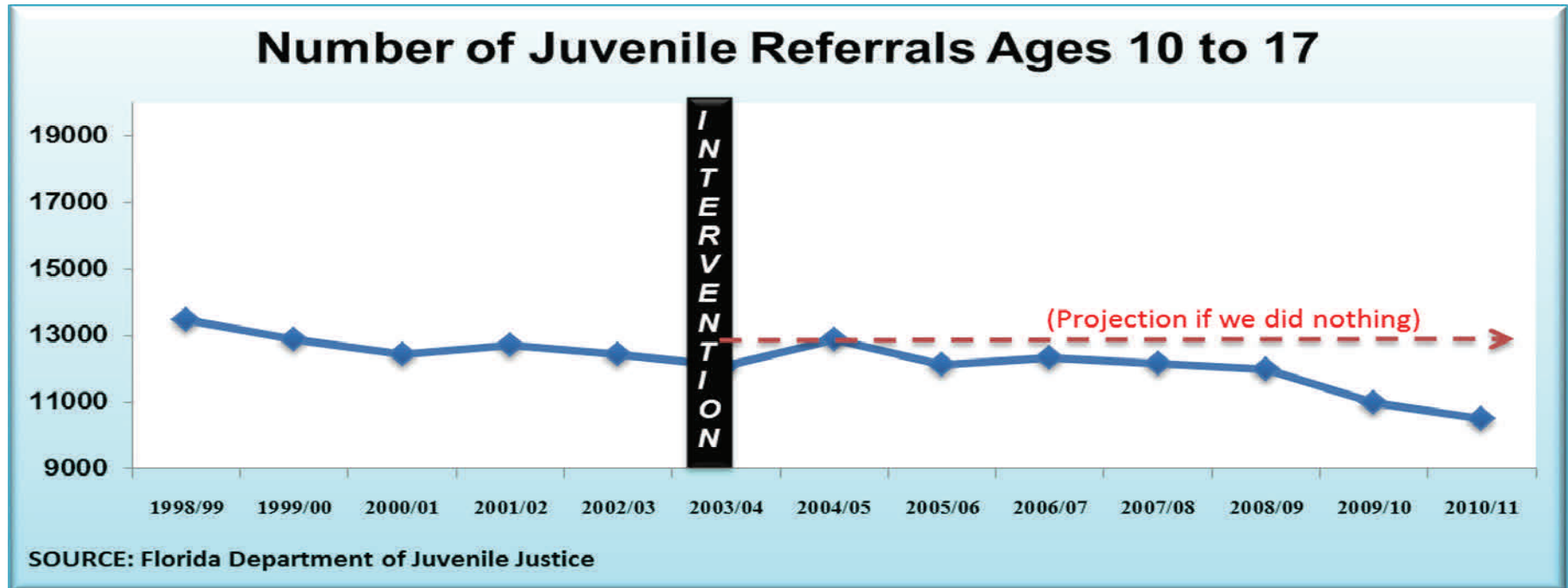
In 2005, there were less than 10 affordable housing units available for youth aging out of care. Today in 2012, there are over 150 unit available. While the number of youth needing affordable housing exceeds the number of units, we are trending in the right direction.

Collective Action

- Through generous funding support of multiple community partners, Broward now has over 150 units.
- In July 2011, a TIL Housing Coordinator was funded by the Jim Moran Foundation. Over 155 contacts with TIL youth have been made since the position came on line and an MOU was executed in November 2011 between FLITE, ChildNet and 3 housing entities for three affordable housing properties for TIL youth.

Broward Children Live in Safe and Supportive Communities

Progress & Continued Call to Action: Reducing the Rate of Referrals for Juvenile Delinquency



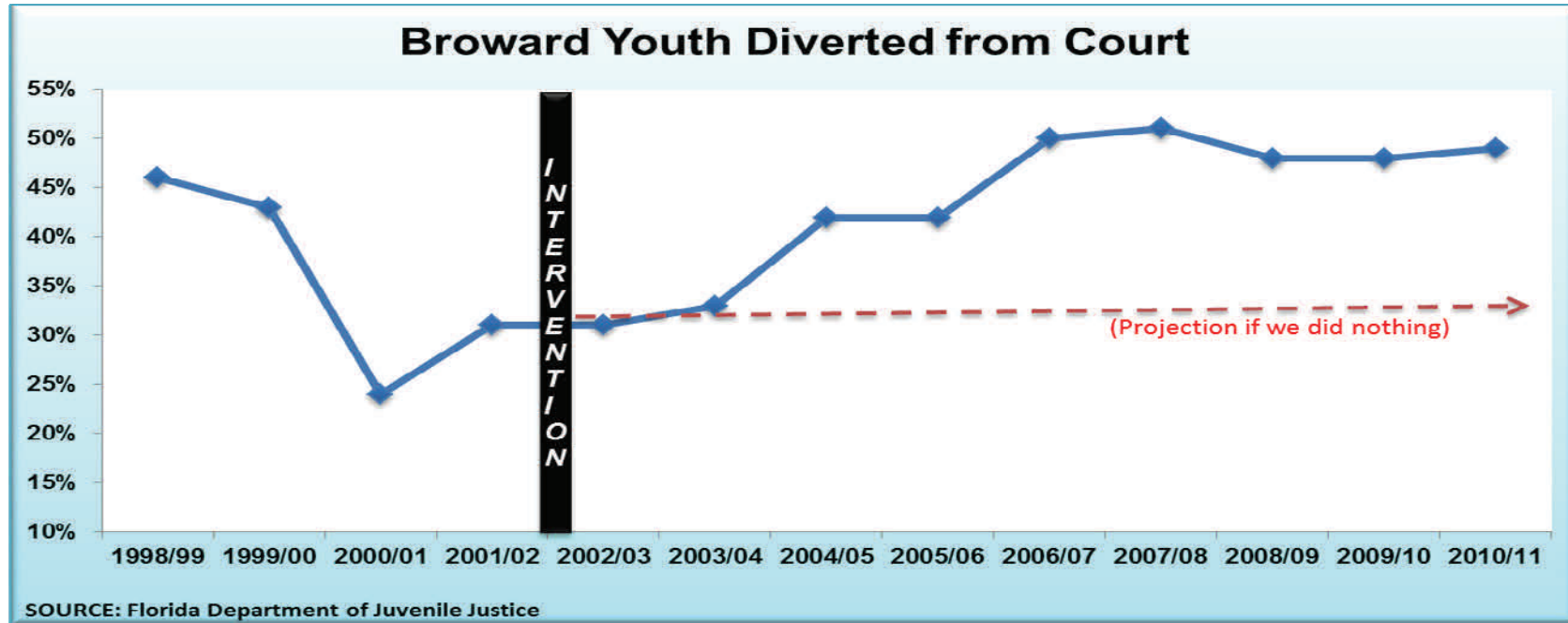
In 1999, there were over 13,000 youth referrals. With a consistent downward trend, by 2011, the number of referrals was down to slightly over 10,500.

Collective Action

- Through coordinated and focused effort on the part of law enforcement, State Attorney's Office, Public Defender, and the Broward Diversion Coalition, we've experienced success in reducing the number of referrals.
- To continue this trend, civil citation and restorative justice programs need to be expanded into more law enforcement agencies and more schools.
- Positive Youth Development programs like afterschool, 21st Century programs for High School youth and youth employment opportunities need to be available.
- In May 2010, the Broward County Commission and the Children's Services Council of Broward co-hosted a Youth Anti-Violence Summit which resulted in a funded position through the Jim Moran Foundation to coordinate violence reduction efforts and lead the Choose Peace/Stop Violence committee.
- Implementation of collaborative pro bono legal services to expunge misdemeanor juvenile records for youth who successfully complete diversion requirements

Broward Children Live in Safe and Supportive Communities

Progress & Continued Call to Action: Increasing the Percent of Youth Diverted from Court



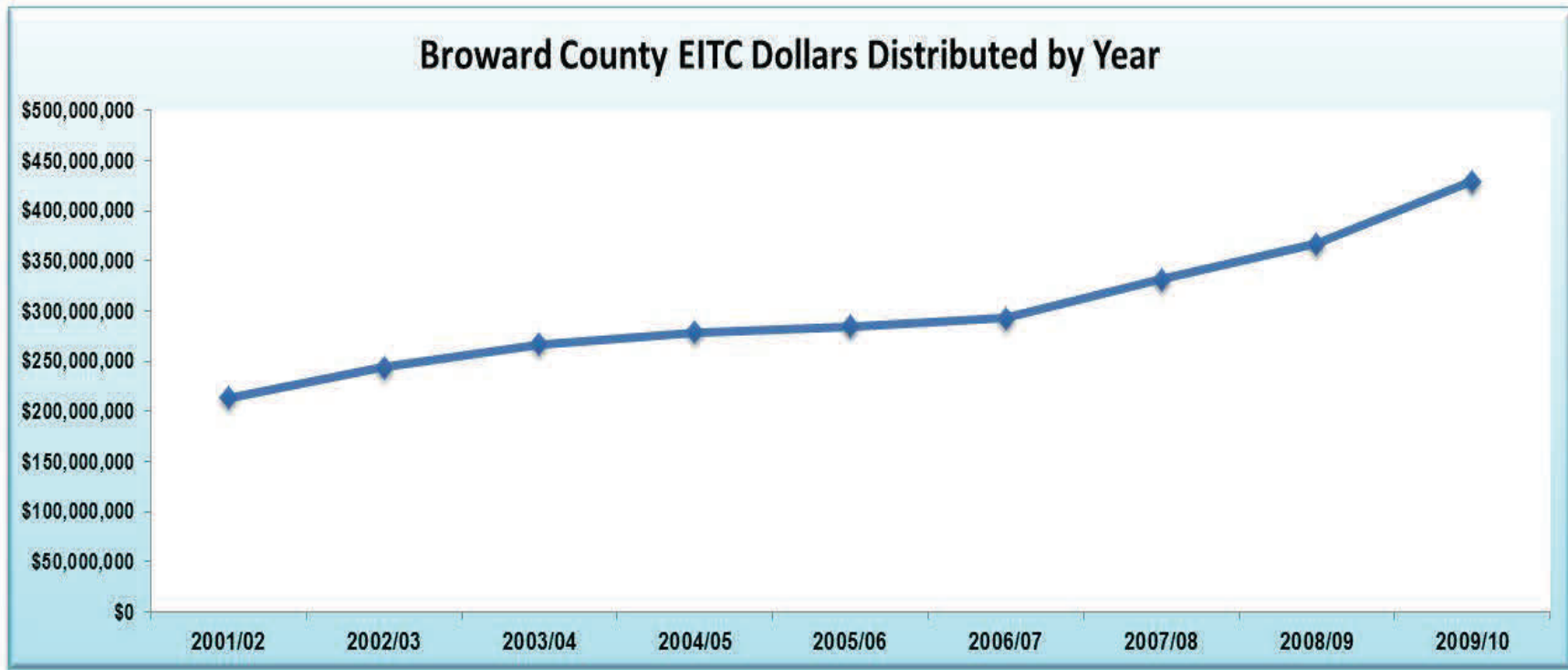
In 1999, 46% of youth were diverted to DJJ funded diversion programs. After DJJ lost funding, the percent of disposed youth who went into diversion programs dropped 24% in 2001. Due to collaborative action, the percent of youth going into diversion programs was nearly 50% in 2011.

Collective Action

- Prior to 2000, the Department of Juvenile Justice funded diversion programs. Funding cuts reduced diversion alternatives.
- In 2002, community partners formed the Diversion Coalition to increase diversion programs and improve service system coordination and communication with the Juvenile Justice system.
- Also in 2002, CSC expanded the number of diversion programs available in the county.
- In 2006, diversion programs for youth with behavioral health needs and in 2009 diversion services were added for youth with sexual offenses were funded by CSC.
- Recently, great strides have been in promoting civil citation programs and restorative justice approaches in law enforcement agencies and schools to further reduce the number of youth going deeper into the system.
- The call to action is to expand the number of law enforcement and schools using civil citation and restorative justice.

Broward Children Live in Safe and Supportive Communities

Progress: Increase EITC dollars coming into Broward County



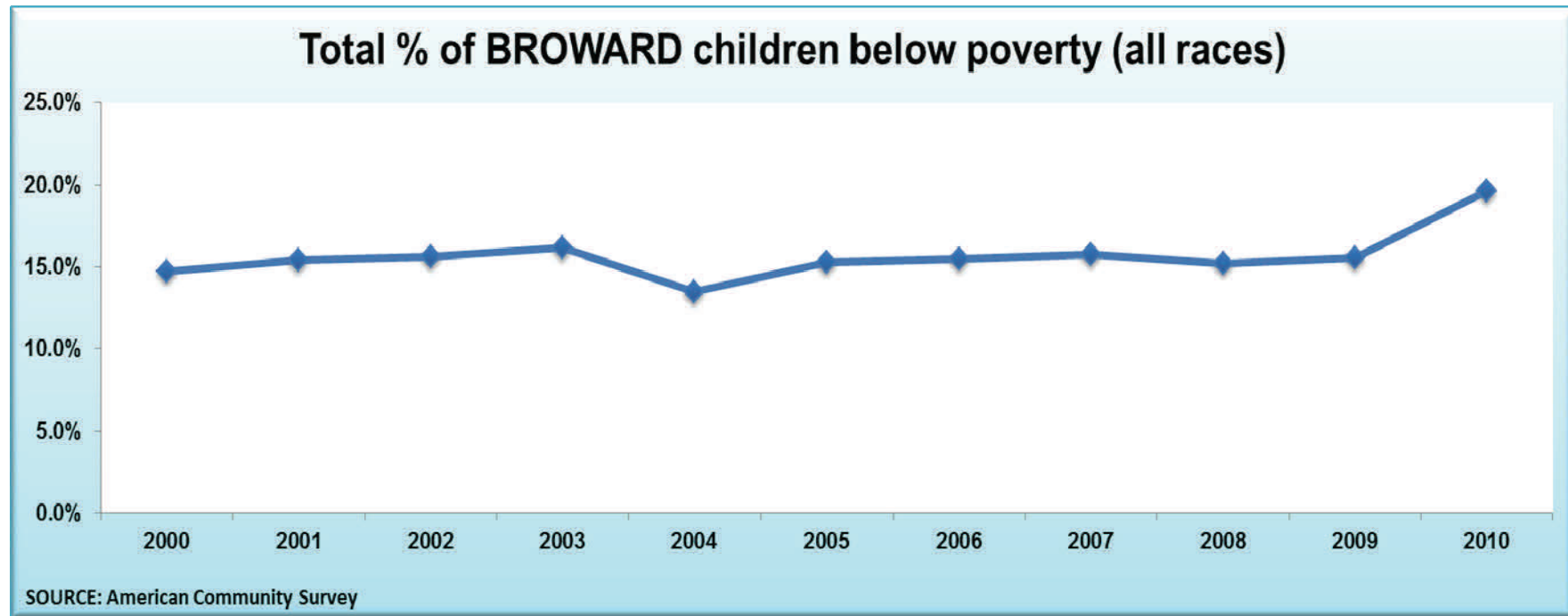
The Earned Income Tax Credit is a tax credit for people who work but earn low wages. In 2001, Broward County residents were leaving an estimated \$99 million in EITC unclaimed. Since 2002, combined EITC returns have increased by \$153 million.

Collective Action

- Collaboration works with the grassroots – began with CSC reaching out to the non-profits who work with potentially eligible families.
- A mobile unit goes into communities and to worksites. Public, private, non-profit, and cities all got on board helping with outreach.
- Training is provided to hundreds of volunteers each year to be volunteer income tax providers thereby giving them a skill and providing the tax payer with free tax preparation services.

Broward Children Live in Safe and Supportive Communities

Call to Action: Reducing the Percent of Children Living in Poverty



Data from the American Community Survey shows the percent of Broward Children living below Federal Poverty Level has increased from 14.7% in 2000 to 19.7% in 2010. This is for children across all races. After a dip to 13.5% in 2004, it hovered around 15% from 2005 to 2009 and then in 2010 jumped dramatically to almost 20%.

Collective Action

- In 2004, CSC convened the EITC coalition, Million Meals Committee (which became Feeding South Florida), and the Individual Development Account (IDA) coalition. Since 2002, EITC returns have increased by over \$216 million.
- Lack of living wage jobs, health coverage, transportation systems, and affordable housing amplify the economic deprivation of Broward's Children.
- Need to focus on economic development including Summer Youth Employment opportunities for youth with and without disabilities.

Where We Are Headed, Next Steps: The Plan Partners are now exploring the development of a more robust infrastructure for supporting the work and results of the Children’s Strategic Plan for child and family success. Over the years, the Committees have identified mechanisms for sharing data, strategies, and resources that need formal partnership agreements between agencies and policy makers. Committees are beginning to systematically identify the policy and environmental changes necessary for comprehensive and sustained success of all our children.

The current set of committees may not be the same ones we had in year one year or that we will have in five years – it is both organic and strategic – once partners are equipped with the RBA framework, they can create their own TTC report and connect with the other committees on the road to success. We are also in the process of creating a website to improve interaction and communication regarding the Plan and partners.

To start or connect your work to the Children’s Strategic Plan, please contact Sue Gallagher, Director of Research, Analysis, and Planning, Children’s Services Council of Broward, sgallagher@cscbroward.org.

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