

2006 Strategic Plan:

A Blueprint for Action for Broward County's Children



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Section I. Navigating the Plan

The 2006 Children's Strategic Plan is divided into logical sections that should help both newcomers and seasoned veterans of the children's strategic planning process. For ease of reading, much of the analysis and detail supporting the plan components is presented as charts and tables. While the 2002 Plan included those indicators in the narrative, the 2006 Plan moves the indicator detail to the Addenda section.

The first section of the 2006 Plan provides a very brief history and overview of the initial 2002 Plan to establish the context for how the community set the goals, objectives and targets. Also, this section provides a brief summary of the planning process that was utilized to develop the 2006 Plan. The Action Committee structure is explained in this section, as well.

Trends affecting future planning are reviewed in the following section to set the stage for looking forward collectively as a community. Readers will learn key areas in which Broward is making progress and others which are trending negatively.

The next section of the plan focuses on planning for the future. In this section, readers learn the plan context, based on the "Communities That Care" model used for Broward's planning. The priorities, components, risk factors, problem behaviors and critical issues that were prioritized by the 2006 Plan participants are provided in this section of the Plan.

The "Changing Landscapes" section which follows, offers a brief overview of significant changes that have occurred since the 2002 Plan was introduced; including a review of demographic changes, new challenges facing children and families, as well as changes to the funding a service array available throughout the county.

Section VII contains the goals and objectives of the plan, allowing readers the opportunity to peruse the plan by topics of interest. Detail for the Action Committee Work Plans organized by each topic is located in the Addenda.

The Plan concludes with a section on challenges, which reminds readers of the importance of remaining engaged in the efforts to improve the lives of children in Broward County.

Following the conclusion of the plan, there are Addenda which are data rich and provide an easy-to-use resource to observe and track the Plan's momentum in changing the landscape of Broward as a community.

Included in those addenda are: a Glossary of Terms, Acknowledgements, List of Participants, as well as detailed demographic data reflecting the tremendous growth and diversity of Broward County since the 2002 Plan. These are followed by the Action Committee Work Plans and the indicators used for the 2006 and the 2002 Plans. Within those charts readers can find the data sources utilized, as well as data demonstrating the performance since the 2002 Plan, and the targets established for 2010 and 2015. An at-a-glance chart is included which reports the performance trends of the indicators used in the plan.

The strategic planning process is an ongoing process and is open to new participants joining the process at any time on one or more Action Committees of interest. Because the plan is a living process, the plan will continue to have periodic updates, reflecting new trends, objectives, data and indicators as the Action Committees and Steering Committee determine those are appropriate. As such, the printed version reflected herein may not have the most current information. Readers are invited to visit the Web site of the Children's Services Council (among others) at www.cscbroward.org to download the most up to date version of the plan.

Section II. Overview

Community planning for children brings together representatives from many walks of life to articulate a collective, cohesive, and collaborative vision of a better community for children to live, learn, and thrive. This plan represents that collective vision and provides specific goals and objectives to improve performance in a number of indicator areas that generally reflect the experiences of children living in Broward County.

The plan provides clear, measurable objectives that can be tracked through the coordinated and focused work of the funders and providers in the community. The major funders such as Children's Services Council, United Way of Broward County, Community Foundation of Broward, A.D. Henderson Foundation, Early Learning Coalition of Broward County, Inc., Broward County Board of Commissioners' Children's Services Advisory Board, Department of Children and Families, ChildNet and other large public and private funding sources have increasingly collaborated since the 2002 Plan was introduced. The 2006 Plan provides a roadmap for continued collaboration to create a more positive experience for children to live, learn, thrive and prepare to be productive adults in the future.

Many of the issues addressed in the plan stem from broad and deep systemic societal issues, such as poverty and its consequences, as well as family and community dynamics and their impacts on children. Reaching the collective vision will require continued funding, focus, and fidelity by all parties, including parents and children themselves. Indications reflect that Broward's community of children's advocates is prepared to remain on the journey to providing a better tomorrow for its children.

Section III. The Broward County Children's Strategic Plan (BCCSP)

A. Development

The original Broward County Children's Strategic Plan (BCCSP) 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 project was formally approved by these 37 organizations in December of 2000, and by The Coordinating Council of Broward (The CCB) in October of 2001. The County Commission formally approved the plan on February 19, 2002.

The 2002 Broward County Children's Strategic Plan set the vision, mission, goals and objectives for establishing a better community in which children live, learn, and thrive. Based on the Hawkins and Catalano "Communities That Care" (CTC) model, the plan identifies strategic components of planning that remain valid, perhaps even more so today, as the 2006 Plan is introduced.

CTC, a standard implemented in nearly 1,000 communities across the United States, is an operating system that provides research-based tools to help communities promote the positive development of children and youth, and to prevent adolescent substance abuse, delinquency, teen pregnancy, school dropout and violence. CTC identifies 19 risk factors that statistically correlate to the development of the problem behaviors which are of most concern to the community at large.

B. Implementation

In order to implement the broader strategies of the plan, "Action Plan Committees" were established to address the various "Issue Areas". While timely and accurate data is important for framing and tracking indicators and actions, community plans come to life at the Action Committee level as they meet regularly to identify action steps, time frames, and participant organizations to reach their stated objectives. It is at this grass-roots level that providers, consumers, parents, funders, policy makers, and other interested parties come together to actualize the plan. Therefore, those Action Committee Work Plan documents change frequently as the Action Committees provide research, planning, and execution to progress in the improvement of indicator areas. Action Committees supply energy, intention and action to implement, edit or create new strategies based on the ever-evolving issues addressed in their plan areas.

The 2006 Broward County Children's Strategic Plan began with the framework established in the 2002 Plan.

The consultant team, with the assistance of the research analyst staff of the CSC and other organizations, analyzed the updated data for the original indicators for each year since the original benchmark year to determine positive or negative trend directions.

C. Community Participation

Input into the 2006 Plan was sought by the consultants using several methods. A Web-based survey was conducted of 2002 plan Action Committee and Steering Committee members, along with new volunteers for the 2006 Plan process. The survey asked volunteers and community leaders to prioritize risk factors, problem behaviors and critical issues affecting children. Interestingly, the “new” participants responded with the same exact priorities as did those who were involved in 2002. While all components in the 2006 Plan remain the same as reflected in the 2002 Plan, the information is presented differently for easier use.

In 2006, focus group sessions were facilitated for the topic areas included in the Plan. The sessions were open meetings that were attended by a variety of community volunteers, professional providers and funders. Action Committee Work Plans were reviewed at those meetings by previous and new volunteers who addressed both existing and future, anticipated issues. Participants reviewed community indicators to determine if they were still appropriate for inclusion and proposed new indicators based on changing issues affecting children and the community.

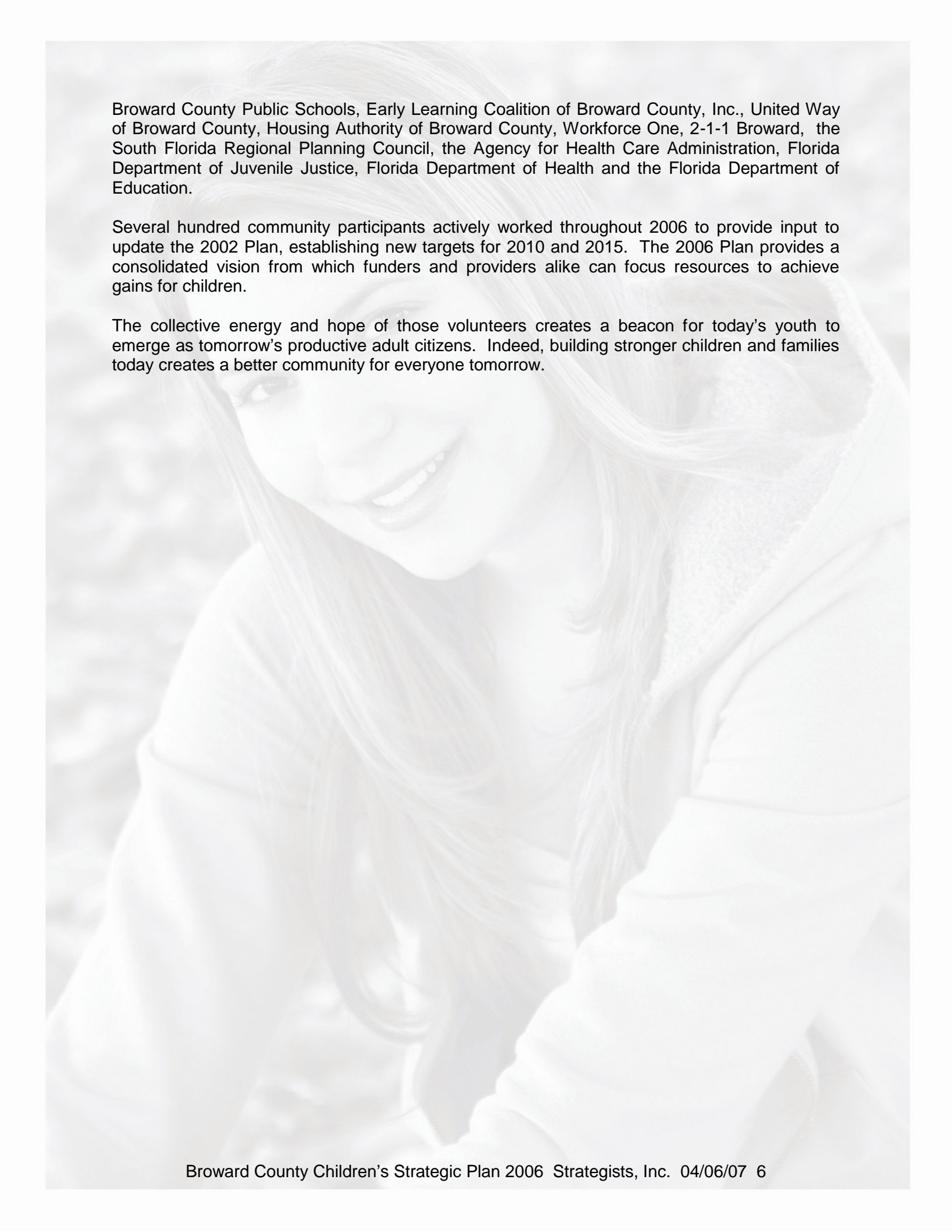
Additional focus group sessions were facilitated for government representatives, community leaders, and middle school students to broaden the input received. In those sessions, the participants also were asked about their perceptions on risk factors, problem behaviors and plan priorities. For the student focus groups, the facilitator specifically compared student responses to adult responses to determine if the adult perceptions of student needs were accurate. Encouragingly, for the most part adults did accurately predict issues, risk factors, problem behaviors and priorities of youth.

After all the input was collected, the Steering Committee (oversight volunteers representing responsible agencies) convened and reviewed the initial findings and recommendations of the consultant. The Steering Committee convened several times to review the Action Committee Work Plans and the subsequent strategic plan.

In a county that is geographically as large as Broward, with the persistent commuting, transportation, and traffic issues, it is very difficult to get members of the general public to attend an open community forum and voice their opinions on proactive planning. It often takes a crisis situation to motivate parents and community leaders to become more engaged. Absent a perceived crisis situation, open invitations to participate in the Plan review did not yield the desired volume of participants. Continued concentration on obtaining community input will be important as the planning process continues. This effort may be more successful if input is sought through existing volunteer organizations where people are already convening around topic areas.

D. Provider Community Participation

While a full list of provider data sources appears on the indicator tables (as listed in the Addenda section of the plan) special recognition is given to the following sources that provided significant personal assistance in addition to data provided. Those are: the Children’s Services Council of Broward County, Department of Children and Families, ChildNet, the Broward Regional Health Planning Council, the Coordinating Council of Broward’s “Broward Benchmarks” and the corresponding study by Professional Research Consultants, Inc., the Broward County Commission on Substance Abuse, the Broward Sheriff’s Office, the Broward Office of the State Attorney, as well as the Public Defender’s Office, and the Clerk of Courts,



Broward County Public Schools, Early Learning Coalition of Broward County, Inc., United Way of Broward County, Housing Authority of Broward County, Workforce One, 2-1-1 Broward, the South Florida Regional Planning Council, the Agency for Health Care Administration, Florida Department of Juvenile Justice, Florida Department of Health and the Florida Department of Education.

Several hundred community participants actively worked throughout 2006 to provide input to update the 2002 Plan, establishing new targets for 2010 and 2015. The 2006 Plan provides a consolidated vision from which funders and providers alike can focus resources to achieve gains for children.

The collective energy and hope of those volunteers creates a beacon for today's youth to emerge as tomorrow's productive adult citizens. Indeed, building stronger children and families today creates a better community for everyone tomorrow.

Section IV. Trends Affecting the Future

A. Improving Trends

A number of indicators demonstrated improving trends. Detail on these indicators can be found in the Addendum labeled “2006 Indicators”.

Since the 2002 Plan was established the following indicators reflect improvement by general category were as follows:

Teen birth rates improved (decreased)

- For girls ages 15–19.
- For girls ages 15–19 who had a repeat birth.
- For girls aged 10–15.

Infant mortality improved (decreased)

- For all babies (white and non-white).

Fetal death rate improved (decreased)

- For all babies (white and non-white).

In education, the following indicators improved:

- Percentage of children who are ready for kindergarten (increased).
- Student drop-out rates (decreased).
- Percentage of students graduating within 4 years of entering 9th grade (increased).
- Florida Comprehensive Assessment Test (FCAT) Grade 4 Reading scores (increased).
- Florida Comprehensive Assessment Test (FCAT) Grade 5 Math scores (increased).
- Percentage of Grade 4 students scoring 3.0 or above on FCAT Writing Assessment (increased).
- Percentage of middle school students receiving out-of-school suspensions (decreased).

For children with special behavioral needs, there was improvement in the average number of days that severely emotional disturbed children (SED) and emotionally disturbed children (ED) spent in the community.

In the area of crime and delinquency, there were several indicators which improved (decreased). Those were:

- The number of youth ages 10 – 14 that were referred for delinquency.
- Number of delinquent offenses for youth ages 10 – 17.
- Rate of juvenile vandalism among youth ages 10 – 17.
- Number of juveniles ages 10 – 17 referred for all crimes.
- Violent crime arrest rate among youth ages 10-17.
- Property crime arrest rate among youth ages 10-17.

Behavioral Health indicators saw improvement (decrease) in:

- Percentage of students who had their first drink of alcohol before age 13.
- Percentage of Broward County Public High School students who currently use alcohol.
- Percentage of students who tried marijuana before age 13.
- Percentage of youth in Broward County Public High Schools who currently use marijuana.
- Percentage of teens that are currently smoking cigarettes.
- Rate of suicide deaths youth ages 15 through 19.

General Health saw one indicator improve, in the percentage of children ages 1 – 17 who receive dental care.

Poverty saw two indicators demonstrate improvement. The number of children under 18 years old living below the poverty level decreased as did youth unemployment.

B. Worsening Trends

There are indicators that did not improve, and in fact, are worsening. Those were:

- Percentage of students in grades 9 through 12 who have attempted suicide.
- Percentage of middle school students receiving in-school suspensions.
- Percentage of youth who currently use cocaine.
- Percentage of uninsured children.
- Percentage of babies who weigh less than 2,500 grams at birth.
- Unintentional injury death rate of children age 0 through 19.
- Percentage of adults who feel that the problem of crime is decreasing in their neighborhoods.
- Percentage of 2 year olds adequately immunized.
- Percentage of elementary school children needing free/reduced lunch.

C. Fluctuating Trends

Several indicators fluctuated over the years between 2002 and 2006. Those were:

- Rate of child abuse/neglect reports of children. (There have been fluctuations in the multiple trend year data. Changes in reporting protocols and agencies may have affected data comparisons.)
- Domestic violence offenses.
- Percentage of women who receive prenatal care beginning in the 1st trimester. (Data collection method changed in 2004 and previous years are not comparable).
- Percentage of children placed in out-of-home care whose permanency plan is family reunification who are returned to the family within 12 months of referral contract. (Data not tracked as indicated).

Broward child advocates and policy makers can celebrate the positive movement in so many of the key trend areas. However, continued vigilance is necessary to sustain the momentum in those areas and to create energy to shift the others.

Section V: Planning For the Future

Input from the community provides the following priorities for future planning based on the Communities That Care (CTC) Model. The context of the Broward County Children's Strategic Plan in 2006, just as in 2002, is based on the "Communities That Care" model that is the standard which has been implemented in hundreds of communities across the United States. The "Communities That Care" model draws heavily upon the research conducted by J. David Hawkins, Ph.D. and Richard F. Catalano, Ph.D., as well as others.

The research utilized in the model identified 19 risk factors or conditions that increase the likelihood that a child will develop one or more health/and or behavior problems in adolescence. The research also identified protective factors which help shield children from long-term affects of these problems. These protective factors include clear belief systems and healthy standards for families and communities to support children as they grown and learn.

The "Communities That Care" model takes a closer look at risk factors, separating those into a matrix of domains which mirror those with which children have social interaction, including community, family, school and individual/peers. The chart on the next page, from the Web site of the Substance Abuse and Mental Health Administration (SAMHSA), which is part of the U.S. Department of Health and Human Services, reflects the risk factors developed by the Hawkins and Catalano model.

In addition to the priorities which would have a direct impact on risk factors, the community developed priorities to improve the systems which serve children and families. The expectation is that through these system improvements, the quality, quantity and accessibility of services will be enhanced.

Communities That Care

Risk Factors

Adolescent Problem Behaviors

Community	Substance Abuse	Delinquency	Teen Pregnancy	School Drop-Out	Violence
Availability of drugs	•				•
Availability of firearms			•		•
Community laws and norms favorable toward drug use, firearms and crime	•	•			•
Media portrayals of violence					•
Transitions and mobility	•	•		•	
Low neighborhood attachment and community disorganization	•	•			•
Extreme economic deprivation	•	•	•	•	•
Family					
Family history of the problem behavior	•	•	•	•	•
Family management problems	•	•	•	•	•
Family conflict	•	•	•	•	•
Favorable parental attitudes and involvement in the problem behavior	•	•			•
School					
Academic failure beginning in late elementary school	•	•	•	•	•
Lack of commitment to school	•	•	•	•	•
Peer and Individual					
Early and persistent antisocial behavior	•	•	•	•	•
Rebelliousness	•	•		•	
Friends who engage in the problem behavior	•	•	•	•	•
Gang involvement	•	•			•
Favorable attitudes toward the problem behavior	•	•	•	•	
Early initiation of the problem behavior	•	•	•	•	•
Constitutional factors	•	•			•

Source: Substance Abuse and Mental Health Administration (SAMHSA),
 U.S. Department of Health and Human Services
http://download.ncadi.samhsa.gov/Prevlne/pdfs/ctc/Building_Protection_Social_Dev_Strategy_Chart.pdf

Priorities for 2006 Plan are:

1. Children are free from abuse and neglect.
2. Children are physically and emotionally healthy.
3. Children are ready to enter school.
4. Children do not use drugs or engage in delinquent behavior.
5. Children become prepared for the workforce.

System Components for the 2006 Plan are:

1. Collaborative planning
2. Integrated service delivery system
3. Collaborative funding
4. Culturally competent services
5. Measuring change

Risk Factors for the 2006 Plan are:

Below is the ranking by participants from the most critical to the least critical of the Risk Factors identified in the "Communities That Care" model

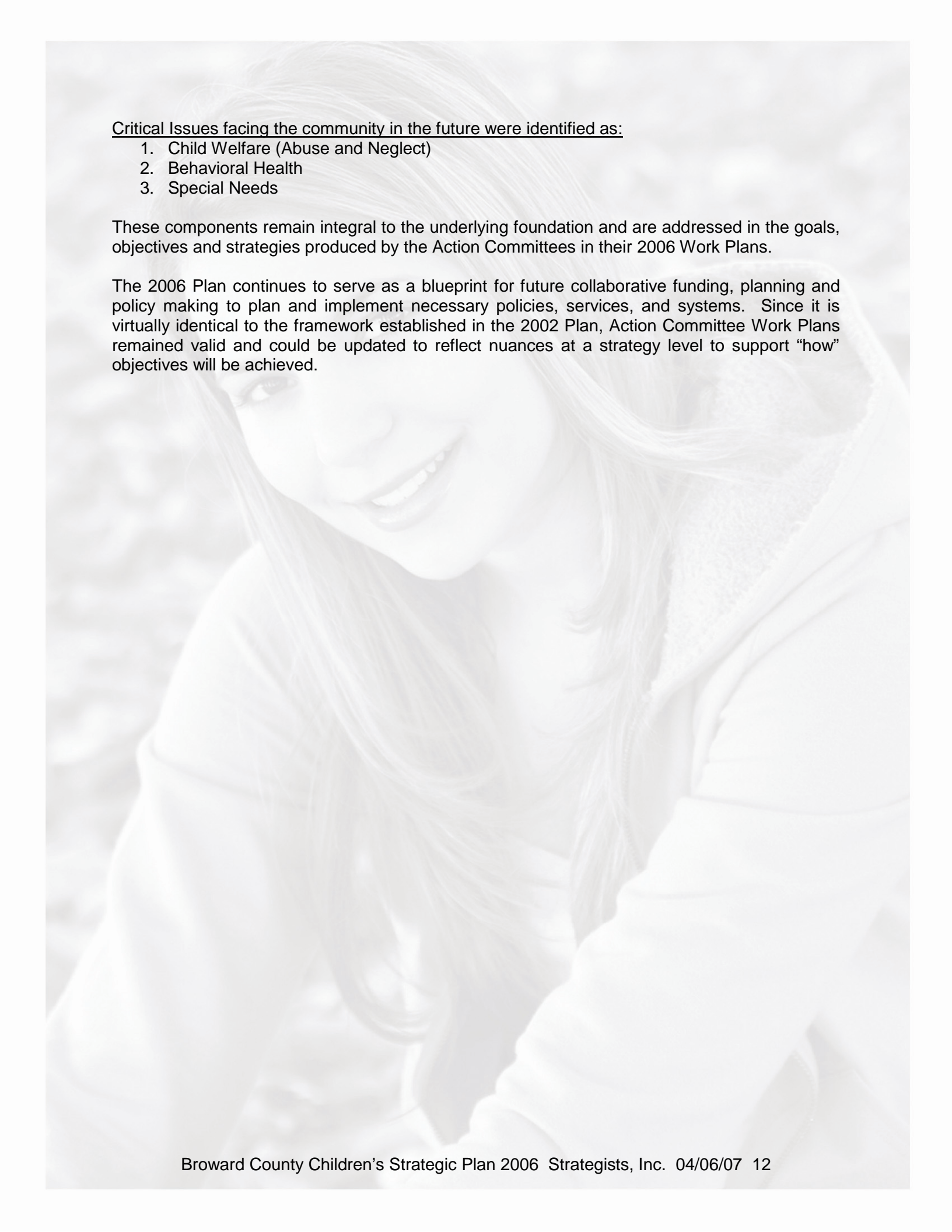
1. Family Management Problems/Family Conflict
2. Extreme Economic Deprivation
3. Early and Persistent Antisocial Behavior/Early Initiation of the Problem Behavior
4. Academic Failure Beginning in Later Elementary School
5. Favorable parental attitudes and involvement in the problem behavior
6. Low Neighborhood Attachment and Community Disorganization
7. Family history of the problem behavior
8. Lack of commitment to school
9. Availability of Drugs
10. Favorable attitudes toward the problem behavior
11. Media portrayals of violence
12. Community laws and norms favorable towards drug use firearms and crime
13. Transitions and mobility
14. Friends who engage in the problem behavior
15. Gang involvement
16. Constitutional factors
17. Availability of firearms
18. Rebelliousness
19. Constitutional factors

Problem Behaviors identified in the 2006 Plan are:

1. Violence
2. Alcohol and Substance Abuse
3. School Drop Out
4. Delinquency
5. Pregnancy

Author's Note: The above listed problem behaviors were identified in 2002 and again in at the beginning of the 2006 process by the plan volunteers as those that were most serious. During the year-long planning process, there was great discussion about two emerging problems that were perceived as growing to a significant level. These problems were repeatedly mentioned by both adult and youth plan participants. Those emerging problem behaviors were:

1. Physical (obesity)
2. Mental health (depression and suicide).
3. Bullying
4. Domestic and dating violence



Critical Issues facing the community in the future were identified as:

1. Child Welfare (Abuse and Neglect)
2. Behavioral Health
3. Special Needs

These components remain integral to the underlying foundation and are addressed in the goals, objectives and strategies produced by the Action Committees in their 2006 Work Plans.

The 2006 Plan continues to serve as a blueprint for future collaborative funding, planning and policy making to plan and implement necessary policies, services, and systems. Since it is virtually identical to the framework established in the 2002 Plan, Action Committee Work Plans remained valid and could be updated to reflect nuances at a strategy level to support “how” objectives will be achieved.

Section VI: Changing Landscape

A. Population

From 1990 to 2005, Broward County experienced significant growth. Broward County is the second most populous county in Florida, with 10% of the state's population, or 1.75 million people in 2005. It is in the center of the tri-county area that contains 5.3 million people or almost 1/3 (nearly 31%) of the state's total population.

Broward County's population is increasing faster than the rate of the state as a whole, reflecting a 39% increase since 1990 as compared to Florida's growth increase of 33.5%. As Broward County grows it is becoming younger and more diverse. During the same time period, the number of children and youth has been increasing more rapidly than the adult population in Broward County.

Children ages 0 – 4 grew 52.7% since 1990, increasing in number to nearly 120,000. Children ages 5 – 9 increased 65% and now number over 121,000. Children ages 10 – 14 increased by over 84% and now also number nearly 120,000. Children ages 15 – 19 grew 191% and now number nearly 116,000. Total numbers of children as of the 2005 US Census number more than 476,200 for a whopping 86% increase in number.

The median age of Broward County's residents is 38 compared to 39.5 for Florida and 36.4 nationally. Families make up 64% of households in Broward County. Those ages 65 and over now number only 14% of the population, demonstrating that Broward is not the retiree haven it once was considered to be.

B. Diversity

Broward's minority population is growing at rates faster than its White population according to the US Bureau of Census. Black or African American populations grew by nearly 28%, reflecting a total of 425,253 residents. Hispanic or Latino populations grew by nearly 43% and represented 388,395 residents.

Diversity is underscored by the number of residents who are foreign-born with nearly 30% (523,946) reporting to the Census Bureau that they were born outside of the United States and its territories. Of those, three quarters (395,035) are from Latin America.

Population trends also are reflected in the enrollment in Broward County Public Schools. Broward County's total population of school students is 31.4% white, 37.2% black, 25% Hispanic, 3.2% Asian and 2.57% multi-racial. In 1999-2000 there were 239,960 students enrolled. By 2005-2006 that number was 270,935. Of Broward's 251 public schools, 32 were cited as critically overcrowded in 2006-2007. Grades K-12 are over-enrolled by almost 3,500 students.

C. Underlying issues

Where Children Live

There are several issues in most metropolitan areas which affect the success of children and Broward shares some of those. Poverty is a huge factor in so many indicators for success. Children must have adequate shelter, food and clothing as basics, followed by nurturing, supportive environments in the home, neighborhood and school to grow up as healthy, self-sufficient and contributing adults.

The cost of living in Broward, particularly the housing costs, is very high in comparison to other communities. This creates significant stress for thousands of families who live under the shadow of poverty, or near-poverty. For many of those families earning a living wage is a dream that would help them provide for their children.

Many other children live in families that are only one step away from poverty or homelessness. Much of the unmet needs documented by 2-1-1 Broward are from callers who need assistance with rent or mortgages, as well as monthly utility bills, food and shelter. Each year, an estimated 45% of homeless families are new, episodic entrants to the homeless system.

Families must have workforce preparedness and job training opportunities in order to gain a living wage. Many families do not have skills or access to training, jobs that pay a living wage or affordable housing.

The quality of life offered where children live is the first step to address as this affects not only their home life, but also their safety in neighborhoods and the risks for later behavioral issues.

How Children Learn

Children are born learning, as research tells us repeatedly. How and what they learn is largely dependent on the experiences provided by their environmental context. Focusing on gaps, challenges and methods for success for how children learn results in creating early childhood success opportunities for later student achievement. How families, schools, neighborhoods, providers and funders work together is vital to create an opportunity for all children to have a chance to learn. Developing programs that strengthen family supportive skills are important for children's ability to learn and succeed in school—and in life.

How Children Thrive

Children must have strong family, social and emotional foundations at home in order to thrive. Families must have the ability to, and know the importance of creating time and space to read, play and bond together. Neighborhoods and communities offer important supports to families in order to build their skills and resources to create more resilient and healthy children.

Stable, nurturing families where healthy behaviors are demonstrated with love and affection are at the core of what children need to thrive. Many children in Broward live in homes where this is not provided. Families need the skills and resources to create a home environment for children to thrive.

Teens need the opportunity to learn the skills and competencies to meet their growing social and emotional needs, as well as workforce preparedness, job training, internships, mentors and other supportive services. While Broward has many programs in place, there is a great need for many, many more teens to be able to obtain these opportunities.

Of special note is the teens aging out of foster care at the age of 18. Training and employment are especially important for these children who must become responsible for their lives upon turning age 18.

D. Funders

The landscape of funders became much brighter in 2000 with the creation of the Children's Services Council. Now funding more than \$60 million annually into research and services to children and families, the Children's Services Council (CSC) has made great progress in creating a focus on prevention and other specific areas of need. In addition to the services it provides, the CSC offers leadership in the children's arena and a great opportunity for revenue maximization to pull down the community's fair share of federal and state dollars for children and families.

The Broward County Board of Commissioners' Children's Services Advisory Board continues to fund nearly \$16 million into social and human services to benefit children and families. As a line item in the county's budget, this money is occasionally at risk from political conversations to re-focus it elsewhere. Thus far, the commission has remained firmly in line with the community's focus on families and children.

The United Way of Broward County continues to implement its Community Impact engagement and funding with a renewed focus on achieving measurable outcomes for children and families.

The Community Foundation of Broward has greatly increased its leadership and funding in the children's arena, particularly in the areas of scholarships to youth and its participation in issues affecting foster care youth. Private foundations, such as A.D. Henderson, Jim Moran Foundation, and the Sun-Sentinel Charities, Inc. (Tribune) among others, are active in their funding of community priorities addressed in this plan.

The corporate funding community, led by AutoNation, JM Family Enterprises, the Miami Herald, Sun-Sentinel and others, continues to collaborate through such organizations as the Donor's Forum of South Florida and the Broward Roundtable, among others.

A positive development since the 2002 plan is the establishment of the Funder's Forum, which was developed to gather the large funders together to discuss collaboration and increased focus to achieve outcomes on issues of significance for children and families.

E. Services

The services available to children and families continue to burgeon. Since 2002 there have been dozens of new service providers who have opened their doors to provide much-needed services. Additional emphasis and availability of subsidized child care, programming for after school and summer care have provided parents with supportive services to care for families. The inception of the state of Florida mandated Voluntary Pre-kindergarten created added emphasis on the importance of early childhood education. Special needs children have received special planning emphasis since 2002, which has resulted in better coordination and many new services with more to follow.

The Broward County Public Schools and other providers have introduced new and expanded opportunities for youth mentorships and internships, as well as workforce preparedness have been introduced into Broward since the first plan's adoption.

Transportation continues to be an area where additional service emphasis is needed, as many providers still have only one central location to serve a very large geographic area. Lack of coordinated and available public transportation limits access to services among the poor of Broward County. Funding by providers, for transporting clients is sporadic at best and for many organizations is not available.

As in any other community, there are gaps in services in Broward County. However, generally speaking Broward offers a substantial array of prevention and intervention services for children and families in many of the issue areas. Action Committee Work Plans address the most serious gaps affecting issue areas.

Section VII. Plan Goals and Objectives

The Plan Goals and Objectives are organized into two sections, a combined approach to prevention and intervention and then a section for systems.

Goals and Objectives

Plan Goals

Prevention and Intervention Goals

- Children are safe from abuse and neglect in homes, neighborhoods, schools and community.
- Children will reside in non-violent families and develop non-violent relationships.
- Improve the overall health of children and their families.
- Improve the health of children, prenatal through age three.
- Ensure that sufficient services exist to assist children and families needing prevention, intervention, treatment, and support for mental health and substance abuse issues.
- Ensure that children are ready to enter school.
- All students will achieve at their highest potential.
- All schools will have equitable resources.
- All operations of the school system will demonstrate best business practices while supporting student achievement.
- All stakeholders will work together to build a better school system.
- Prevent juvenile delinquency.
- Improve the employability of youth.
- Improve the quality of life for children in homes, neighborhoods, and communities.
- Ensure that sufficient intervention services exist to assist children with special needs and their families needing treatment and support.
- All students with Developmental and Physical Disabilities will be provided Transitional Services which will enable them to find and hold jobs, contribute to community life, and develop and maintain relationships through individualized customized accommodations and supports.
- Strengthen and empower families to foster the best possible development and outcomes for children, youth, and young adults with special needs.
- Empower individuals with special needs to self-advocate and self-determine community, education and employment opportunities.

System Goals

- Develop a system of engagement in capacity building activities that reaches providers, funders, and community business.
- Develop nontraditional partnerships with provider agencies that provides for peer mentoring, increased system access, and collaboration with necessary others.
- Broaden funding opportunities and strategies for agencies participating in capacity building initiatives.
- Develop targeted strategies to assess agency needs.
- Create cost-effective service delivery systems.
- Children are reared in a culturally competent community.
- Improve planning, data collection and reporting.
- Increase the quality of children's programs.
- Ensure that sufficient intervention services exist to assist children with special needs and their families needing treatment and support.

Plan Objectives

Prevention and Intervention

Family

a. Abuse and Neglect

- To ensure children are free from abuse while living in licensed foster care.
- To ensure that foster children who are living in supervised relative care and non-relative care are free from indicated or verified abuse and neglect.
- To reduce the rate of child abuse/neglect with verified evidence of maltreatment.
- To increase the percentage of children who do not experience indicated or verified abuse/neglect within 6 months after reunification with their families.
- Increase the percentage of adoptions finalized within 24 months of latest removal from home.
- To increase one-year post adoption success for children in the system.

b. Transitional Independent Living

- To increase the successful transition of youth from the foster care system to independent living.

c. Domestic Violence

- To decrease the number of domestic violence offenses.

Health

d. Physical

Medical/Kidcare

- To decrease the use of emergency departments for non-urgent care and educate parents to utilize medical homes and primary care centers.
- To reduce the number of preventable pediatric hospital admissions.
- To reduce the percentage of uninsured children (up to age 18).
- To reduce the death rates for the top causes of mortality for children ages 0-19.
- To reduce the morbidity rates for the top causes of morbidity for children ages 0-21.
- To increase the percentage of children 1-18 who receive dental care annually.
- To reduce the percentage of overweight children.
- To increase the percentage of 2 year olds who are adequately immunized according to schedule.
- To increase the percentage of children entering kindergarten who are properly immunized.
- To increase the percentage of children entering 7th grade who are properly immunized.
- To increase Healthy Start prenatal screening rates.
- To increase Healthy Start infant screening rates.
- To reduce rates for Chlamydia in females ages 15-19.

Infant and Prenatal

- To increase the percentage of women who receive prenatal care beginning in the first trimester of their pregnancy.
- To decrease the fetal death rate.
- To decrease the infant mortality rate.
- To decrease the percentage of babies who weigh less than 2,500 grams at birth.
- To decrease the number of births to girls age 10-14.
- To reduce the teen birth rate of girls age 15-19.
- To reduce the percent of girls age 15-19 who have had a repeat birth.

(Plan Objectives continued...)

d. Behavioral Health

- To reduce the percentage of students in grades 9-12 who have attempted suicide.
- To reduce the number of suicide deaths of youth ages 5-10.
- To reduce the number of suicide deaths of youth ages 11-14.
- To reduce the number of suicide deaths of youth ages 15-19.
- To reduce the percentage of youth who currently (within the last 30 days) use marijuana.
- To reduce the percentage of youth who are currently (within the last 30 days) drinking alcohol.
- To reduce the percentage of youth who are currently (within the last 30 days) smoking cigarettes.
- To reduce the percentage of youth who are currently (within the last 30 days) using cocaine.
- To reduce the percentage of youth who currently use depressants, amphetamines & other prescription drugs without a doctor's order.
- To decrease the percentage of students who had their first drink of alcohol before age 13.
- To decrease the percentage of students who tried marijuana before age 13.
- To increase the average number of days per year that severely emotionally disturbed children spend in the community with increasingly adaptive behaviors.
- To increase the average number of days per year that emotionally disturbed children spend in the community with increasingly adaptive behaviors.

Education

e. Birth to 5 (School Readiness)

- To increase the percentage of children who are ready and getting ready for kindergarten, through improvements in the quality and comprehensiveness of services of early learning providers.
- To increase the percentage of businesses in Broward County who provide financial assistance for child care to income eligible families.
- To increase the number of income eligible children receiving financial assistance for as long as they are eligible.
- To reduce the length of time priority children (birth to school-age children who are eligible for financial assistance) spend on the waiting list.

f. Grades K-12 *(This reflects K-12 public schools in Broward County; it does not reflect home schooled or privately schooled children.)*

- By 2014, 100 % of students in Grades 3-10 will perform on grade level in reading, writing, and math as measured by standardized tests and required by the No Child Left Behind Act and the A+ Plan.
- The proportion of students in high school who participate and perform* in higher-level courses (Advanced Placement, Dual Enrollment, and/or Honors) will increase to 20% by 2010. **(Score 3 or higher on AP Exam, receive a grade of C or higher and be eligible for college credit in Dual Enrollment Courses, receive a grade of C or higher in Honors Courses).*
- The proportion of minority students in high school who participate and perform* in higher-level courses (Advanced Placement, Dual Enrollment, and/or Honors Courses) will increase 7% by 2010. **(Score 3 or higher on AP Exam, receive a grade of C or higher and be eligible for college credit in Dual Enrollment Courses, receive a grade of C or higher in Honors Courses).*

(Plan Objectives continued...)

- The graduation rate in Broward high schools will meet or exceed the state average by 2010.
- By 2010, the average SAT score for the District will meet or exceed the national average without reducing the percentage of students taking the test.
- All classes will meet state class size mandates to enhance the teaching and learning environment by 2010 as required by Florida Constitution Amendment 9.
- By 2006, and ongoing, all core subject area instructional staff will be highly qualified in accordance with state and federal guidelines.
- By 2006, and ongoing, 100% of instructional personnel and students will use technology tools and strategies to ensure that all have access to a standards-based curriculum.
- By 2010, an average of 80% of respondents on an annual survey will indicate they feel secure at school.
- By 2010, all employees including support service personnel will demonstrate proficiency in continuous improvement by completion of a Plan, Do, Study, Act (PDSA) project as measured by the number of departments presenting evidence of using PDSA via competing for the Broward County Public Schools Quality Award and/or the state Sterling Award or documentation of an improved process at their place of work.
- By 2010, all Priority 1 and Priority 2 Work Orders (those that could pose a threat to life and/or safety) will be posted within 24 hours of receipt and resolved according to an agreed timetable.
- By 2010, 90% of construction projects over \$1,000,000 will be completed both within School Board approved award budgets and within the approved schedules.
- By 2010, Support Services Operations will meet or be the "Best in Class" benchmark as related to Cost Efficiency, Quality and Customer Service for comparable organizations.
- By 2010, customer satisfaction with Broward County Public Schools will have increased to an average of 90% as measured by the Annual Customer Survey administered by BCPS and Coordinating Council of Broward survey.
- By 2010, Broward County Public Schools will actively participate with other governmental/non profit/business organizations in strategic planning initiatives* such as Broward Alliance, Coordinating Council of Broward, Children's Services Council, Vision Broward and others that will result in value-added outcomes as measured by legislative action and successful implementation of public policy programs that benefit the cooperating entities. **Strategic planning initiatives are defined as those alliances that can effect the fulfillment of the mission, vision, objectives of the organizations.*

The following indicators were included in the 2002 and 2006 indicator measurements but are not included in current action plans:

- To reduce the percent of students who drop out of public schools.
- To decrease the percentage of middle school students receiving in-school suspensions.
- To decrease the percentage of middle school students receiving out-of-school suspensions.

g. Out of School Time

- To develop Out of School Time quality programming that is affordable, accessible and includes a curriculum to focus on the whole child.

(Plan Objectives continued...)

Delinquency

h. Delinquency

To increase the number of youths referred to diversion programs.

To increase the number of youths referred to diversion programs for felony offenses with less grave circumstances.

To decrease over representation of minority youth in the juvenile justice system.

To decrease the number of youth ages 10-14 referred for delinquency.

To decrease the number of delinquent offenses by youth ages 10-14.

To reduce the number of juveniles ages 10-17 referred for all crimes.

To reduce the violent crime arrest rate of youth ages 10-17.

To reduce the property crime arrest rate of youth ages 10-17.

Economic Security

i. Youth Employment

To reduce the percent of people ages 16 to 19 in the following racial and ethnic groups who are in the workforce but are unemployed: White alone, Black or African American alone, Hispanic or Latino (may be of any race), Total.

j. Community / Housing / Homeless

To reduce the number of children under 18 years of age living below the poverty level.

To reduce the percentage of elementary school children needing free/reduced lunch.

To increase the percentage of adults who feel that the problem of crime is decreasing in their neighborhoods.

To increase adult volunteerism in neighborhoods.

Special Needs

This plan area is new since the 2002 plan. There are currently no objectives for this plan area, however, the Action Committee Work Plan does include goals and strategies.

Systems

The following plan areas have developed strategies and are in the process of developing measurable objectives:

Agency Capacity Building

Automation and Information Technology

Coordination Strategies

Cultural Competence Strategies

Planning and Data Strategies

Quality Assurance/Improvement

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

The logic model for plan was to put indicator targets to areas specifically where accountability for implementation of strategies resides. In some cases, there are several committees using the same indicators as a measure of progress.

Section VIII. Challenges for the Future

Every community faces continued challenges for its future. In Broward County several community indicators threaten the viability of families. The cost of living and the cost of housing must be addressed as much of Broward's workforce is employed by the hospitality industry and small businesses. Those jobs may not pay a living wage and often do not offer healthcare or other necessary benefits. Transportation is an issue for those in poverty or the working poor. Accessibility to preventative services for physical, social, emotional and well-being needs to continue to be expanded.

As the community continues to grow in its diversity, ensuring cultural competency remains a focus, not just for funders and providers, but for the community at large. Communities must work with understanding and tolerance to appreciate the rich rewards of diversity.

Engagement of youth and parents is very important to the planning and implementation of a quality community for children. As the community moves forward it must consider how to best obtain this input. Some communities conduct a youth survey annually or bi-annually to seek this input. Others reach out through existing groups such as PTA, PTO, and others to gain parental input.

With growth issues such as traffic, etc. will make it increasingly more difficult to get people to travel to community large-scale discussions. Specific strategies for reaching into existing groups will be necessary in order to engage parents and youth.

The final challenge is two-pronged—collaboration and focus. Large scale systems such as the healthcare districts, the school system, and others must continue to reach out and collaborate with the hundreds of providers and dozens of funders to truly have a continued collaboration in planning and in execution of new services.

Focus is imperative. It is very difficult to “move the needle” on approximately seventy different indicators. While this strategic plan does address many goals and objectives, as the collaborative planning continues, the community must come together and establish priorities. Few communities have the funding and human resources to concurrently focus on that many objectives and truly make demonstrative progress in all.

That being said, the effort of community collaboration thus far has truly been commendable. The interest in the collective visioning and planning for children continues to grow and is inspiring to most who participate in its processes. Broward County continues to improve in its ability to collaboratively create and implement plans to achieve its goal of being among the best communities for families to rear their children.

Addendum follow:

- i. Glossary
- ii. Acknowledgements
- iii. 2006 Plan Participant List
- iv. Demographic Information (Available upon request)
- v. Action Committee Work Plans (Available upon request)
- vi. 2002 Plan Indicators (Available upon request)
- vii. 2006 Plan Indicators (Available upon request)
- viii. Indicator Trend Analysis (Available upon request)

A1. Glossary

Benchmark: In the context of indicators, a benchmark is an accurate data point which is used as a reference for future comparisons (similar to a baseline). (Many groups use benchmark as a synonym for Indicator.)

Factors: The national model called Communities That Care (CTC) research has identified risk factors or conditions that increase the likelihood that a child will develop one or more health and/or behavior problems in adolescence and protective factors that can help shield children from these problems. The protective factors, which include clear beliefs and healthy standards, and bonding, can be addressed through prevention strategies.

Goal: A goal is a broad, general statement of the long-term results needed to achieve the mission and vision. It is typically phrased in general language, such as *Strengthen, serve, become, or improve*. A goal is clarified by the objectives associated with it.

Indicator: A measurement that reflects the status of some social, economic, or environmental system over time. Generally an indicator focuses on a small, manageable, tangible and telling piece of a system to give people a sense of the bigger picture.

Issue Area: These are the subject areas of each Action Plan Committee.

Objective: An objective is a description of the results that, when achieved, moves and organization or community toward its stated goals. Objectives are measurable and audience specific.

Target: A target is the specific level of performance you are striving to achieve. Desired level of performance of an objective which can be measured within a specific point in time, usually expressed as a number or percentage.

A2. Acknowledgements

The consultant team would like to recognize several people and organizations that were significant partners in the development of the 2006 Broward County Children's Strategic Plan. Cindy J. Arenberg Seltzer, President/CEO of the Children's Services Council was the early visionary who pioneered the first plan and who once again provided the vision and momentum to bring the community together in developing a coordinated, collaborative plan to benefit children.

The early support of the Broward County Board of County Commissioner's Children's Services Advisory Board, and then the ongoing support of the Children's Services Council to guide this work, has made a perpetual difference in this community.

Sponsors

Children's Services Council of Broward County

This plan was made possible by a generous grant from the Children's Services Council (CSC) of Broward. The CSC has been the plan champion from its inception and has provided staff support, technical assistance and a myriad of other supporting roles to its development and continued success. The CSC is an independent taxing authority created by voter referendum in September, 2000. The Council provides research, planning, nearly \$60 million in annual funding, outcomes measurement, advocacy, training and a variety of other services and leadership for children's initiatives in Broward County.

2006 Children's Services Council Members:

Carole Andrews, Chair, Broward County School Board Member
Honorable Julie Koenig, Vice Chair, Governor Appointee
Ana M. Valladares, Secretary, Governor Appointee
Jack L. Moss, Immediate Past Chair, DCF Administrator
Gregory Durden, Esquire, Governor Appointee
Sue N. Gunzburger, Broward County Commission Member
Marti Huizenga, Governor Appointee
Honorable Lawrence L. Korda, Judicial Member
David L. Roach, Health Department Administrator
Laurie J. Sallarulo, Governor Appointee
Dr. Frank Till, Broward School Superintendent

New Children's Services Council Members Added 2007:

Stephanie Arma Kraft, Esq., Broward County School Board Member
Emilio Benitez, Governor Appointee succeeding Gregory Durden
Mariza D. Cobb, Governor Appointee succeeding Julie Koenig
James F. Notter, Broward Schools Interim Superintendent
Terry N. Santini, Governor Appointee succeeding Laurie Sallarulo
Christopher L. Smith, Governor Appointee succeeding Marti Huizenga

Key CSC Staff Members Involved in the Plan:

Cindy J. Arenberg Seltzer, President/CEO
Karen Swartzbaugh, Chief Program Officer
Ellyn Drotzer, Director, Research, Analysis and Planning
David Duresky, Manager, Research Analysis and Planning
Gloria Putiak, Planner /Research Analyst

United Way of Broward County

The United Way of Broward County (UWBC) was a partner in the 2006 plan development; by underwriting Action Committee Work Plan review sessions. The UWBC is a volunteer driven, community-based, 501 (c) 3, nonprofit organization with a mission to improve the lives of individuals and families in Broward County.

2006 United Way of Broward County Board Members:

John R. Hargrove, Esq., *Chairman*, Managing Partner Gordon Hargrove & James, P.A

Frank V. Sacco, *Chairman Elect*, CEO, Memorial Healthcare System

Ralph Siegel, *Treasurer*, Partner, Deloitte & Touche

Douglas E. Weber, *Corporate Secretary*, President and CEO, United Way of Broward County

Virginia I. Miller, *Immediate Past Chair*, Community Relations Director, Miller Construction Company

Colin Brown, President and CEO, JM Family Enterprises, Inc.

James A. Cummings, CEO, James A. Cummings, Inc.

Jimmy Donohue, President, Communications Workers of America Local 3104

Ray Ferrero, Jr., President, Nova Southeastern University

Silvia M. Flores, M.D., Community Volunteer

John C. Johnson, President and CEO, Holy Cross Hospital

Richard Rhoads, Regional Director, Publix Super Markets

Ray Rodriguez, CPA, Crowe Chizek and Company, LLC

Frank Scruggs, Community Volunteer

S, Britt Sikes, Jr. CEO, U.S. Imaging Solutions

Lynne Wines, President/CEO, Commercial Banking, Colonial Bank, N.A.

Dionne Wong, VP-Human Resources, North Broward Hospital District

Ex-officio, President-Agency Executive Council

Nancy L. Merolla, President and CEO, Broward Housing Solutions

Chairman Community Impact Vision Council

Kennon Hetlage, Administrator, Memorial Hospital Miramar

New United Way of Broward County Board Members Added 2007:

Jeff Levine, VP/Director of Marketing, Sun-Sentinel

Dr. Jennifer O'Flannery, Chief of Staff and Liaison to the Board of Trustees, Florida Atlantic University

Key United Way of Broward County Staff Members Involved in the Plan:

Douglas E. Weber, President and CEO, United Way of Broward County

Julie Kreadle, Vice President of Community Impact

Lola Jordan, Director of Community Impact

Maria Kuhn-Brotton, Senior Manager, Community Impact

Elizabeth Wynter, Transitional Independent Living Coordinator (co-funded by the Community Foundation of Broward)

David Choate, Executive Director, Commission on Substance Abuse (retired)

Joel Kaufman, Executive Director, Commission on Substance Abuse

A3. 2006 Strategic Plan Participant List

Steering Committee

The Steering Committee members represent agencies responsible for key plan elements and chairs of the Action Plan Work Committees. Organizations represented include:

Plan Sponsors:

Children's Services Council -- Cindy Arenberg Seltzer, Ellyn Drotzier, Herm Fishbein
United Way of Broward County -- Doug Weber, David Choate, Lola Jordan, Maria Kuhn
Brotton, Joel Kaufman, Elizabeth Wynter

Broward County Housing Authority -- Tisha Coleman

Broward County Public Schools -- Barbara Flynn, Deborah Gavilan, Jane Hughes,
Barbara Myrick, Earlean Smiley, Joel Smith

Broward Regional Health Planning Council -- Mike DeLucca, Norma Wager

Broward Sheriff's Office -- Kim Gorsuch

ChildNet -- Larry Rein

Children's Diagnostic and Treatment Center -- Ellie Schrot

Coordinating Council of Broward -- Skip Johnston

Dan Marino Foundation -- Mary Partin

Department of Children & Families -- Jack Moss, Susan Rosenthal

Department of Health/Children's Medical Services -- Luis Diaz, Shelley Grief

Department of Juvenile Justice -- Vanessa Hargray, Rosie White

Early Learning Coalition of Broward County, Inc. -- Lee Tirpak, Penny Westberry

Kids in Distress and the Children's Consortium -- Carrie Cohen

Nova Southeastern University -- James Pann

United Way of Broward County -- Maria Kuhn-Brotton, Doug Weber

United Way of Broward County Commission on Substance Abuse -- Joel Kaufman

Women In Distress -- Andrea Bradley

Workforce One -- Maria Delgado, Pamela Leggett, Melanie Magill

Action Committee Members

Matthew Abraham, The Starting Place
Lynn Allen, Court Administration
Belkis Almeida, FCC-10/FRC
Erik Andrews, Planned Parenthood
Susan Armiger, Easter Seals
Arlene Bacharach, Broward County Child Care Licensing
Catherine Baez, Children's Services Council of Broward County
Howard Bakalar, Family Central, Inc.
Cobi Baker, YMCA of Broward County
John Bandes, Memorial Healthcare Systems
Judie Banks, Coconut Creek Police Department
Nancy Becker, Community Leader
Joe Bellardinelli, Workforce One
Bud Bentley, City of Oakland Park
John Benz, Memorial Healthcare Systems
Sandra Bernard-Bastien, Children's Services Council of Broward County
Nelson Bogren, Covenant House of Florida
Jennifer Bonness, Camelot Community Care
Andrea Bradley, Women in Distress
Cathy Branch, Covenant House
Ellen Breslow, Exceptional Student Education/Florida Diagnostic & Learning Resource System
Kirk Brown, HANDY
Laurel Brown, ARC Broward
Shannon Brown, Coalition to End Homelessness
Sheri Brown, Community Foundation of Broward
Sheryl Brown, Delinquency Court
Tonya Brown, Clerk of Courts
Yolanda Brown, Court Administration/Delinquency Division
Margie Bruszer, SOS Children's Village
Susan Byrne, 211 – First Call for Help
Claudia Calabrese, Memorial Healthcare System/CYS
Willie Cameron, Broward County Child Care Licensing & Enforcement
Marilyn Camerota, Memorial Healthcare System
Linda Campagna, Community Leader
Daisy Campio, Community Leader
Myriam Campo-Goldman, Harmony Development Center
Jose Carmona, ChildNet
John Cassano, Town of Davie
Joy Clark, Catholic Charities
Carrie Cohen, Kids in Distress
Nancy Cohn, Children's Services Council of Broward County
Matt Constantine, Broward County
Regine Cordon, Women in Distress
Diane Cuddihy, Public Defender's Office
Elizabeth Daniels, Women in Distress
Deborah David, Early Learning Coalition of Broward County, Inc.
Ernesto de la Hoz, ARC Broward
Bill Delaney, Psych Care
Ann de las Pozas, Family Central, Inc.
Juanita Delekto, Community Leader
Mark Dhooge, Kids in Distress

Action Committee Members (continued)

Luis Diaz, Children's Medical Services
Jamie Doyle, Broward Regional Health Planning Council/OCA
Elly du Pre, Lighthouse of Broward
Vanessa Eagan, Community Leader
Ethel Edwards, Broward County Health Department
Fran Esposito, Broward Partnership for the Homeless, Inc.
Lisa Feeney, Family Central, Inc.
Gale Fehse, Access Health Solutions
Laura Finley, Women in Distress
Miriam Firpo-Jiminez, Sexual Assault & Treatment Center
Laura Flagel, Department of Children & Families
Susan Forcade, Sexual Assault & Treatment Center
Deborah Forshaw, Children's Services Council of Broward County
Rosebud Foster, Nova Southeastern University
Dan Fraga, 211 – First Call for Help
Roselyn Frazier, Federally Qualified Health Center
Ken Frederick, Family Central, Inc.
Dave Freedman, Broward Partnership for the Homeless, Inc.
Gwen Fuller, Children's Services Council of Broward County
David Ferguson, Alternate Family Care
Sue Gallagher, Children's Services Council of Broward County
Lilly Gallardo, Salvation Army
Ben Galloso, Department of Children & Families-SAMH/CMH
Miriam Garcia, Women in Distress
Jill Gelman, Family Central, Inc.
Lori Gerber, Margate Police Department
David Gersh, Minority Development & Empowerment, Inc.
Ilene Gevirtz, Family Central, Inc.
LaWanda Gibso, Children's Home Society
Deborah Gilenson, Broward County Public Schools
Alexis Giles, North Broward Hospital District
Evan Goldman, Children's Services Council of Broward County
Stephanie Gopian, Florida First Start
Yanick Goutier, Family Central, Inc.
Vanessa Graham, Holy Cross Hospital
Paulet Green, Alliance for Community Partnership/One Community Partnership
Mark Gross, Family Central, Inc.
Dennis Haas, ARC Broward
Tania Hamilton, Gulf Coast Community Care
Laura Hansen, Coalition to End Homelessness
Nina Hansen, Broward County Public Schools
Pamela Heard, Broward County Public Schools
Bud Hefin, ChildNet
Donna Henderson, Broward Healthy Start Coalition
Deborah Hill, Broward County Health Department
Claudette Hinds, Family Central, Inc.
Stacey Hoagland, ASA/FND
Valerie Hoffman, Court Administration, 17th Circuit
Bart Hol, CD4 Youth
Phyllis Hope, Community Leader
Donna Hudson, Children's Services Council of Broward County
Noel Hyatt, Workforce One

Action Committee Members (continued)

Veronica James, Our Children, Our Future, Inc.
Charinus Johnson, YMCA of Broward County
Janet Jones, Holy Cross Hospital
Madeline Jones, Broward Regional Health Planning Council
Maria Juarez, Children's Services Council of Broward County
James Kaminsky, ChildNet
Joel Kaufman, Broward County Commission on Substance Abuse
Belinda Keiser, Keiser College
Jeff Keiser, Broward County Health Department
Leah Kelly, Broward County Public Schools
Ray Kelly, Henderson Mental Health Center
Monica King, Children's Services Council of Broward County
Fran Klauber, Juvenile Justice Board
Robert Kovacs, YMCA of Broward
Betty Kukin, 211 Broward
Jillian Krueger Printz, Broward Community College
Maria Kuhn-Brotton, United Way of Broward County
Shawn Lamarche, Broward County Child Care Licensing & Enforcement
Tom Land, Nova Southeastern University
Donna LaValle, Smith Community Mental Health
Sally Laws, Family Central, Inc.
Francois Leconte, Minority Development & Empowerment, Inc.
Denise Lederman, Broward Partnership for the Homeless, Inc.
Melinda Lee, Bank Atlantic
Andrew Leone, Florida Chain
Pamela Leggett, Workforce One
Tim Leistner, United Cerebral Palsy of Broward County
Brenda Levine, Women in Distress
Ray Lewis, City of Plantation
Audrey Ljung, Broward County Human Services/FSAD
Juliette Love, Broward County Human Services Division
Don Lucas, Access Health Solutions
Mary Macomber, Coordinating Council of Broward
Carolina Magnussen, Women in Distress
Lisa Magrino, Henderson Mental Health Center
Di Maharaj, Boys & Girls Club of Broward County
Nikki Main, Children's Service Council of Broward County
Danica Mamby, ChildNet
Izzy Martinez, Workforce One
Karol Martinez, Catholic Charities
Martha Martinez, Community Leader
Gwynn McDaniel, Kids in Distress
Jim McGuire, Ann Storck Center
Silvia McShan, Children's Services Council of Broward County
Saul Melendez, Kids in Distress
Leo Mesa, Jr., Reflections Wellness Center of Broward
Rebecca Miele, Broward County Health Department
Jeanne Miley, Children's Diagnostic & Treatment Center
Ginny Miller, ChildNet
Audrey Millsaps, Children's Services Board
Roland Montas, Office of the Attorney General
Billy Morgan, 211 Broward

Action Committee Members *(continued)*

Lisa Natiello, Harmony Development Center
Amalio Nieves, Broward County Public Schools
Richard F. Ogburn, South Florida Regional Planning Council
Blanca Onetto, ARC Broward
Linda Palmer, Children's Diagnostic & Treatment Center
Kathleen Pena, Legal Aid
Cynthia Peterson, Broward County Medical Association
Louna Pierre-Phillipe, Urban League of Broward County, Inc.
Susan Pippitt, Broward County Housing Authority
Renee Podolsky, Broward Regional Health Planning Council
Willie Ponder, Department of Juvenile Justice
Maria Pontillo, Agency for Health Care Administration (Medicaid)
Gloria Putiak, Children's Services Council of Broward County
Julie Price, ARC Broward
Wendi Rabucha, Children's Home Society
Arlene Ratner, HANDY, Inc.
Mayra Reimer, Henderson Mental Health Center
Rebecca Remek, Coalition to End Homelessness
Shannon Rhodes, Children's Services Council of Broward County
Julie Richards, Fort Lauderdale City Hall
Gilbert Rincon, Family Central, Inc.
David Roach, Broward County Health Department
John Roig, Family Central, Inc.
Janisse Rosario, Health Foundation of South Florida
Susan Rosenthal, Department of Children & Families
Kerry-Ann Royes, YMCA
Kim Schur, League for the Hard of Hearing
Ella Schutt, United Cerebral Palsy of Broward County
Sherrie Schwab, Women in Distress
Dianne Sepielli, Broward County Public Schools
Neiko Shea, ChildNet
Michael Shorter, Broward County Public Schools
Ralph E. Silverstein, Department of Children & Families
Dion Smith, Children's Services Council of Broward County
Kylie Spector, City of Plantation
Terri Speiser, Office of the Attorney General
Colleen Stroetz, Children's Services Council of Broward County
Sandra Sullivan, City of Fort Lauderdale
Cathy Susskind, Easter Seals
Charlene Swanson, Nova Southeastern University
Karen Swartzbaugh, Children's Services Council of Broward County
Tania Tersigni, Kids in Distress
Shari Thomas, Henderson Mental Health Center
Karlene Tomlinson, Department of Children & Families
Angela Towne, Women in Distress
Gabrielle Tunnage, Urban League of Broward County, Inc.
James Walker, Broward Sheriff's Office
Patty Walker, Guardian ad Litem
Carol Wasserman, Family Central, Inc.
Piper Weber, Children's Services Council of Broward County
Nancy Weintraub, Broward County Public Schools
Many Wells, Children's Services Administration Division

Action Committee Members (continued)

Rosie White, Department of Juvenile Justice
Hal Wiggin, Department of Children & Families
Beverly Wilkinson, Mental Health Association
Glender Williams, Broward County Public Schools/Broward Head Start Program
Mary Jean Woika, Nova Southeastern University
Jamie Wood, Memorial Healthcare Systems
Yvonne Wornelle, The Starting Place, Inc.
Ardith Wright, Broward County Health Department
Elly Zanin, Broward County Public Schools
Khalil Zeinieh, Workforce One
Lauren Zuchman, Henderson Mental Health Center

This list reflects participants as of April, 2007. The author regrets any errors or omissions in the acknowledgement of the volunteers.

Consultant Team

Lead Facilitator/Plan Author, Debbie Mason, APR, Fellow PRSA, President,
Strategists, Inc.
Contributor, Gary Bitner, APR, President, Bitner Goodman
Research Assistant, Michelle Portlock
Outreach Coordinator, Robyn Hankerson, Bitner Goodman
Art Director, Beth Zuckerkorn, Creative Director, Bitner Goodman

A4. Broward County Profile

Location

Broward County is located in the middle of Florida's southeast coast. It covers approximately 1,196 square miles, including 410 square miles of planning area and 787 square miles of conservation area. The coastal length of Broward County is approximately 25 miles.

Source: Broward County Commission 2004-05 Annual Report

Population

Broward is the second most populous country in Florida, in the center of a tri-county area that includes 5,334,685 residents – almost one-third (30.7%) of the state's total population (17,382,511).

Area	2005 population	Percent of Florida Population
Broward County	1,757,590	10.1%
Miami-Dade County	2,329,187	13.4%
Palm Beach County	1,247,908	7.2%
Total tri-county area	5,334,685	30.7%

Sources: US Bureau of the Census, 2005 American Community Survey

According to 2005 population estimates, Florida is the fourth most populous state in the nation and Broward County is more populous than 13 states (US Census Bureau, Population Estimates Program).

The number of residents in Broward County is becoming larger, younger, and more diverse.

Areas	2000	2005	Increase	% Change
Florida	15,982,378	17,382,511	1,400,133	8.76%
Broward	1,623,018	1,757,590	134,572	8.29%

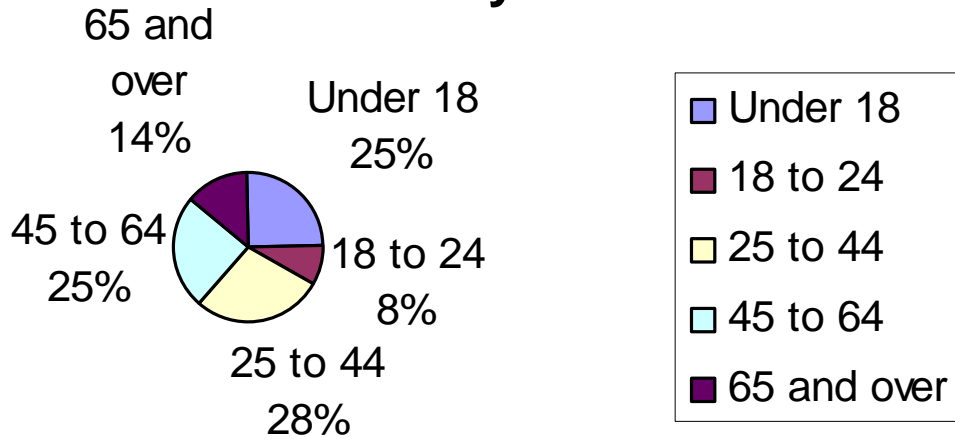
Sources: US Bureau of the Census, 2000 Census and 2005 American Community Survey

In the same time period (2000-2005), the number of children and youth has been increasing even more rapidly than the adult population in Broward. While the total population of Broward increased by 8.29% from 2000 to 2005, the number of residents from birth to 19 years old has gone up 14.07%.

Age Range	2000	2005	Increase	% Change
0-4	103,041	119,840	16,799	16.30%
5-9	110,142	121,098	10,956	9.95%
10-14	109,132	119,609	10,477	9.60%
15-19	95,161	115,677	20,516	21.56%
TOTAL YOUTH	417,476	476,224	58,748	14.07%

Sources: US Bureau of the Census, 2000 Census and 2005 American Community Survey

Age Distribution of People in Broward County in 2005

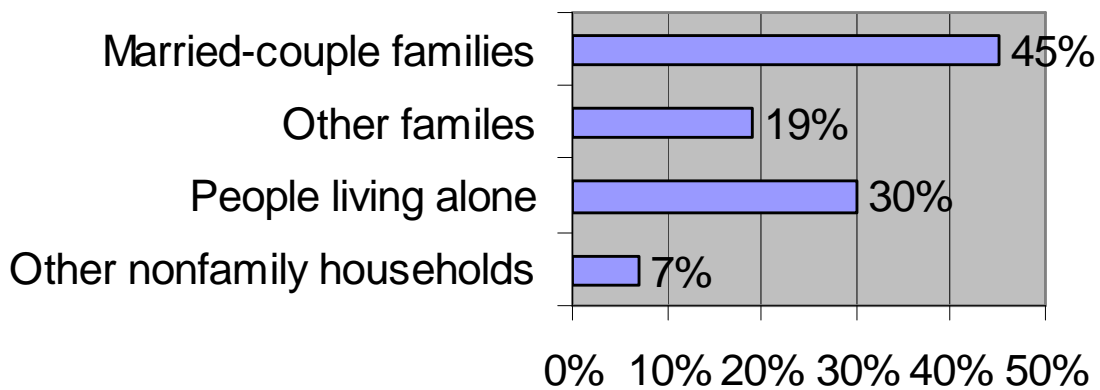


Source: US Bureau of the Census, 2005 American Community Survey

The median age in Broward County is 38.1, compared with 39.5 in Florida, and 36.4 nationally.

Families make up the majority (64%) of households in Broward County.

Types of Households in Broward County in 2005



Source: US Bureau of the Census, 2005 American Community Survey

Diversity

Broward's minority residents are increasing at a greater rate than its White population. The minority population of over one-half million (548,999) in 2005 (of those who identify as one race) represents a 29.69% increase since 2000, while the White population increased only 2.02% in the same period. The Hispanic or Latino population (of any race) increased by 42.98%. Individual breakdowns are as follows:

Race	2000	2005	# Change	% Change
White	1,145,387	1,168,396	23,109	2.02%
Black or African American	333,304	425,253	91,949	27.59%
American Indian & Alaskan Native	3,867	4,040	173	4.47%
Asian	36,581	51,920	15,339	41.93%
Native Hawaiian and Other Pacific Islander	916	1,004	88	9.61%
Some other race	48,642	66,782	18,140	37.29%
Two or more races	54,421	40,195	-14,226	-26.14%
TOTAL	1,623,018	1,757,590	134,572	8.29%

Source: US Bureau of the Census, American Community Survey, 2000 and 2005

	2000	2005	# Change	% Change
Hispanic or Latino	271,652	388,395	116,743	42.98%

Source: US Bureau of the Census, American Community Survey, 2000 and 2005

Diversity Characteristics of Broward County Public School Students

	White	Black	Hispanic	Asian	Native American	Multi-racial
Percent	31.48%	37.20%	25.29%	3.27%	0.19%	2.57%

Source: Broward County Public Schools, Twentieth Day Report 2006-07

The number of residents transplanted from states outside of Florida, and those that are foreign-born add considerable breadth to the county's diversity. According to the Bureau of the Census 2005 American Community Survey, over one quarter (29.67%), or 521,460 of Broward's 1,757,590 residents were born in Florida. Over one-third (37.7%), or 662,761, moved to Broward from other states. Another 49,423, representing 2.8%, came from Puerto Rico and other US Territories. The remaining 523,946 Broward residents, or 29.81%, are foreign born. Of those Broward residents who are foreign born, three quarters (or 395,035) come from Latin America.

Place of Birth of Broward Residents	2005	% of Population
Florida	521,460	29.67%
Different state	662,761	37.7%
Puerto Rico, US Island areas, or born abroad to American parents	49,423	2.8%
Foreign born	523,946	29.81%
TOTAL	1,757,590	100%

Source: US Bureau of the Census, American Community Survey 2005

Percent of people at least 5 years old who report speaking a language other than English at home: 34%

Of those who speak a language other than English,

- o percent who speak Spanish at home: 62%
- o percent who speak some other language: 38%
- o percent who report that they do not speak English "very well": 41%

Source: US Bureau of the Census, American Community Survey 2005

Education

Enrollment in Broward County Public Schools

	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Total	239,960	249,923	260,892	266,272	271,339	272,691	270,935

Source: Broward County Public Schools, Twentieth Day Reports

Broward County contains 251 public schools. There were 32 critically overcrowded schools in 2006-07, including 21 elementary schools, 7 middle schools, and 4 high schools. Public schools are over-enrolled by almost 3,500 students in grades K-12 (not including centers and charters).

In 2005, 87% of people 25 years and over in Broward County had at least graduated from high school, compared with 84.5% in Florida.

Source: US Census Bureau, American Community Survey 2005

Income and Employment

Median household income: \$46,673

Percent of people in poverty: 11%

Percent of children under 18 years in poverty: 15%

Source: US Census Bureau, American Community Survey 2005

Largest Public Sector Employers:

Broward County School Board	36,853
Memorial Healthcare System	7,981
Broward County Government	7,108

Largest Private Sector Employers:

American Express	6,300
Spherion	4,000
Motorola	3,000

Source: Broward County Commission 2004-05 Annual Report

Exceptional Student Membership Fall 2005

Primary Exceptionality	White Non-Hispanic	Black Non-Hispanic	Hispanic	Asian/Pacific Islander	American Indian/Alaskan Native	Multiracial	Female	Male	Total Membership
Educable Mentally Handicapped	306	1238	231	22	0	15	742	1,070	1,812
Trainable Mentally Handicapped	146	331	137	19	2	11	273	373	646
Orthopedically Impaired	163	123	92	10	1	8	174	223	397
Speech Impaired	3,060	1,879	1,159	170	6	164	2,063	4,438	6,438
Language Impaired	930	2107	1126	84	7	83	1,658	2,679	4,337
Deaf or Hard of Hearing	99	154	49	13	1	3	152	167	319
Visually Impaired	17	18	9	1	0	0	22	23	45
Emotionally Handicapped	685	614	201	8	2	42	365	1,1875	1,552
Specific Learning Disabled	3,123	2,808	2,294	71	18	166	2,330	6,150	8,480
Gifted	5,472	1,656	2,274	687	23	330	4,907	5,535	10,442
Hospital/Homebound	68	83	31	3	2	9	88	108	196
Profoundly Mentally Handicapped	54	116	63	4	0	3	101	139	240
Dual Sensory Impaired	0	0	0	0	0	0	0	1	0
Autistic	902	512	503	57	6	70	338	1,712	2,050
Severely Emotionally Disturbed	258	156	57	1	0	8	115	365	480
Traumatic Brain Injured	24	37	13	0	0	0	26	48	74
Developmentally Delayed	500	892	475	28	5	37	532	1,405	1,937
Established Conditions	4	0	1	0	0	1	2	4	6
Other Health Impaired	1,301	708	525	18	2	73	688	1,939	2,627
All Exceptionalities	17,112	13,432	9,240	1,196	75	1,023	14,576	27,502	42,078

DOE Student Database, Survey 2 data, October 10-14, 2005, as of November 30, 2005.

Note: Exceptional Student Membership reflects counts only from Broward County Schools ESE ages 5 to 21. These counts do not include home schooled or privately school children.

Housing

Median price of a single family home in Broward County is almost \$400,000

Median price of a condo is well over \$200,000

Source: Broward County Commission 2004-05 Annual Report

Median Household Price in Broward County was \$369,000 (Dec. 2005), compared with \$235,100 statewide

Source: Broward Regional Health Planning Council

Percent of occupants with a Housing Cost Burden in Broward County in 2005 (those who pay more than 30% of income for housing):

48% of owners with mortgages have a housing cost burden

26% of owners without a mortgage have a housing cost burden

56% of renters have a housing cost burden

Source: US Bureau of the Census, American Community Survey 2005

Homeless population: 2,606 individuals, 508 families

Source: Broward Regional Health Planning Council

Health

Percent of Low Birthweight Births

	1999	2000	2001	2002	2003	2004
Broward, FL (<i>county</i>)	8.4%	8.2%	8.3%	8.8%	8.7%	8.8%
Miami-Dade, FL (<i>county</i>)	7.9%	7.9%	7.6%	8.1%	8.6%	8.4%
Hillsborough, FL (<i>county</i>)	8.0%	8.1%	8.4%	8.5%	8.8%	8.6%
Palm Beach, FL (<i>county</i>)	7.7%	7.7%	8.0%	8.4%	8.5%	9.3%

Definitions, Data Sources, and Notes

Percent of Low Birthweight Births

Definitions: Infants weighing less than 2,500 grams (5 lbs. 8 oz.) at birth as a percent of all live births.

Data Source: Office of Vital Statistics, Florida Department of Health, Jacksonville, Florida (chart downloaded from CLIKS website, Annie E. Casey Foundation)

Infant Mortality Rate (per 1,000)

	1999	2000	2001	2002	2003	2004
Broward, FL (<i>county</i>)	7.0	5.8	6.6	6.0	6.4	5.9
Miami-Dade, FL (<i>county</i>)	5.2	5.8	5.8	6.0	6.0	5.2
Hillsborough, FL (<i>county</i>)	8.5	7.9	8.4	8.8	9.0	8.9
Palm Beach, FL (<i>county</i>)	6.2	7.1	6.5	8.6	7.6	6.5

Definitions, Data Sources, and Notes

Infant Mortality Rate (per 1,000)

Definitions: The number of deaths to individuals less than one year of age per 1,000 live births.

Data Source: Office of Vital Statistics, Florida Department of Health, Jacksonville, Florida (chart downloaded from CLIKS website, Annie E. Casey Foundation)

Percent of Births to Unwed Mothers

	1999	2000	2001	2002	2003	2004
Broward, FL (<i>county</i>)	33.6%	34.4%	35.3%	35.4%	35.6%	37.0%
Miami-Dade, FL (<i>county</i>)	41.1%	42.5%	41.7%	41.6%	42.2%	43.4%
Hillsborough, FL (<i>county</i>)	38.5%	38.7%	39.2%	40.7%	40.6%	42.1%
Palm Beach, FL (<i>county</i>)	34.5%	35.9%	36.7%	36.5%	37.0%	39.2%

Definitions, Data Sources, and Notes

Percent of Births to Unwed Mothers

Definitions: Births to mothers who indicated that they were not married at the time of the birth as a percent of all live births.

Data Source: Office of Vital Statistics, Florida Department of Health, Jacksonville, Florida (chart downloaded from CLIKS website, Annie E. Casey Foundation)

Healthy Start Screening Rates 2005	Broward County	Florida
Prenatal	57.48%	67.36%
Infant	62.84%	72.94%

Source: Broward Regional Health Planning Council

A5. Broward County Children’s Strategic Plan

Note: Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources have recalculated some estimates.

Abuse and Neglect Committee Work Plan

GOAL: Children in Broward County are safe from abuse and neglect in homes, neighborhoods, schools and community.

OBJECTIVE:	To reduce the rate of child abuse/neglect per 1,000 children with verified evidence of maltreatment.					
TARGET:	Target Year 2010*		Target Year 2015*			
	17.3%		15%			
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/5
	19.5%	33.1%	26%	n/a	22.1%	21.6%
SOURCE:	For FY 1999/00 through 2002/03 Projections from Florida Pop Estimates & Projections (EDR) FY (as of Jan. 1) in reports dated July of each FY as provided by DCF. For FY 2003/04 and 2004/05 DCF HomeSafenet Annual Report, Table B-04 Children <u>Identified as Victims</u> . (Ratio of unduplicated victims.) Committee suggested that number of incidents also be tracked.					

OBJECTIVE:	To increase the percentage of children who do not experience indicated or verified abuse/neglect within <u>6</u> months after reunification with their families. DCF states the definition of families “if a child is reunified with parent, relative, or whoever they were removed from. It could be mother, father, relative, non-relative, adoptive parents, etc.”					
TARGET:	Target Year 2010*		Target Year 2015*			
	96.4%		100%			
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
	n/a	n/a	n/a	n/a	96.4%	90.60%
SOURCE:	HomeSafenet Annual Report, Table C-3 <u>Re-Maltreatment within 6 Months of Service Termination</u> . (Post placement is specific to reunification with families.)					
Note: This is a new indicator for 6 months. This indicator was previously measured at 12 months by the State.						

OBJECTIVE: To increase one year post adoption success for children in the system.

TARGET:	Target Year 2010		Target Year 1015				
	TBD		TBD				
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	47.6%	55%	45%	58.8%	60.1%	71.5%	67.2%

This percentage shows the one year post adoption success for children as compared to the universe of children in the system. NOTE: Per DCF, this information will not be available in the future.

SOURCE: DCF Adoption and Related Services Statistical Report

PLAN STRATEGIES:

STRATEGY: Ensure comprehensive array of prevention and intervention services exist to assist children and families needed treatment and support.

STRATEGY: Increase the availability, accessibility and effectiveness of family support and strengthening services.

STRATEGY: Develop and promote a countywide system of prevention and intervention that educates families on caring for children.

STRATEGY: Educate children, families and professionals who work with children and families through a unified social marketing campaign about child maltreatment and how to report it.

STRATEGY: Organize a community-wide campaign to increase awareness of the need for additional foster parents and adoptive parents.

STRATEGY: Improve education of all Florida Bar members regarding permanency and adoption.

STRATEGY: Improve understanding and collaboration of the nonprofit providers as to what is available in the community and the services provided by each nonprofit organization.

STRATEGY: Develop a single, unified, comprehensive system for support and services for youth age 13-22 in foster, relative or non-relative care to prepare for the transition out of foster care.

STRATEGY: To develop a data tracking system to measure, and then to decrease the number of changes in placements that foster children experience while in the care of the foster care system.

STRATEGY: To increase the number of placement options for teens in the foster care system.

STRATEGY: To ensure that children age 18 leaving the foster care system have improved abilities to be self-sufficient.

STRATEGY: Decrease the number of days children spend in shelter or group homes.

STRATEGY: Develop centralized data source to measure the time it takes to complete the TPR and the time period between the completion of the TPR and adoption.

STRATEGY: Develop the data and increase the number of funded family strengthening services.

STRATEGY: Increase the percentage of children in the foster care system has an active Guardian Ad Litem.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Behavioral Health Committee Work Plan

GOAL: Ensure that sufficient services exist to assist children and families needing prevention, intervention, treatment, and support for mental health and substance abuse issues.

Objectives are in priority order:

OBJECTIVE ONE: To reduce suicide rates of all children in Broward County.

OBJECTIVE:	To reduce the percentage of students in grades 9-12 who have attempted suicide.						
TARGET:	Target Year 2010	Target Year 2015					
	6.9%	4.7%					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	7.9%	n/a	7.6%	n/a	8.5%	n/a	8.8%
SOURCE:	CDC Youth Risk Behavior Survey (YRBS); surveys high school students						

OBJECTIVE:	To reduce the number of suicide deaths per 100,000 youth ages 15-19.						
TARGET:	Target Year 2010	Target Year 2015					
	TBD	TBD					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	3.2	6.3	3.0	7.0	2.9	5.4	0.9
SOURCE:	Calculated using raw numbers & population estimates from FDOH Florida Charts online						

OBJECTIVE:	To reduce the number of suicide deaths per 100,000 youth ages 5-10 (elementary school aged).						
TARGET:	Target Year 2010		Target Year 2015				
	TBD		TBD				
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	0.00	0.01	0.00	0.00	0.00	0.00	0.00
SOURCE:	Calculated using raw numbers & population estimates from FDOH Florida Charts online						

OBJECTIVE:	To reduce the number of suicide deaths per 100,000 youth ages 11-14 (middle school aged).						
TARGET:	Target Year 2010		Target Year 2015				
	TBD		TBD				
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	0.00	0.00	0.01	0.02	0.01	0.02	0.02
SOURCE:	Calculated using raw numbers & population estimates from FDOH Florida Charts online						

Objective Two: To reduce the use of substance abuse of all children and youth in Broward County.

OBJECTIVE:	To reduce the percentage of youth who currently (within the last 30 days) use marijuana.						
TARGET:	Target Year 2010		Target Year 2015				
	14.7%		13.2%				
TREND DATA 1:	1999	2000	2001	2002	2003	2004	2005
	20.9%	n/a	21.8%	n/a	17.9%	n/a	17.3%
SOURCE 1:	CDC Youth Risk Behavior Survey (YRBS); surveys high school students						
TREND DATA 2:	1999	2000	2001	2002	2003	2004	2005
	n/a	11.5%	n/a	10.0%	n/a	10.2%	n/a
SOURCE 2:	Florida Youth Substance Abuse Survey (FYSAS); surveys students in grades 6-12						

OBJECTIVE:	To reduce the percentage of youth who are currently (within the last 30 days) drinking alcohol.						
TARGET:	Target Year 2010 36.9%		Target Year 2015 36.2%				
TREND DATA 1:	1999 44.1%	2000 n/a	2001 43.9%	2002 n/a	2003 42%	2004 n/a	2005 38.3%
SOURCE 1:	CDC Youth Risk Behavior Survey (YRBS); surveys high school students						
TREND DATA 2:	199 n/a	2000 33.1%	2001 n/a	2002 31.0%	2003 n/a	2004 30.3%	2005 n/a

OBJECTIVE:	To reduce the percentage of youth who are currently (within the last 30 days) smoking cigarettes.						
TARGET:	Target Year 2010* 5.5%		Target Year 2015				
TREND DATA 1:	1999 21.9%	2000 n/a	2001 18.3%	2002 n/a	2003 13.4%	2004 n/a	2005 13.7%
SOURCE 1:	CDC Youth Risk Behavior Survey (YRBS); surveys high school students						
TREND DATA 2:	1999 n/a	2000 14.0%	2001 n/a	2002 9.2%	2003 n/a	2004 7.8%	2005 n/a
SOURCE 2:	Florida Youth Substance Abuse Survey (FYSAS); surveys students in grades 6-12						

OBJECTIVE:	To reduce the percentage of youth who are currently (within the last 30 days) using cocaine.						
TARGET:	Target Year 2010*	Target Year 2015*					
	1.9%	1.0%					
TREND DATA 1:	1999	2000	2001	2002	2003	2004	2005
	2.6%	n/a	2.6%	n/a	2.2%	n/a	2.9%
SOURCE 1:	CDC Youth Risk Behavior Survey (YRBS); surveys high school students						
TREND DATA 2:	1999	2000	2001	2002	2003	2004	2005
	n/a	1.4%	n/a	0.4%	n/a	0.9%	n/a
SOURCE 2:	Florida Youth Substance Abuse Survey (FYSAS); surveys students in grades 6-12						

OBJECTIVE:	To decrease the percentage of students who are currently (within the last 30 days) using depressants, amphetamines, and other prescription drugs without a doctor's order.							
TARGET:		Target Year 2010		Target year 2015				
	<i>middle school and high school students</i>	3.4%		2.0%				
TREND DATA:		2000	2001	2002	2003	2004	2005	2006
	<i>high school students</i>	2.4%	n/a	8.2%	n/a	5.4%	n/a	4.7%
	<i>middle school & high school students</i>	1.6%	n/a	6.2%	n/a	4.2%	n/a	4.2%
SOURCE	Florida Youth Substance Survey (FYSAS)							
Note: Data on oxycontin and other prescription drug pain killers not collected in 2000; Xanax was added to list of depressants in 2002								

OBJECTIVE:	To decrease the percentage of students who had their first drink of alcohol before age 13.						
TARGET:	Target Year 2010 26.1%	Target year 2015 23.3%					
TREND DATA:	1999 30.8%	2000 n/a	2001 27.6%	2002 n/a	2003 29.3%	2004 n/a	2005 27.9%
SOURCE:	CDC Youth Risk Behavior Survey (YRBS); surveys high school students						

OBJECTIVE:	To decrease the percentage of students who tried marijuana before age 13.						
TARGET:	Target Year 2010 7.9%	Target year 2015 7.46%					
TREND DATA:	1999 9.8%	2000 n/a	2001 8.9%	2002 n/a	2003 9.0%	2004 n/a	2005 8.7%
SOURCE:	CDC Youth Risk Behavior Survey (YRBS); surveys high school students						

Objective Three: Increase the days in the community per year that emotionally, and severely emotionally disturbed youth spend with increasingly adaptive behaviors.

OBJECTIVE:	To increase the average number of days per year that severely emotionally disturbed children spend in the community with increasingly adaptive behaviors.							
TARGET:	Target Year 2010 347		Target Year 2015 361					
TREND DATA:	1998/99 326	1999/00 331	2000/01 321	2001/02 332	2002/03 348	2003/04 339	2004/05 347	2005/06 344
SOURCE:	Local DCF SAMH (end of year reports from Tallahassee for FY 2002-2005) Note: Plan participants would like to continue to study how adaptive behavior is tracked for possible improvement.							

OBJECTIVE:	To increase the average number of days per year that emotionally disturbed children spend in the community with increasingly adaptive behaviors.							
TARGET:	Target Year 2010		Target Year 2015					
	359		363					
TREND DATA:	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	354	354	351 358	361	360	360	353	
SOURCE:	Local DCF SAMH (end of year reports from Tallahassee for FY 2002-2005)							
SOURCE 2:	Florida Youth Substance Abuse Survey (FYSAS); surveys students in grades 6-12							

PLAN STRATEGIES:

STRATEGY: Provide a comprehensive and integrated screening, assessment and service delivery process that relies on strength-based, non-duplicative evaluations and seeks the earliest possible identification of children needing substance abuse/behavioral health services, including co-occurring diagnosis.

STRATEGY: Provide an integrated plan of care for identified children served by multiple entities that is outcome driven and directly tied to the child's assessment.

STRATEGY: Increase the availability/accessibility of behavioral health services, including substance abuse and respite.

STRATEGY: Assess the level of school-based behavioral health services to determine needs.

STRATEGY: Develop a campaign to change attitudes and perceptions about alcohol and drug abuse among youth and parents.

STRATEGY: Develop braided funding.

STRATEGY: Develop mechanisms that allow flexible use of funds for substance abuse/behavioral health services in support of evidence-based best practices.

STRATEGY: Identify and fund/support of behavioral health services to help children successfully transition to adulthood.

STRATEGY: Develop and analyze gender-specific data on the use of alcohol by girls.

STRATEGY: To increase educational opportunities for families/caregivers targeted at identifying risk factors for maladaptive behaviors.

STRATEGY: Develop a System of Care that supports Infant Mental Health.

STRATEGY: Ensure that the physical health needs of children with behavioral health needs are being met.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Community / Housing / Homeless Committee Work Plan

GOAL: Improve the quality of life for children in homes, neighborhoods, and community.

Objective One: To reduce the number of children under 18 years of age living below the poverty level.

OBJECTIVE:	To reduce the number of children under 18 years of age living below the poverty level.						
TARGET:	Target Year 2010		Target Year 2015				
	14.1%		12.3%				
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	18.5%	14.7%	15.4%	15.6%	16.2%	13.5%	15.3%
SOURCE:	CCB Benchmarks for 1999; US Census Bureau 2004 and 2005 American Community Survey for all other years						

OBJECTIVE:	To reduce the percentage of elementary school children needing free/reduced lunch.					
TARGET:	Target Year 2010		Target Year 2015			
	43.1%		42.3%			
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
	43.7%	43.9%	44.7%	45.8%	45%	44.9%
SOURCE:	FDOE School Indicators Report online					

OBJECTIVE:	To increase the percentage of adults who feel that the problem of crime is decreasing in their neighborhoods.				
TARGET:	Target Year 2010		Target Year 2015		
	18.4%		17.2%		
TREND DATA:	2001	2002	2003	2004	2005
	21.8%	n/a	20.7%	n/a	20%
SOURCE:	PRC Survey, Coordinating Council of Broward				

OBJECTIVE:	To increase adult volunteerism in neighborhoods. In the past year, the percentage of surveyed adults that have done any volunteer work in their neighborhood or community		
TARGET:	Target Year 2010 TBD	Target Year 2015 TBD	
TREND DATA:	2003 36.6%	2004 n/a	2005 39%
SOURCE:	PRC Survey, Coordinating Council of Broward		

PLAN STRATEGIES:

PRIORITY STRATEGIES:

STRATEGY 1): Reduce the number of families with children who are homeless by building a spectrum of prevention strategies.

SUB-STRATEGY: Increase the availability/accessibility of affordable housing for those at or below 30% of the area median income.

SUB-STRATEGY: Increase the availability/accessibility of affordable housing for those at or below 50% of the area median income.

SUB-STRATEGY: Provide more affordable rental opportunities.

SUB-STRATEGY: Increase the percentage of children getting basic needs of food and shelter met.

SUB-STRATEGY: Increase the availability/accessibility of emergency assistance such as food, shelter, clothing, and transportation.

STRATEGY 2: Develop a measure for youth perceptions of safety and security in their neighborhoods.

SUB-STRATEGY: Increase youth volunteerism in neighborhoods.

OTHER STRATEGIES:

STRATEGY: Implement more community development strategies to decrease crime and increase safety.

STRATEGY: Increase the availability of housing units for the special needs populations, such as developmentally and physically disabled (Federal law defines a person with a disability as “Any person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment”).

STRATEGY: Improve/expand the array of supportive services for the homeless to improve literacy and employability.

STRATEGY: Incorporate and link community-policing initiatives with community mobilization strategies.

STRATEGY: Promote more opportunities for homeownership.

STRATEGY: Increase the availability of housing units for the mentally ill and those recovering substance abuse.

STRATEGY: Evaluate affects of parental incarceration on children and families as a unit.

STRATEGY: Implement housing-first model for families transitioning from homeless system into independent living.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Delinquency Committee Work Plan

GOAL: Prevent juvenile delinquency in Broward County.

Objectives listed in priority order:

Objective One: Increase youths referred to diversion programs.

OBJECTIVE:	To increase the number of youths referred to diversion programs.						
TARGET:	Target Year 2010	Target Year 2015					
	3623.0	4212.0					
TREND DATA:	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
	3,426	3,388	2,103	2,689	2,957	3,240	3,438
SOURCE:	Delinquency Profiles 1999/00 and 2004/05, DJJ						

OBJECTIVE:	To increase the number of youths referred to diversion programs for felony offenses with less grave circumstances.						
TARGET:	Target Year 2010	Target Year 2015					
	903	1084					
TREND DATA:	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
	674	834	511	673	702	804	847
SOURCE:	Delinquency Profiles 1999/00 and 2004/05, DJJ						

Objective Two: To decrease over representation of minority youth in the juvenile justice system.

OBJECTIVE:	To decrease over representation of minority youth in the juvenile justice system.						
TARGET:	Target Year 2010 60%	Target Year 2015 56%					
TREND DATA:	1998/99 n/a	1999/00 n/a	2000/01 63%	2001/02 62%	2002/03 65%	2003/04 66%	2004/05 68%
SOURCE:	Delinquency Profiles 1999/00 and 2004/05, FDJJ (data is not available before 2000/01 because of differences in how data were collected)						

Objective Three: To reduce the number of juveniles referred for all crimes. (Note, committee recommends tracking begin at age 8 for future counts.)

OBJECTIVE:	To reduce the number of juveniles referred for all crimes per 100,000 youth ages 10–17.						
TARGET:	Target Year 2010 4,471.0	Target Year 2015 4,054.0					
TREND DATA:	1998/99 5,838	1999/00 5,291	2000/01 4,856	2001/02 4,825	2002/03 4,748	2003/04 4,453	2004/05 4,505
SOURCE:	Calculated from raw numbers in FDJJ Profile of Florida Delinquency						

OBJECTIVE:	To decrease the number of youth referred for delinquency per 100,000 youth ages 10–14.						
TARGET:	Target Year 2010 2,154	Target Year 2015 2,147					
TREND DATA:	1998/99 2,909.3	1999/00 2,616.1	2000/01 2,573.0	2001/02 2,399.5	2002/03 2,403.8	2003/04 2,254.4	2004/05 2,188.0
SOURCE:	Calculated from raw numbers in FDJJ Profile of Florida Delinquency						

OBJECTIVE:	To decrease the number of delinquent offenses per 100,000 youth ages 10-14.						
TARGET:	Target Year 2010		Target Year 2015				
	3,088		3,007				
TREND DATA:	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
	4,446.3	3,898.2	3,728.7	3,581.5	3,377.6	3,243.3	3,326.3
SOURCE:	Calculated from raw numbers in FDJJ Profile of Florida Delinquency						

OBJECTIVE:	To reduce the violent crime arrest rate per 100,000 youth ages 10–17.						
TARGET:	Target Year 2010*		Target Year 2015*				
	488		488				
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	584.6	586.7	566.2	549.0	435.4	503.9	477.3
SOURCE:	Rates from Richard Ogburn of South Florida Regional Planning Council based on FDLE data from BSO.						

OBJECTIVE:	To reduce the property crime arrest rate per 100,000 youth ages 10-17.						
TARGET:	Target Year 2010		Target Year 2015				
	1,957		1,951				
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	2,925.6	2,635.2	2,686.5	2,476.3	2,179.0	2,065.6	1,810.2
SOURCE:	Rates from Richard Ogburn of South Florida Regional Planning Council based on FDLE data from BSO.						

PLAN STRATEGIES:

PRIORITY STRATEGIES:

Tying to objective one:

STRATEGY 1): Advocate for appropriate funding for prevention and intervention programs.

Tying to objective two:

STRATEGY 2): Build greater capacity for diversion programs in Broward County.

STRATEGY 3): Develop a Juvenile Violence Prevention Collaborative to address overrepresentation of minority youth and to reduce violent juvenile crime in the community.

Tying to objective three:

STRATEGY 4): Restore and increase the availability of non-secure shelter/respice.

STRATEGY 5): Develop a system of graduated sanctions for all youth in diversion and on probation.

STRATEGY 6): Improve gender responsive services for girls in the Juvenile Justice system.

STRATEGY 8): To increase linkage of services for youth with identified issues while on probation.

Other strategies:

STRATEGY: Reduce child on child sexual offense arrests in Broward County.

STRATEGY: Increase referrals for children exhibiting inappropriate sexual behaviors to prevent child on child sexual abuse.

STRATEGY: Create a non-secure, gender appropriate detention shelter program to serve female and male youth.

STRATEGY: Create an intensive program to meet the specialized needs of very young offenders of sexual abuse.

STRATEGY: Increase gender responsive programs and services for at risk youth in Broward County.

STRATEGY: To increase resources for placement for children involved in or arrested for sexual offenses.

STRATEGY: To evaluate the impact of the growing representation of girls in the juvenile justice system.

STRATEGY: Increase the evidence-based programs (FFT functional family and MST Multi-system) for kids at risk of delinquency.

STRATEGY: Increase the evidence-based programs (FFT functional family and MST Multi-system) for kids in the juvenile delinquency system.

STRATEGY: Create programs to decrease violence.

STRATEGY: Improve gender responsive services for gender identity challenged youth in the Juvenile Justice system.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Domestic Violence Committee Action Plan

GOAL: Children in Broward County will reside in non-violent families and develop non-violent relationships.

OBJECTIVE:	To decrease the number of domestic violence offenses per 100,000 persons.						
TARGET:	Target Year 2010		Target Year 2015				
	408.0		385.0				
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	549.5	475.1	440.6	434.9	471	482.4	473.5
SOURCE:	FDLE Division of Criminal Justice Information Systems, as used by original BCCSP Plan.						

PLAN STRATEGIES:

PRIORITY STRATEGIES:

STRATEGY 1): Expand services that are currently predominantly crisis-oriented to include preventive measures.

ACTION STEP: Provide increased, accessible, and available services to all victims of domestic violence involved in dependency proceedings and provide due consideration prior to taking the child(ren) away from the victim/parent.

Outcome of strategy 1) To decrease the incidence of repeat calls to law enforcement of domestic violence in homes where children are present.

STRATEGY 2): Educate and increase awareness among children and parents about domestic violence and its effects on children in partnership with WIC, ECL and school system.

Outcome of strategy 2): To decrease the incidence of restraining orders of youth involved with domestic violence and dating violence.

STRATEGY 3): Develop and implement a standardized measurement process to track changes in knowledge, opinion and beliefs of youth related to domestic violence. Measure pre and post trainings to track change in learning of youth after trainings.

OTHER STRATEGIES:

STRATEGY: To increase the percentage of batterers removed from homes where children are present.

STRATEGY: To decrease the incidence of youth batterers in domestic violence and dating.

STRATEGY: To decrease the arrest rate of youth involved with domestic violence and dating.

STRATEGY: To decrease the school incidence reports of youth involved with domestic violence and dating violence, as batterers or victims.

STRATEGY: Increase the amount of shelter space available for both male and female victims of domestic violence, and their children.

STRATEGY: Increase the in-depth training for law enforcement, state investigators and prosecutors on the dynamics of domestic violence and its effect on children.

STRATEGY: Develop a system to track teen dating violence incidence report.

STRATEGY: Establish and implement an in-depth training for all Florida Bar members on the dynamics of domestic violence and its effect on children.

STRATEGY: Enhance the pro-arrest, pro-prosecution policy on the part of law enforcement and prosecution.

STRATEGY: Increase the utilization by child protective workers of the Chapter 39 injunctions to protect children.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Education Work Plan

Note: This plan reflects K-12 public schools in Broward County; it does not reflect home schooled or privately schooled children.

Note: 2001-2004 data supplied by Broward County Public Schools. 2005/06 data will be provided on April 18, 2007. Edited for formatting by Strategists, Inc. December, 2006. Targets marked with an asterisk (*) have been set by committee consensus. All others were set by Statistical Process Control method.

Our Vision:

Broward County Public Schools—providing the highest quality education for all students

Our Mission:

The School Board of Broward County, Florida is dedicated to meeting the educational needs of all students in a safe learning environment.

Our Core Values:

- Student Focus
- Communication, Trust, Teamwork
- Benchmark the Best
- Excellence
- Integrity and Ethics

Our Beliefs:

- Learning must take place at home, in school, and in the community.
- Learning is an important aspect of a student's life.
- The District must provide educational opportunities from school readiness through adult education.
- We are accountable for improving student achievement.
- All students will learn when their individual needs are met.
- All students will be taught how to learn.
- We must prepare all students for a knowledge-based, technologically rich, and culturally diverse 21st century.
- We must provide a safe and secure environment, which is essential for teaching and learning.
- Partnerships, which include parents, community and businesses, enhance student achievement with stakeholder involvement.
- All individuals will be treated with respect and dignity.
- Stakeholder involvement is a valuable tool for decision-making.
- Professional staff development enhances a quality school.
- The School Board is committed to assuring that schools promote cultural diversity and reinforce the positive tenets of character education in a democratic society.

Goal I: All students will achieve at their highest potential.

Obj. 1.1 By 2014, 100 % of students in Grades 3-10 will perform on grade level in reading, writing, and math as measured by standardized tests and required by the No Child Left Behind Act and the A+ Plan. (See Table 1)

Table 1

FCAT Data Student Scoring Level 3 or Higher Broward	2004 Baseline			2005 Scores			% Increase/ (Decrease)			Targets 2010			Best in Class 2004		
	R	M	W ¹	R	M	W	R	M	W ¹	R	M	W ¹	School/ Reading Score	School/ Math Score	School/ Writing Score
Grade 3	65	68	NA	67	73	NANA	3%	3%	NA	86	87	NA	P.K. Yonge 92	FAU Henderson 93	NA
Grade 4	70	68	78	69	69	80	14.7%	36%	6.8%	88	87	91	Virtual Pilot 96	FSU School 79	Union County 4.0
Grade 5	60	58	NA	65	61	NA	7.1%	5.4%	NA	84	83	NA	FSU School 84	FSU School 81	NA
Grade 6	56	53	NA	57	54	NA	(1.7%)	3.9%	NA	82	81	NA	FAU Henderson 81	FAU Henderson 72	NA
Grade 7	56	56	NA	56	58	NA	1.8%	5.3%	NA	82	82	NA	FAU Henderson 78	FAU Henderson 85	NA
Grade 8	47	60	77	47	63	81	(7.8%)	1.7%	0.0	79	84	91	FAU Henderson 96	FAU Henderson 100	P.K. Yonge 4.2
Grade 9	30	55	NA	37	62	NA	(2.0%)	5.7%	NA	77	82	NA	FSU School 50	FSU School 83	NA
Grade 10	34	65	81	29	63	82	(2.8%)	4.8%	2.5%	77	86	92	FSU School 49	FSU School 84	Union County 4.2

¹Percent at 3.5 or higher
(Source—FL DOE)

Comparable Large Urban Districts in Florida (Trend Data)

FCAT Percent at level 3 and above		Reading								Math								Writing ¹		
Grade		3	4	5	6	7	8	9	10	3	4	5	6	7	8	9	10	4	8	10
Broward	2002	62	59	54	56	52	47	29	35	66	56	55	51	53	55	48	62	56	72	81
	2003	63	61	56	57	55	51	31	35	66	59	55	51	53	59	52	61	73	79	80
	2004	65	70	60	56	56	47	30	34	68	68	58	53	56	60	55	65	78	77	81
Duval	2002	60	57	54	48	46	43	26	33	53	42	44	33	38	48	41	55	50	69	73
	2003	65	60	57	49	47	45	27	34	57	47	46	38	38	49	44	58	62	69	75
	2004	67	67	57	50	47	40	29	33	80	55	49	38	40	50	50	62	69	70	82
Hillsborough	2002	58	54	54	53	51	48	30	40	62	54	51	50	54	61	57	68	60	85	85
	2003	63	58	56	54	51	52	33	36	65	54	51	50	52	62	60	65	74	88	87
	2004	67	67	59	55	51	46	35	36	65	61	52	48	53	63	63	68	72	82	85
Orange	2002	52	49	47	46	44	41	27	34	54	48	42	40	42	50	45	52	43	68	79
	2003	58	55	56	49	45	44	29	34	59	50	49	44	43	52	48	59	68	73	78
	2004	62	66	54	53	48	40	29	33	59	61	52	48	45	53	51	61	70	72	81
Palm Beach	2002	58	54	53	52	51	44	27	38	55	50	50	44	49	54	47	64	55	66	79
	2003	62	58	56	55	52	49	31	32	63	52	52	49	49	56	55	58	73	75	75
	2004	64	68	57	54	52	45	33	37	64	66	53	51	56	59	58	69	71	74	82
Pinellas	2002	58	54	56	55	55	51	31	42	60	51	47	45	49	57	50	66	56	82	83
	2003	62	61	60	57	56	54	32	41	64	55	49	46	50	59	51	67	70	84	84
	2004	66	71	61	58	56	48	35	39	64	62	51	45	50	57	54	65	71	78	82

¹Percent of students scoring 3.5 or higher (Source: Florida DOE)

Large Urban District Comparison Data 2003
% Students Proficient and above

Broward	Reading	Math	Charlotte-Mecklenburg	Reading	Math
Grade 3	63	66	Grade 3	81.6	81.6
Grade 4	61	59	Grade 4	82.9	82.9
Grade 5	56	55	Grade 5	86.6	86.6
Grade 6	57	51	Grade 6	76.9	76.9
Grade 7	55	53	Grade 7	81.9	81.9
Grade 8	51	59	Grade 8	83.8	83.8
Grade 9	31	52	Grade 9	NA	NA
Grade 10	35	61	Grade 10	NA	NA

Obj. 1.2 The proportion of students in high school who participate and perform¹ in higher-level courses (Advanced Placement, Dual Enrollment, and/or Honors) will increase to 20% by 2010.

¹ (Score 3 or higher on AP Exam, receive a grade of C or higher and be eligible for college credit in Dual Enrollment Courses, receive a grade of C or higher in Honors Courses).

Baseline Data: Student Participation in AP courses

Participation				% Increase/ (Decrease)			Best in Class 2003
2001	2002	2003	2004	2002	2003	2004	
4,157	5,142	6,724	7,349	23.6%	30.1%	9.2%	Stoneman Douglas 574

Baseline Data: Student Performance in AP Courses

Performance—Scores 3 and Above			% Increase/ (Decrease)		Best in Class 2003
2002	2003	2004	2003	2004	
5,628	6,146	6,849	9%	11.4%	Stoneman Douglas 897

(Source: Research Services)

Baseline Data: Student Participation in Dual Enrollment/College Academy

Student Participation	2002	2003	2004	% Increase/ (Decrease)	
				2003	2004
Dual Enrollment	852	1,268	1,165	49%	(8.1%)

Baseline Data: Student Performance in College Academy Courses

Graduation Statistics 2003	High School Diplomas	Associates of Arts Degrees Awarded
111 Students participants	111	106

(Source: Student Assessment)

Baseline Data: 2003 Performance in Dual Enrollment including the College Academy

Students receiving a grade of C or better	2003	2004	% Increase/(Decrease)
	88.0%	98.4%	2.6%

(Source: Broward Community College, SBBC Research Services)

Baseline Data: 2003 Participation in Honors Courses

Participation	2002-2003	2003-2004	% Increase/ (Decrease)
	26,594	29,174	9.7%

Baseline Data: 2003 Performance in Honors Courses

Students receiving a grade of C or Better	2002-2003	2003-2004	Percent Receiving Credit
	94.9%	91.6%	5.8%

Obj. 1.3 The proportion of minority students in high school who participate and perform¹ in higher-level courses (Advanced Placement, Dual Enrollment, and/or Honors Courses) will increase 7% by 2010.

¹ (Score 3 or higher on AP Exam, receive a grade of C or higher and be eligible for college credit in Dual Enrollment Courses, receive a grade of C or higher in Honors Courses).

Baseline Data: Performance by ethnicity—AP Mean Scores (Benchmark against ourselves)

Performance by Ethnicity	2002	2003	2004	% Increase/(Decrease)
Broward	2.97	2.70	NA	(9.1%)
Native American	2.56	2.41	NA	(5.8%)
Black	2.33	2.11	NA	(5.8%)
Hispanic	3.33	3.02	NA	(9.3%)
Asian	2.88	2.70	NA	(6.2%)
White	3.06	2.77	NA	(9.4%)

Note: Mean scores drop as greater numbers of students take the exams

Baseline Data: Participation by Ethnicity in AP Courses (Benchmark against ourselves)

Participation by Ethnicity	# of 11 and 12 Graders 2003	# enroll in AP 2003	# enroll in AP 2004	% Increase/(Decrease)
Asian	1,044	518	566	9.2%
Black	10,058	1,146	1,231	7.4%
Hispanic	5,673	1,512	1,741	15.1
Multi-Racial	241	67	95	41.7%
Native American	81	20	24	20%
White	11,499	3,724	3,692	(0.8%)

Baseline Data: --Performance 3 or Higher on AP Exam (Benchmark against ourselves)

Performance by ethnicity % Scoring C or Better	2003	2004	% Increase/(Decrease)
Asian	95.6%	97.9%	7.4%
Black	87.6%	89.2%	9.3%
Hispanic	92.7%	91.8%	13.9%
Multi-Ethnic	100%	91.6%	29.8%
Native American	80.0%	91.7%	37.5%
White	91.4%	94.5%	10.3%

(Source: Research Services)

Baseline Data: % of Students receiving a grade of C or better in Dual Enrollment including the College Academy

Performance by Ethnicity	2002-2003	2003-2004
Asian	89.5%	100%
Black	90.4%	96.5%
Hispanic	89.3%	97.3%
Multi Racial	100%	100%
Native American	80.0%	100%
White	86.5%	99.0%
Totals	88.0%	98.4%

(Source: Broward Community College)

Obj. 1.4 The graduation rate in Broward high schools will meet or exceed the state average by 2010.

Baseline: Graduation Rate

Graduation Rate All Students	2001/2002	2002/2003	Percent Increase/(Decrease)	Best in Class	
				County	Rate
State	67.9%	69.0%	1.6%	Bradford	92.3
Broward	65.2%	62.7%	(3.8%)		

Graduation Rate by Ethnicity—Broward	2000/2001	2001/2002	2002/2003	Percent Increase/(Decrease)	Best in Class	
					County	Rate
White	68.5%	72.0%	73.8%	7.7%	Dixie	94.7%
Black	51.3%	54.4%	51.2%	(0.1%)	Leon	94.1%
Hispanic	60.6%	63.6%	61.7%	2.0%	¹	100%
Asian	80.0%	82.2%	80.1%	0.1%	²	100%
Native American	76.2%	66.0%	62.5%	(17.9%)	³	100%
Multiracial	64.5%	67.9%	63.3%	(1.8%)	⁴	100%

Source Florida DOE 2002-2003 Graduation Rates

¹ Flagler, Glades, Jefferson, Lafayette, Pasco

² DeSoto, Franklin, FSU Lab, Jackson, Jefferson, Leon, Liberty, Monroe, School for Blind & Deaf, Taylor, UF Lab, Union, Volusia

³ Bradford, Calhoun, Collier, DeSoto, FSU Lab, Glades, Levy, Madison, Monroe, Okeechobee, Putnam, School for Blind & Deaf, Suwannee, UF Lab, Union, Volusia

⁴ Bradford, Calhoun, Clay, Flagler, Hendry, Highlands, Levy, Manatee, Pasco, Putnam, UF Lab

Obj. 1.5 By 2010, the average SAT score for the District will meet or exceed the national average without reducing the percentage of students taking the test.

Baseline:

SAT Average Scores	2002 Baseline		2003		2004		% Increase/ (Decrease) from Baseline		Best in Class		
	Verbal	Math	Verbal	Math	Verbal	Math	Verbal	Math	District/ School	Verbal	Math
National	504	516	507	519	508	518	.8%	.4%	North Dakota (2003)	602	613
Broward	475	489	480	487	480	487	1.0%	(0.4%)	Comparable Data		
									Pine Crest (2003)	644	659
									St. Thomas Aquinas (2003)	582	530

Baseline: Students Tested

Broward	2002	2003	2004	% Increase/(Decrease) over 2003	Best in Class 2003 % Students Tested
Number of Total Students Tested	7,236	7,776	8,266	6%	New Jersey 85%
% of Eligible Students Tested	25.9%	27.0%	25.2%	NA	
Total Students Eligible ¹	27,882	28,782	32,807	NA	

¹ Number of junior and senior students
Source Student Testing and Assessment

Baseline Data: Mean SAT Scores by Ethnicity

Ethnicity	Verbal			Math			% Increase (Decrease) Mean Scores 2002 Baseline		Comparable Data National Mean Scores 2004	
	2002	2003	2004	2002	2003	2004	Verbal	Math	Verbal	Math
Black	422	420	430	427	418	430	1.9%	0.7%	430	427
Am. Indian	458	461	494	492	439	458	7.9%	(6.9%)	483	488
Asian	483	504	491	534	538	532	1.7%	(0.3%)	507	577
Hispanic	469	475	470	480	484	476	0.2%	(0.8%)	456	460
White	511	514	508	526	524	518	(0.6%)	(1.5%)	428	531
Other	473	475	480	479	477	483	1.5%	0.8%	494	508
No Response¹	476	490	498	492	498	506	4.6%	2.8%	NA	NA

Source Broward County Student Testing and Assessment

¹Note: "No Response" indicates that students did not designate an ethnic category when they complete their student Descriptive Questionnaire.

Goal II: All schools will have equitable resources.

Obj. 2.1 All classes will meet state class size mandates to enhance the teaching and learning environment by 2010 as required by Florida Constitution Amendment 9.

Current data: 2003/2004

Grade Groupings	PK-3	4-8	9-12
Projections 2003/2004	20.90	23.60	25.66
Target	22.87	25.16	26.23
DOE First Run (October)	20.82	23.67	25.96
Exceeded Target	02.05	01.49	00.27

Formula for class size reduction is as follows: The district must reduce to the constitutional maximum in each of the three grade groupings or the average number of students in each of the three grade groupings by at least two-students-per year as follows:

*2003-2004, 2004-2005 and 2005-2006 at the **DISTRICT** level*

*2006-2007 and 2007-2008 at the **SCHOOL** level*

*2008-2009 at the **CLASSROOM** level*

Obj. 2.2 By 2006, and ongoing, all core subject area instructional staff will be highly qualified in accordance with state and federal guidelines.

Baseline: 2003

Percentage of Classes Taught by Out-of-field Teachers						
Comparable Large Districts						Best in Class
Broward	Dade	Duval	Hillsborough	Palm Beach	Pinellas	Bradford
2.9%	5.2%	12.5%	6.5%	8.8%	0.5%	0.0%

Obj. 2.3 By 2006, and ongoing, 100% of instructional personnel and students will use technology tools and strategies to ensure that all have access to a standards-based curriculum.

Baseline data from 2003-04:

Instructional Technology Tools and Strategies											
Number of classrooms with Internet Access	Number of Portables with Internet Access	Instructional Staff w/ Virtual Counselor Logon I.D.'s	Secondary Students w/ Virtual Counselor Logon I.D.'s	Number of teachers w/ DETA participation	Number of students using Atomic Learning	Number of teachers using Atomic Learning					
10,000 (100%)	1,086 (60%)	13,042	28,211	1,250	15,000	1,000					
StAr School Profile (Best in State in Bold)											
Elementary	Broward	Dade	Duval	Hillsborough	Orange	Pinellas	Palm Beach	Volusia	St. Johns	Lee	State
<i>Average Score on scale of 1-4</i>											
Technology Planning	3.1	2.7	2.4	2.8	2.4	2.8	2.6	2.7	3.2	3	2.8
Technology Support	3	3.3	2.4	2.7	3.5	2.8	3.3	2.5	2.6	3.4	3
Instructional Technology Support	2.6	2.7	2.5	2.6	2.7	2.7	3.1	2.3	2.7	3.2	2.7
School Budget	2.5	2.2	1.2	2.1	2.4	1.5	2	1.5	2.6	2.7	2.2
Funding	2.1	2.5	1.9	2.6	2.5	2.7	2.4	1.8	3.5	2.6	2.5
Student Computer Access	2.3	2.4	1.7	2	2	1.9	2.2	2.2	2.3	2.2	2.2
Teacher Computer Access	2	1.8	1.7	1.8	1.9	2.2	1.8	2.1	2.2	2.4	2
Internet Access	2.8	3.1	2.6	2.9	3	3.1	3	3.1	3	3.2	3
Video Capacity	2.8	2.8	2.4	2.8	2.7	2.7	2.9	2.8	2.7	2.5	2.8
LAN/WAN	2.7	2.8	1.7	2.7	2.5	2.9	2.6	2.7	3.1	2.7	2.7
Curriculum Tools	1.5	1.4	1.3	1.5	1.2	1.7	1.6	1.5	1.6	1.7	1.7
Educator Use of Technology	2.2	1.8	1.5	2.1	2.2	2.4	2.1	2.6	2.5	2.5	2.2
Leadership	2.5	2.6	2.2	2.4	2.3	2.4	2.6	2.5	2.7	2.6	2.5
Professional Development Budget	2.1	2.2	1.4	2.5	2	2.1	2.2	1.9	2.4	2.1	2.2
Models of Professional Development	2.2	2.1	1.7	2	1.9	2	2	2	2	2.1	2.1
Content of Professional Development	2	1.9	1.8	1.9	1.8	2.1	2.1	2	2.2	2.3	2
Student use of Technology	1.8	1.8	1.5	1.9	1.7	1.8	1.7	1.7	2.1	1.7	1.8
Twenty-first Century Classroom	2.2	2.2	1.9	2.1	2	2.3	2.1	2.1	2.3	2.2	2.1
Community Outreach	1.7	2.1	1.2	2.3	2	2.4	2.1	2.8	3.3	2	2.1
Teacher Technology Standards	2.9	2.7	2.2	2.9	2.6	2.7	3.1	3	3.2	3.1	2.8
Student Technology Standards	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

StAr School Profile (Best in State in Bold)											
Middle Schools	Broward	Dade	Duval	Hillsborough	Orange	Pinellas	Palm Beach	Volusia	St. Johns	Lee	State
<i>Average Score on scale of 1-4</i>											
Technology Planning	3	2.7	2.4	2.9	2.4	2.6	2.6	2.7	2.8	3.2	2.8
Technology Support	3.3	3.5	2.4	3.1	3.5	2.7	3	2.9	2.8	3.5	3.1
Instructional Technology Support	3	2.9	2.6	3.1	2.7	2.6	2.9	2.5	2.4	3.3	2.9
School Budget	2.6	2.4	1.8	2.2	2.7	1.4	2.1	2	2.6	2.7	2.3
Funding	1.8	2.4	1.9	2.3	2.4	2.7	1.8	2.5	2.4	2.3	2.4
Student Computer Access	2.3	2.6	2	2	2.1	2.1	2.3	2.5	2.3	2.2	2.3
Teacher Computer Access	2.4	2.2	1.6	1.9	2.1	2.3	2.1	2.8	2.7	2.1	2.2
Internet Access	2.9	3.1	2.6	2.7	3.2	3	2.9	3.1	3.1	3	3
Video Capacity	2.7	2.8	2.3	2.8	2.7	2.6	2.8	2.5	2.4	2.5	2.7
LAN/WAN	2.7	2.8	1.7	2.6	2.8	2.9	2.7	2.9	3.5	2.7	2.8
Curriculum Tools	1.5	1.5	1.4	1.4	1.3	1.6	1.5	1.8	1.6	1.5	1.5
Educator Use of Technology	2.4	2.1	1.9	2.4	2.7	2.6	2.5	2.3	3	2.7	2.4
Leadership	2.8	2.7	2.5	2.4	3.1	2.7	2.7	2.4	2.7	2.7	2.6
Professional Development Budget	2.5	2.4	1.5	2.5	2.1	2.3	2.5	1.2	2.5	1.9	2.3
Models of Professional Development	2.2	2	1.8	1.9	2.3	2.1	2.1	2.2	2.1	2	2.1
Content of Professional Development	2.1	2.1	1.8	2	2.1	2.2	2.1	1.8	2.4	2	2
Student use of Technology	2	2.1	1.9	2.1	2.1	2.1	2.2	2.3	2.2	2.1	2.1
Twenty-first Century Classroom	2.4	2.4	2.2	2	2.2	2.2	2.3	2.3	2.5	2.2	2.3
Community Outreach	2.8	2.5	1.5	2.7	2.7	2.8	2.5	3.3	3.2	2.9	2.7
Teacher Technology Standards	2.9	3	2.5	3	2.8	2.5	3.1	3.2	4	2.8	2.9
Student Technology Standards	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
High Schools	Broward	Dade	Duval	Hillsborough	Orange	Pinellas	Palm Beach	Volusia	St. Johns	Lee	State
<i>Average Score on scale of 1-4</i>											
Technology Planning	3	2.8	2.4	2.5	2.6	2.7	2.6	2.5	3	3	2.7
Technology Support	3.5	3.3	2.6	3.2	3.6	3.1	3.2	2.7	3.1	3.7	3.2
Instructional Technology Support	3.2	2.7	2.9	2.9	3.4	3.1	2.9	2.3	2.6	3.2	2.9
School Budget	2.4	2.5	2.1	2.3	2.8	1.6	1.9	1.3	2.3	2.9	2.4
Funding	2.2	2.5	1.7	2.3	2.3	2.4	2.1	2.6	2.4	2.5	2.5
Student Computer Access	2.4	2.6	2.5	2.3	2.5	2.2	2.4	2.7	2.2	2.1	2.4
Teacher Computer Access	2.5	2.4	2.3	1.9	2.4	1.8	2.4	2.2	2.1	2.2	2.2
Internet Access	3	3	3.2	3	3.1	3.1	3.1	3.1	2.8	2.8	3.1
Video Capacity	2.5	2.6	2.5	2.8	2.4	2.7	2.6	2.4	2.5	2.2	2.6
LAN/WAN	2.8	2.7	2.4	2.8	2.8	2.8	2.7	2.6	3	2.9	2.8
Curriculum Tools	1.7	1.6	1.6	1.6	1.7	1.7	1.7	1.7	1.6	1.7	1.7
Educator Use of Technology	2.6	2.2	2.3	2.5	2.8	2.4	2.5	2.6	2.5	3	2.5
Leadership	2.8	2.8	2.9	2.5	2.6	2.6	2.7	3.1	2.3	2.3	2.6
Professional Development Budget	2.4	2.1	2	2.9	2.2	2.4	2.1	2.1	2.2	2.3	2.3
Models of Professional Development	2.2	1.9	1.8	1.8	2	2.1	2.1	1.9	2.5	2.1	2.1
Content of Professional Development	1.9	1.8	1.9	1.9	2.1	2	2.1	2.1	2.2	2	2
Student use of Technology	2.4	2.3	2.2	2.3	2.4	2.5	2.3	2.7	2.2	1.9	2.3
Twenty-first Century Classroom	2.5	2.4	2.3	2.4	2.4	2.6	2.5	2.7	2.1	2.5	2.4
Community Outreach	2.4	3.5	2.3	3	2.9	3.1	2.6	3.2	3	2.4	2.8
Teacher Technology Standards	3.1	2.8	2.8	2.6	2.9	2.8	3	2.9	3	3.1	3
Student Technology Standards	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Obj. 2.4 By 2010, an average of 80% of respondents on an annual survey will indicate they feel secure at school.

Baseline

Annual Customer Survey Safety Department Data	2002	2003	2004	Percent Increase/(Decrease)
% Students respondents who feel safe a school	60%	64.2%		7%
Number of incidents of crime and violence	11,326	8,712		(23%)
Number of reported students accidents	23,852	28,265	30,551	
Number of calls to 911 for student accidents	921	1,218	1,215	

Source: Broward County Public Schools Research and Evaluation, Safety Department Data

Goal III: All operations of the school system will demonstrate best business practices while supporting student achievement.

Obj. 3.1 By 2010, all employees including support service personnel will demonstrate proficiency in continuous improvement by completion of a Plan, Do, Study, Act (PDSA) project as measured by the number of departments presenting evidence of using PDSA via competing for the Broward County Public Schools Quality Award and/or the state Sterling Award or documentation of an improved process at their place of work.

Baseline

Departments/Schools competing for Quality Award				Comparable Data—Pinellas County Schools and Departments Submitting Projects				Best in Class
Baseline 2002	2003	2004	% Increase/ (Decrease) from Baseline	2001/2002	2002/2003	2003/04	% Increase/ (Decrease)	Broward County Increase in Competition
17	16	40	135%	82	31	21	(74.3%)	135%

Continuous Improvement Proficiency

Measures	2003	2004	% Increase/ (Decrease)	Best in Class Pinellas County
BCPS Quality Award Projects	16	40	150%	82
State Sterling Award Submissions	0	2	100%	9
Governor's Sterling Award Submissions	0	0	NA	2
% Division/Area Multi-year Strategic Plans Submitted	NA	64%	NA	100%
Employees Trained in Continuous Quality Improvement	1900	2478	30.4%	All
Number Employees Trained in Continuous Quality Improvement (Cumulative)	1900	4,374	NA	All
% Total Employees trained (Cumulative)	14%	16%	13.2%	99%

Obj: 3.2 By 2010, all Priority 1 and Priority 2 Work Orders (those that could pose a threat to life and/or safety) will be posted within 24 hours of receipt and resolved according to an agreed timetable.

Baseline 2003

Level 1 and Level 2 Work Orders			%			Best in Class		
Posted within 24 hrs of receipt			100%			100%		
Resolved within an agreed timetable			TBD [†]			100%		
Health and Safety								
Cost/Efficiency			Quality			Customer Service		
Measure	Baseline	BIC	Measure	Baseline	BIC	Measure	Baseline	BIC
% of comprehensive Safety inspections of all owned and leased properties completed by 6/30 each year	100%	100% (State Requirement)	% of Safety Work Orders over 30 days		0.0%	Average time from inspection report to release to Compass		>5 days

Obj: 3.3 By 2010, 90% of construction projects over \$1,000,000 will be completed both within School Board approved award budgets and within the approved schedules.

Baseline 2003

Construction Projects over \$1,000,000	Number	%	Best in Class—10 Largest Districts
Completed within approved budget ¹	108	100	TBD
Completed within approved timetable	108	71.5	TBD

¹Budget as amended

Obj: 3.4 By 2010, Support Services Operations will meet or be the “Best in Class” benchmark as related to Cost Efficiency, Quality and Customer Service for comparable organizations.

Baseline Data 2003:

Support Service Operation	Cost/Efficiency			Quality			Customer Service		
	Measure	Baseline	BIC	Measure	Baseline	BIC	Measure	Baseline	BIC
Real Time Budget/Financial Reporting	ERP System in place	None	TBD	Budgets are complete and accurate	None	100% accuracy	Principal survey of satisfaction	None	85%
Communication/Paper flow	Percent of schools using PMF	School use of PMF	100%	Information to schools is complete, accurate, and timely	Customer Satisfaction Survey	90% accuracy	Departments using PMF	# of departments using PMF	100%
ETS Customer Service and Support	Total ETS costs as % of total district budget	4.8% of total operating budget	Comparable Government Agencies	Average system availability of mission critical applications	98%	Comparable Government Agencies	Help Desk Data: % of calls answered % of calls resolved during 1 st contact % of outstanding issues/tickets over 30 days	03/04 80% 03/04 90% 03/04 52%	95% 99% 0.0%
Building Department	Change orders as a %	TBD	Top 10 School	Training hours per	TBD	Top 10 School	Multiple Customer	Satisfaction Scale	Top 10 School

Support Service Operation	Cost/Efficiency			Quality			Customer Service		
	Measure	Baseline	BIC	Measure	Baseline	BIC	Measure	Baseline	BIC
	of Fixed Limit Cost of Construction		Districts	employee		Districts	Satisfaction Criteria		Districts
Food & Nutrition Services	Total Cost per Meal	2004 Data		Customer satisfaction with food service	Survey 2004 Data -Students -Administration -Parents	Average of 90% on all items from all Customer Groups	Student meal participation	2004 data -Elem. -Middle -High	90% 75% 70%
Transportation	Vehicle Maintenance Operating Expense	2004 Budget	Miami/Dade	% "Road Call" Work Orders to Total Work Orders	5.6%	Miami/Dade	Warranty Claims	2004 70K	85% return
	Expense for non-boundary and Magnet Schools	\$11 M	Miami/Dade	% Dollars spent on "Road Call" work to Total Dollars Spent	3.9%	Miami/Dade	Needs of Magnet Schools on school-by-school basis	NA	> 1% late buses

Goal IV: All stakeholders will work together to build a better school system.

Obj. 4.1 By 2010, customer satisfaction with Broward County Public Schools will have increased to an average of 90% as measured by the Annual Customer Survey administered by BCPS and Coordinating Council of Broward survey.

**Baseline
Annual Customer Survey**

Respondents Agreement (Average of all items)							
2002				2003			
Students	Teachers	Parents	Average	Students	Teachers	Parents	Average
52.7%	76.4%	72.6%	67.2%	54.5%	77.8%	72.8%	68.4%
Respondents who take pride in their schools							
2002				2003			
Students	Teachers	Parents	Average	Students	Teachers	Parents	Average
59.2	86.9%	83.2%	76.4%	61.9%	88.0%	84.5%	78.1%
Coordinating Council of Broward							
Percentage of adults who rated the job their local public schools as good, very good or excellent							
2000	2002	2003	2004	Benchmark 2004 CCB data			
54.9%	60.7%	NA (<i>Survey not done</i>)	59%	2004 CCB data			

Obj: 4.2 By 2010, Broward County Public Schools will actively participate with other governmental/non profit/business organizations in strategic planning initiatives¹ such as Broward Alliance, Coordinating Council of Broward, Children’s Services Council, Vision Broward and others that will result in value-added outcomes as measured by legislative action and successful implementation of public policy programs that benefit the cooperating entities.

¹Strategic planning initiatives are defined as those alliances that can effect the fulfillment of the mission, vision, objectives of the organizations.

Baseline

	2002-2003	2003-2004	% Increase/(Decrease)	Benchmark against SBBC 2004 Data
Number of Cooperative Agreements	NA	148	NA	2004 data
School-based Partnerships	2,027	2,350	15.9%	Partner Data Base
Mentors	1,600	1,800	12.5%	Mentor Data Base
5-Star School Awards	67	74	10.4%	DOE Data
Number of Volunteers	41,273	44,105	6.9%	Community Inventory # of Volunteer Applications

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Health Committee Work Plan
 Supplied by Broward Regional Health Planning Council

AGENCIES INVOLVED, including but not limited to: Broward County Primary Care, Memorial Healthcare System, North Broward Hospital District, Broward Community and Family Health Centers, Holy Cross Hospital, HCA Hospitals, Tenet Hospitals, Broward County Medical Association, Broward County EMS, Broward County Health Department, Broward Regional Health Planning Council, Nova Southeastern University, Broward County School Board, Broward Healthy Start Coalition

GOAL: Improve the overall health of children and their families.

OBJECTIVE:	Decrease the use of emergency departments for non-urgent care and educate parents to utilize medical homes and primary care centers.
TREND DATA:	(see tables below)
SOURCE:	Broward Regional Health Planning Council, Annual Utilization Reports

2005 Pediatric Hospital Utilization Data				
Hospital	ER Visits	ER Admits	% Visits/ Admits	% Admits/ Visits
Broward General Medical Center	18,917	1,962	89.6%	10.4%
Cleveland Clinic Hospital	3,477	42	98.8%	1.2%
Coral Springs Medical Center	13,603	1,264	90.7%	9.3%
Florida Medical Center	1,608	2	99.9%	.1%
Holy Cross Hospital	6,471	294	95.5%	4.5%
Imperial Point Medical Center	1,210	0	100%	0%
Memorial Hospital Miramar	6,919	3	99.95%	0.5%
Memorial Hospital Pembroke	3,245	9	99.7%	.3%
Memorial Hospital West	30,185	650	97.8%	2.2%
Memorial Regional Hospital	34,721	2,685	92.3%	7.7%
North Broward Medical Center	7,638	0	100%	0%
Northwest Medical Center	8,111	508	93.7%	6.3%
Plantation General Hospital	14,702	1,303	91.1%	8.9%
TOTAL	150,807	8,722	94.2%	5.8%

2004 Pediatric Hospital Utilization Data				
Hospital	ER Visits	ER Visits Admitted	% Visits/ Admits	% Admits/ Visits
Broward General Medical Center	17,159	1,757	89.8%	10.2%
Cleveland Clinic Hospital	3,622	43	98.8%	1.2%
Coral Springs Medical Center	12,711	1,891	85.1%	14.9%
Florida Medical Center	1,743	12	99.3%	0.7%
Holy Cross Hospital	5,538	379	93.2%	6.8%
Imperial Point Medical Center	1,108	0	100%	0.0%
Memorial Hospital Miramar	29,582	2,572	91.3%	8.7%
Memorial Hospital Pembroke	3,687	16	99.6%	0.4%
Memorial Hospital West	30,154	655	97.8%	2.2%
North Broward Medical Center	8,623	0	100%	0.0%
Northwest Medical Center	7,725	423	94.5%	5.5%
Plantation General Hospital	15,005	4,971	66.9%	33.1%
TOTAL	136,657	12,719	90.7%	9.3%
2003 Pediatric Hospital Utilization Data				
Hospital	ER Visits	ER Visits Admitted	% Visits/ Admits	% Admits/ Visits
Broward General Medical Center	16,594	1,721	89.6%	10.4%
Cleveland Clinic Hospital	3,118	15	99.5%	0.5%
Coral Springs Medical Center	13,070	1,368	89.5%	10.5%
Florida Medical Center	0	0		
HLWD Medical	605	0	100.0%	0.0%
Holy Cross Hospital	4,892	326	93.3%	6.7%
Imperial Point Medical Center	1,325	0	100%	0.0%
Memorial Hospital Miramar	26,223	1,923	92.7%	7.3%
Memorial Hospital Pembroke	3,526	2	99.9%	0.1%
Memorial Hospital West	25,715	276	98.9%	1.1%
North Broward Medical Center	8,646	122	98.6%	1.4%
Northwest Medical Center	7,726	535	93.1%	6.9%
Plantation General Hospital	15,665	1,313	91.6%	8.4%
TOTAL	127,105	6,288	94%	6.0%

2002 Pediatric Hospital Utilization Data				
Hospital	ER Visits	ER Visits Admitted	% Visits/ Admits	% Admits/ Visits
Broward General Medical Center	13,779	1,732	87.4%	12.6%
Cleveland Clinic Hospital	1,770	19	98.9%	1.1%
Coral Springs Medical Center	12,737	1,082	91.5%	8.5%
Florida Medical Center	0	0		
HLWD Medical	823	0	100%	0.0%
Holy Cross Hospital	4,712	273	94.2%	5.8%
Imperial Point Medical Center	1,315	0	100%	0.0%
Memorial Hospital Miramar	22,718	1,624	92.9%	7.1%
Memorial Hospital Pembroke	3,982	2	99.9%	0.1%
Memorial Hospital West	18,596	198	98.9%	1.1%
North Broward Medical Center	4,341	503	88.4%	11.6%
Northwest Medical Center	6,489	781	88.0%	12.0%
Plantation General Hospital	14,600	907	93.8%	6.2%
TOTAL	105,862	7,121	93.3%	6.7%
2001 Pediatric Hospital Utilization Data				
Hospital	ER Visits	ER Visits Admitted	% Visits/ Admits	% Admits/ Visits
Broward General Medical Center	15,483	1,774	88.5%	11.5%
Cleveland Clinic Hospital	3,329	16	99.5%	0.5%
Coral Springs Medical Center	12,458	1,493	88.0%	12.0%
Florida Medical Center	0	0		
HLWD Medical	690	0	100%	0.0%
Holy Cross Hospital	5,067	374	92.6%	7.4%
Imperial Point Medical Center	1,354	0	100%	0.0%
Memorial Hospital Miramar	24,598	1,782	92.8%	7.2%
Memorial Hospital Pembroke	3,937	0	100%	0.0%
Memorial Hospital West	23,099	237	99.0%	1.0%
North Broward Medical Center	7,637	1,464	80.8%	19.2%
Northwest Medical Center	7,525	510	93.2%	6.8%
Plantation General Hospital	14,895	843	94.3%	5.7%
TOTAL	120,072	8,493	92.9%	7.1%

OBJECTIVE:	Reduce the percentage of uninsured children (up to age 18) in Broward County.		
TARGET:	Target Year 2010 updated to 7.0% <i>(originally 9.0%)</i>	Target Year 2015 updated to 5.0% <i>(originally 8.1%)</i>	
TREND DATA:	2000 9.9%	2002 7.3%	2004 12.1%
SOURCE:	By CCB and CDC surveys, percentage of children under age 18 who had no health insurance		

OBJECTIVE:	Reduce the death rates per 100,000 for the top causes of mortality for children ages 0-19.		
TARGET:	Target Year 2010	Target Year 2015	
TREND DATA:	(see table next page)		
SOURCE:	FDOH Charts		
OBJECTIVE:	Reduce the death rates per 100,000 for the top causes of unintentional injury for children ages 0-14		
TARGET:	Target Year 2010	Target Year 2015	
	7.5	7.0	

**Leading Causes of Death by Age
Broward County, 2004**

AGE GROUPS: <1	1-4	5-14	15-18	19-20	21
Perinatal Conditions 66	Unintentional Injury 12	Unintentional Injury 12	Unintentional Injury 29	Unintentional Injury 21	Unintentional Injury 7
Congenital Anomalies 24	Homicide 4	Major Cardiovascular Disease 7	Suicide 3	Suicide 5	Suicide 2
Unintentional Injury 6	Major Cardiovascular Disease 3	Malignant Neoplasms 3	Congenital and Chromosomal Anomalies 3	Homicide 5	Homicide 1
Major Cardiovascular Disease 6	Anemias 2	Congenital Anomalies 2	Malignant Neoplasms 2	Infectious Diseases 3	Infectious Diseases 1
Infectious Diseases 5	Respiratory System Infections or Distress 2	Suicide 2	Respiratory System Distress 2	Malignant Neoplasms 3	Malignant Neoplasms 1
Respiratory System Distress 4	Malignant Neoplasms 1	Infectious Diseases 1	Homicide 2	Major Cardiovascular Disease 1	Major Cardiovascular Disease 1
Homicide 3	Kidney Infections 1	Anemias 1	Major Cardiovascular Disease 1	Pregnancy, Childbirth Puerperium Complications 1	Anemias 1
	Congenital and Chromosomal Anomalies 1		Chronic Lower Respiratory Disease 1		
Other 21	Other 2	Other 5	Other 6	Other 3	Other 1
TOTAL 135	TOTAL 28	TOTAL 33	TOTAL 49	TOTAL 43	TOTAL 15

**Leading Causes of Death by Age
Broward County, 2004**

AGE GROUPS: <1	1-4	5-14	15-18	19-20	21	TOTAL
Unintentional Injury 6	Unintentional Injury 12	Unintentional Injury 12	Unintentional Injury 29	Unintentional Injury 21	Unintentional Injury 7	Unintentional Injury 87
Perinatal Conditions 66	Perinatal Conditions 0	Perinatal Conditions 0	Perinatal Conditions 0	Perinatal Conditions 0	Perinatal Conditions 0	Perinatal Conditions 66
Congenital Anomalies 24	Congenital and Chromosomal Anomalies 1	Congenital Anomalies 2	Congenital and Chromosomal Anomalies 3	Congenital Anomalies 0	Congenital Anomalies 0	Congenital Anomalies 30
Major Cardiovascular Disease 6	Major Cardiovascular Disease 3	Major Cardiovascular Disease 7	Major Cardiovascular Disease 1	Major Cardiovascular Disease 1	Major Cardiovascular Disease 1	Major Cardiovascular Disease 20
Homicide 3	Homicide 4	Homicide 0	Homicide 2	Homicide 5	Homicide 1	Homicide 15
Suicide 0	Suicide 0	Suicide 2	Suicide 3	Suicide 5	Suicide 2	Suicide 12
Malignant Neoplasms 0	Malignant Neoplasms 1	Malignant Neoplasms 3	Malignant Neoplasms 2	Malignant Neoplasms 3	Malignant Neoplasms 1	Malignant Neoplasms 10
Infectious Diseases 5	Infectious Diseases 0	Infectious Diseases 1	Infectious Diseases 0	Infectious Diseases 3	Infectious Diseases 1	Infectious Diseases 10
Respiratory System Distress 4	Respiratory System Infections or Distress 2	Respiratory System Distress 0	Respiratory System Distress 2	Respiratory System Distress 0	Respiratory System Distress 0	Respiratory System Distress 8
Anemias 0	Anemias 2	Anemias 1	Anemias 0	Anemias 0	Anemias 1	Anemias 4
Kidney Infections 0	Kidney Infections 1	Kidney Infections 0	Kidney Infections 0	Kidney Infections 0	Kidney Infections 0	Kidney Infections 1
Pregnancy, Childbirth Puerperium Complications 0	Pregnancy, Childbirth Puerperium Complications 0	Pregnancy, Childbirth Puerperium Complications 0	Pregnancy, Childbirth Puerperium Complications 0	Pregnancy, Childbirth Puerperium Complications 1	Pregnancy, Childbirth Puerperium Complications 0	Pregnancy, Childbirth Puerperium Complications 1
Chronic Lower Respiratory Disease 0	Chronic Lower Respiratory Disease 0	Chronic Lower Respiratory Disease 0	Chronic Lower Respiratory Disease 1	Chronic Lower Respiratory Disease 0	Chronic Lower Respiratory Disease 0	Chronic Lower Respiratory Disease 1
Other 21	Other 2	Other 5	Other 6	Other 3	Other 1	Other 38
TOTAL 135	TOTAL 28	TOTAL 33	TOTAL 49	TOTAL 43	TOTAL 15	TOTAL 303
Source: www.flcharts.com						

OBJECTIVE:	Reduce the morbidity rates per 100,000 for the top causes of morbidity for children ages 0-21.		
TARGET:	Target Year 2010	Target Year 2015	
	TBD	TBD	
TREND DATA:	(see table next page)		
SOURCE:	FDOH Charts		

OBJECTIVE:	Reduce the number of reported cases for Chlamydia in females ages 15-19			
TARGET:	Target Year 2010	Target Year 2015		
	1,100	1,000		
TREND DATA:	2002	2003	2004	2005
	1,190	1,287	1,465	1,249

**Communicable Disease Frequency Report by Age Group
Broward County 1/1/03 – 12/31/05**

Disease	< 1 yr	1-4	5-9	10-14	15-19
Animal Bite, Pep Recommendes - 07101	0	0	2	2	2
Campylobacteriosis – 03840	4	36	26	14	13
Ciguatera – 98809	0	0	0	0	0
Cryptosporidiosis – 13680	1	25	10	6	3
Cyclosporiasis – 00720	0	1	0	0	0
Dengue Fever – 06100	0	0	0	0	0
E. Coli Shiga Toxin + (Not Serogrouped) - 41603	0	0	0	1	0
E. Coli Shiga Tocin + (Serogrouped Non-0157) - 41602	0	0	0	1	0
Encephalitis, Other – 32390	0	0	1	0	0
Encephalitis, West Nile Virus – 06630	0	0	0	0	0
Enterohemorrhagic E. Coli (EHEC) O157:h7 – 41601	0	3	2	0	1
Giardiasis – 00710	0	47	23	1	3
H. Influenza Epiglottitis – 46430	0	0	1	0	0
H. Influenza Pneumonia – 48220	0	0	0	0	0
H. Influenza Primary Bacteremia – 03841	3	3	1	0	1
H. Influenza Septic Arthritis – 71100	1	0	0	0	0
Hepatitis A – 07010	0	2	3	7	3
Hepatitis B (+HBsAg in Pregnant Women) – 07039	0	0	0	1	9
Hepatitis B Perinatal – 07744	0	1	0	0	0
Hepatitis B Acute – 07030	0	0	0	0	3
Hepatitis B Chronic – 07032	0	1	3	7	23
Hepatitis C Chronic – 07054	10	8	12	11	71
Human Rabies – 07100	0	0	0	0	0
Lead Poisoning – 94890	0	95	23	16	8
Legionellosis – 48280	0	0	0	0	0
Leprosy (Hansen’s Disease) – 03090	0	0	0	0	0
Listeriosis – 02700	0	1	0	1	1
Lyme Disease – 06959	0	0	0	0	1

OBJECTIVE:	To increase the percentage of children 1-18 who receive dental care annually.		
TARGET:	Target Year 2010 74.7%	Target Year 2015 77.2%	
TREND DATA:	2000 71.4%	2002 73%	2004 72.7%
SOURCE:	CCB Survey, percentage of children age 1-18 who had a dental checkup within the past year		

OBJECTIVE:	To reduce the percentage of overweight children in Broward County.		
TARGET:	Target Year 2010 6.5%	Target Year 2015 4.37%	
TREND DATA:	1999 7.7%	2001 8.9%	2003 9.3%
SOURCE:	Broward Benchmarks, by YRB survey, percentage of high school students who were overweight (based on BMI)		

OBJECTIVE:	To maintain the percentage of 2 year olds who are adequately immunized according to schedule.							
TARGET:	Target Year 2010 90%				Target Year 2015 90%			
TREND DATA:	1999 90.4%	2000 84.0%	2001 76.5%	2002 85.1%	2003 86.4%	2004 89.2%	2005 88.6%	2006 85.1%
SOURCE:	FDOH Charts							

OBJECTIVE:	To increase Healthy Start post-natal screening rates in Broward County.						
TARGET:	Target Year 2010*		Target Year 2015*				
	85%		85%				
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	79.67%	76.84%	69.47%	69.52%	71.89%	57.42%	74.46%
SOURCE:	Broward Healthy Start Coalition, Inc.						

Health: Prenatal and Infant Health

GOAL: Improve the health of children, prenatal through age three.

OBJECTIVE:	To increase the percentage of women who receive prenatal care beginning in the first trimester of their pregnancy.						
TARGET:	Target Year 2010	Target Year 2015					
	88%	90%					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	83.7%	83.7%	85.3%	87.4%	88%	81.2%	79.1%
SOURCE:	FDOH Charts						
Note: Data from 2004 on are not comparable to data from prior years because of a change in data collection.							

OBJECTIVE:	To decrease the fetal death rate per 1,000 live births						
TARGET:	Target Year 2010	Target Year 2015					
<i>White babies</i>	4.48	4.1					
<i>Non-white babies</i>	8.07	6.20					
<i>All babies</i>	5.42	4.59					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
<i>White babies</i>	7	5.7	5.6	6.4	4.6	6.5	5.5
<i>Non-white babies</i>	11.2	14.2	12.8	14.8	14.7	13.1	10.1
<i>All babies</i>	8.6	9	8.4	9.7	8.6	9.2	7.6
SOURCE:	FDOH Charts						

OBJECTIVE:	To decrease the infant mortality rate per 1,000 live births						
TARGET:	Target Year 2010	Target Year 2015					
<i>White babies</i>	3.5	3.5					
<i>Non-white babies</i>	8.0	6.72					
<i>All babies</i>	5.75	5.11					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
<i>White babies</i>	4.8	4.1	4.3	4.2	3.9	4.1	4.0
<i>Non-white babies</i>	11.0	8.7	10.3	8.9	10.1	8.7	9.5
<i>All babies</i>	7.0	5.8	6.6	6	6.4	5.9	6.2
SOURCE:	FDOH Charts						

OBJECTIVE:	To decrease the percentage of babies who weigh less than 2,500 grams at birth.						
TARGET:	Target Year 2010	Target Year 2015					
<i>White babies</i>	6.2%	5.6%					
<i>Non-white babies</i>	10%	9%					
<i>All babies</i>	8.1%	7.30%					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
<i>White babies</i>	6.8%	6.7%	6.6%	7.3%	7.0%	7.3%	7.2%
<i>Non-white babies</i>	11.4%	10.7%	11.1%	11.2%	11.4%	10.9%	12.2%
<i>All babies</i>	8.4%	8.2%	8.3%	8.8%	8.7%	8.8%	9.3%
SOURCE:	FDOH Charts						

OBJECTIVE:	To decrease the number of births per 1,000 girls age 10-14.						
TARGET:	Target Year 2010	Target Year 2015					
	0.5	0.4					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	0.7	0.9	0.9	0.7	0.5	0.5	0.5
SOURCE:	FDOH Charts						

OBJECTIVE:	To reduce the teen birth rate per 1,000 girls age 15-19.						
TARGET:	Target Year 2010	Target Year 2015					
	31	30					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	41.3	39.8	38.6	34.6	32.9	30.8	32.5
SOURCE:	FDOH Charts						

OBJECTIVE:	To reduce the percent of girls age 15-19 who have had a repeat birth.						
TARGET:	Target Year 2010	Target Year 2015					
	12.6%	10.9%					
TREND DATA:	1999	2000	2001	2002	2003	2004	2005
	15.2%	16.0%	14.8%	12.5%	14.0%	13.1%	13.7%
SOURCE:	FDOH Charts						

PLAN STRATEGIES:

STRATEGY: Improve nutrition of pregnant women

STRATEGY: Increase identification, referral of, and education of the continuum of services available for pre- and post-natal mothers to address maternal depression.

STRATEGY: Improve access (insurance, transportation, staff languages, and home visitation, etc.) to health care for pregnant women and infants.

STRATEGY: Ensure access to case management, parenting support, and educational services to all at-risk pregnant women and their infants, especially targeting pregnant/parenting teens.

STRATEGY: Increase the number of infants and children who receive routine health assessments including: preventive care/wellness visits; immunizations; screenings for vision, hearing, and speech; dental; and developmental status.

STRATEGY: Increase the availability/accessibility of services for medically at-risk, developmentally delayed infants and young children.

STRATEGY: Expand home visiting services to include interconceptual education for all families with infants and toddlers.

STRATEGY: Provide a continuum of services that includes intensive counseling and treatment to ensure that pregnant women abstain from tobacco, alcohol and other non-prescribed drugs

STRATEGY: Increase availability and accessibility of information and services for pregnancy prevention in youth age 10-19.

STRATEGY: Improve education of proper nutrition for pregnant women, mothers, and infants.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Out of School Time Committee Work Plan

GOAL: Each Out of School Time program will provide a curriculum that contributes to a quality system of out-of-school care in our community that supports the whole child. *A curriculum is defined herein as a set of goals, objectives, and best practice activities that contain mandated minimum standards, based on community input.*

OBJECTIVE: To develop Out of School Time quality programs that are affordable, accessible and include a curriculum to focus on the whole child.

PLAN STRATEGIES:

PRIORITY STRATEGIES:

STRATEGY 1): Develop a collaborative of out of school time providers, including the school system, nonprofit, faith-based, municipal and private provides to adopt standards for training and programming, share resources and extend the reach to other students.

SUB-STRATEGY: Create and/or extend present coordinated activities to assure cost-effective out-of-school time programs and extend countywide partnerships for service delivery.

STRATEGY 2): To provide an easily accessible clearinghouse of options that are available for families, providing information on types of programs, fees, hours of operation, locations, etc.

STRATEGY 3): Develop new, creative, and fun formatting for after school programs for middle and high school students.

STRATEGY 4): All child care givers (staff, volunteers, parent(s)/guardian(s)) will have quality training which is affordable, accessible, and appropriate to their role in working with children.

SUB-STRATEGY: Broward County Child Care Licensing and Enforcement continues to exceed minimum state requirements for training and annual in service.

OTHER STRATEGIES:

STRATEGY: Increase enrollment of middle and high school students in out of school time programs.

STRATEGY: Increase retention in programs serving middle and high school students.

STRATEGY: Ensure access and availability to culturally competent out of school time programs for diverse populations.

STRATEGY: Engage the Business Community in Out of School Time solutions.

STRATEGY: Increase the availability, accessibility and quality of supervised latchkey children programs.

STRATEGY: All parents/caregivers/guardians will be given the opportunity to be involved in their children's out of school time.

STRATEGY: Increase the availability, accessibility, and quality of supervised out of school recreation and tutorial programs.

STRATEGY: Members of the child care givers profession will be respected as culturally diverse, highly trained professionals with opportunities for future career growth and development.

STRATEGY: Set goals for access by underserved regions (out west, etc.).

STRATEGY: Increase access and availability for special needs community, particularly out west.

STRATEGY: Transportation – set goal and objective – measurement by provider.

STRATEGY: Marketing of programs to middle and high school students and parents.

STRATEGY: Broward is more receptive to middle and high school students (cities, malls, etc.).

STRATEGY: League of Cities and Coordination – measure existing perceptions, develop action plan for increasing receptivity to middle and high school students.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

School Readiness Committee Work Plan

GOAL: Ensure that children are ready to enter school.

OBJECTIVE:	To increase the percentage of children who are ready and getting ready for kindergarten, through improvements in the quality and comprehensiveness of services of early learning providers.						
TARGET:	Target Year 2010*	Target Year 2015*					
	88%	90%					
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	84.8%	87%	88.7%	86%	87%	88%	86%
SOURCE:	Florida Department of Education School Readiness Uniform Screening System (SRUSS)						
	Note: Source measurement method and instrument will change effective 2005/06 and may not be comparable to previous data.						

OBJECTIVE:	To increase the percentage of businesses in Broward County who provide financial assistance for child care to income eligible families.						
TARGET:	Target Year 2010*			Target Year 2015*			
	70% increase (95 businesses)			90% increase (106 businesses)			
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	
		0	0	0	25%	56%	
SOURCE:	Early Learning Coalition of Broward County, Inc. CCEP program reports. Broward County Occupation License Division reported the number of businesses with operational licenses during 2005.						

OBJECTIVE:	To increase the number of income eligible children receiving financial assistance for as long as they are eligible.						
TARGET:	Target Year 2010*		Target Year 2015*				
	17,000		18,000				
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
			13,398	18,925	18,765	19,300	18,583
SOURCE:	Enhanced Field System data software as collected by Family Central, Inc. and the Early Learning Coalition of Broward County, Inc.						
	Note: Targets include economic shifts and cost of care increases.						

OBJECTIVE:	To reduce the length of time priority children (birth to school-age children who are eligible for financial assistance) spend on the waiting list.						
TARGET:	Target Year 2010*	Target Year 2015*					
	6 months	4 months					
TREND DATA:	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
		17 mo.	5.5 mo.	12.5 mo.	12.5 mo.	11 mo.	
SOURCE:	For FY 2001/02 through 2004/05, data collected from the Enhanced Field System as collected by Family Central, Inc. For FY 2005/06, Early Learning Coalition of Broward County, Inc. Utilization Reports identifying waiting list service activity for July 2005 and July 2006.						

PLAN STRATEGIES:

STRATEGY: Institutionalize a rating quality process that will benchmark the status of existing early learning providers.

STRATEGY: Integrate a quality rating system process into the licensing system.

STRATEGY: Provide enhancement funding for higher-rated childcare centers and homes.

STRATEGY: Improve and increase professional development for all childcare providers.

STRATEGY: Increase availability/accessibility to early learning programs for special population to include the mildly ill.

STRATEGY: Promote intergenerational engagement opportunities for young children and the elderly by promoting early learning.

STRATEGY: Promote and support the availability/accessibility of programs that increase and improve the involvement of fathers.

STRATEGY: Increase awareness/education for the public and business community concerning the early learning needs of children and their families.

STRATEGY: Increase employer/business support for early learning programs.

STRATEGY: Develop new funding mechanisms.

STRATEGY: Encourage increase in state funding to serve more children and pay providers market rate.

STRATEGY: Encourage increase in state funding for birth to three programming.

STRATEGY: Increase funding to provide affordable quality early learning programs.

STRATEGY: To enable parents to be the leading advocates and agents of change for children.

STRATEGY: Increase initiatives for the early detection and treatment of developmental and learning disabilities that increase family involvement.

STRATEGY: Increase the availability/coordination/capacity of programs that encourage families and caregivers to become involved in their children's early education.

STRATEGY: Capitalize on the national literacy campaigns to create a Broward initiative to promote family literacy.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Special Needs Committee Work Plan

- GOAL:** Ensure that sufficient intervention services exist to assist children with special needs and their families needing treatment and support.
- GOAL:** All students with Developmental and Physical Disabilities will be provided Transitional Services which will enable them to find and hold jobs, contribute to community life, and develop and maintain relationships through individualized customized accommodations and supports.
- GOAL:** Strengthen and empower families to foster the best possible development and outcomes for children, youth, and young adults with special needs.
- GOAL:** Empower individuals with special needs to self-advocate and self-determine community, education and employment opportunities.

Note: Children are not defined by special needs only and some indicators which affect special needs children can be found in other categories.

Recommended objectives for Broward County to be added in the future include:

- # or % of special needs children/youth completing public school;
- # or % of special needs youth acquiring and maintaining gainful employment;
- # or % of special needs children/youth maintaining good health sufficient to function effectively;
- # or % of special needs children/youth practicing social skills sufficiently well to enjoy a good quality of life.

PLAN STRATEGIES:

SNAC MISSION: Broward County children with special needs shall have the opportunity to realize their full potential, self-advocate, and integrate fully into the most enabling community environment possible.

STRATEGY: To develop a county-wide integrated system of care for children with special needs, birth through 22, which has identifiable partners held accountable.

STRATEGY: Increase the availability /accessibility of transitional services for special needs children, especially secondary age 14-21.

PRIORITY STRATEGIES TO ACHIEVE AT SUMMIT:

STRATEGY: To increase collaborative efforts between the Broward Schools and other Provider agencies to inventory and expand service delivery and enhance opportunities for children with special needs

STRATEGY: Develop a method for measuring how many special needs children are in the county.

PRIORITY PLAN STRATEGIES:

STRATEGY: To develop a measure for increasing access to services for special needs children.

STRATEGY: To anticipate and respond to system gaps by developing strategies, etc.

OTHER STRATEGIES:

STRATEGY: Increase the availability and knowledge of information and referral services for families who have children with special needs.

STRATEGY: To expand the role of the Special Needs Advisory Committee (SNAC) and it's related work groups to enable providers to have ongoing communications – special needs advisory board of advisors, parents, etc. that come together on a regular basis.

STRATEGY: To increase capacity building of providers to expand services to be more inclusive—database on people waiting for waiver services (APD).

STRATEGY: To develop a measure for increasing the number of special needs children who have the social, employability, and communication skills to secure and maintain employment and participation in community events and activities.

STRATEGY: To obtain buy-in and additional dollars from other funders to develop more coordinated funding to address big issues, rather than small pieces and to explore braided funding.

STRATEGY: To collect evidence based data, analyze, inform, educate funding sources and the legislature.

STRATEGY: Outreach to Higher Ed systems, Post-secondary options, and Vocational Services to increase involvement with children with special needs.

STRATEGY: School readiness needs inclusion specialists that are active and engaged with the community.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Transitional Independent Living Committee Work Plan

GOAL: Young adults “aging out” of care in Broward County will have access to affordable housing, transportation, personal and community support, health care, education and employment opportunities to successfully transition to adulthood.

OBJECTIVE: To increase the successful transition of youth from the foster care system to independent living.

PLAN STRATEGIES:

PRIORITY STRATEGIES:

STRATEGY 1): To improve transitioning young adults’ educational attainment (academic or vocational).

STRATEGY 2): To reduce homelessness among transitioning young adults.

STRATEGY 3): To reduce homelessness among transitioning young adults.

STRATEGY 4): To increase transitioning young adults’ financial self-sufficiency.

STRATEGY 5): To reduce high-risk behavior among transitional young adults.

The above listed strategies are identified as outcomes in 45 CFR Part 1356 Chafee National Youth in Transition Database. This data has not previously been measured. Baseline data will be established for each outcome listed above, targets will be set and tracking processes will be finalized by the Transitional Independent Living Steering Committee by September, 2007.

PLAN STRATEGIES:

STRATEGY: Improve youth motivation and engagement in services and supports with the TIL System of Care.

STRATEGY: Develop services and supports for transitioning youth, including housing options, employment opportunities, educational support, etc.

STRATEGY: Advocate for legislative changes for transitioning youth to create long, lasting changes.

STRATEGY: Improve coordination of services and outcome tracking by developing a data sharing system.

STRATEGY: Develop Community Specialist positions to coordinate the following areas: training, employment, housing, and education.

STRATEGY: Provide community-wide training to all foster care workers, foster parents, group home staff, and transitional staff in adolescent development and in delivering developmentally appropriate life skill training.

STRATEGY: Develop a Savings Match program to educate youth about financial planning and to assist them in purchasing their first asset.

STRATEGY: Improve youth's mobility to access education, employment, services and supports.

STRATEGY: Develop Juvenile Justice Programs for foster care youth to prevent high risk behaviors and further involvement in the criminal justice system.

STRATEGY: Support the development of the Junior League of Greater Fort Lauderdale's Youth Resource Center to create a "one-stop shop" for transitioning youth.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Youth Employment Committee Work Plan

GOAL: Improve the employability of youth.

OBJECTIVE: To reduce the percent of people age 16-19 in the following racial and ethnic groups who are in the workforce but unemployed.

TARGET:	Target Year 2010	Target Year 2015
White alone	12.1	8.7
Black or African American alone	23.8	16.8
Hispanic or Latino (may be of any race)	14.6	9.8
Total (all races) age 16-19	18.0	14.8

TREND DATA:	1999	2000	2001	2002	2003	2004	2005
White alone	15.4%	14.0%	15.8%	21.5%	17.8%	17.7%	13.0%
Black or African American alone	25.1%	26.4%	33.2%	27.7%	38.5%	33.6%	31.3%
Hispanic or Latino (may be of any race)	18.8%	16.4%	19.5%	23.6%	20.3%	22.1%	15.2%
Total (all races) age 16-19	18.5%	17.8%	20.8%	24.1%	25.2%	23.6%	18.8%

SOURCE: CB Broward Benchmarks 2002 for year 1999 data; Broward Benchmarks 2004 for years 2000—2003; ACS for 2004 & 2005 (Tables: sex by age by employment status)

PLAN STRATEGIES:

PRIORITY STRATEGIES:

STRATEGY 1): Create a community-wide website to aggregate job opportunities for youth.

STRATEGY 2): Create a teen specific employment campaign to reach employers and youth.

STRATEGY 3): To increase the number of youth earning a recognized work preparatory credential.

OTHER STRATEGIES:

STRATEGY: To increase the percentage of children living in families in Broward County with parents/guardians earning a minimum of self-sufficiency wages.

STRATEGY: Increase the number of youth in skilled positions.

STRATEGY: Increase the number of youth attending post secondary education.

STRATEGY: Increase employment-related training opportunities for youth.

STRATEGY: Ensure that youth graduate high school with the basic academic and other skills (Secretary's Commission on Achieving Necessary Skills/SCANS) necessary to succeed in the workplace.

STRATEGY: Increase the availability/accessibility of employment and training services for special needs populations and youthful offenders, and youth aging out of foster care.

STRATEGY: Increase the availability of jobs in Broward County that pay a "living wage" and provide benefits.

STRATEGY: Develop and coordinate more effective self-supportive support, e.g. childcare and transportation resources for youth.

STRATEGY: Increase and improve access to positive youth development, such as occupational skills training, job readiness and placement assistance, post-secondary education, and other services for youth.

STRATEGY: Increase availability and access of internships, job coaching, apprentice programs and mentoring programs.

STRATEGY: Identify and recruit high school drop outs to participate in available training programs.

STRATEGY: Convene providers to create task force to evaluate the measurability and coordination of county-wide data. UNITED WAY OF BROWARD COUNTY TOOK OWNERSHIP OF THIS FOR 2006-07.

STRATEGY: Increase the utilization by employment providers to use 2-1-1 as a gateway for youth to access the services they need.

STRATEGY: Anticipate occupational demands and create awareness of youth as a solution.

STRATEGY: Identify best practices for youth employment and share those county-wide.

STRATEGY: Implement broader access and services to enhance career development assistance.

STRATEGY: Assist employers with cultural and youth competency training to sustain employability.

STRATEGY: To develop an integrated, community-wide system to measure youth employment in Broward County.

STRATEGY: To increase the employment opportunities available for youth.

STRATEGY: To expand resources to train, prepare and employ youth.

STRATEGY: Develop measures to track strategies for youth employment.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Glossary: Youth Employment with Education

ACT—An occupational skills training program for out-of-school youth ages 16 – 21 funded by the Workforce Investment Act of 1998 (WIA) and offered by the School Board of Broward County/Broward County Public Schools (SBBC/BCPS)

A LEAP—An internship program for 11th graders funded by the WIA and offered by the SBBC/BCPS

Agency for Workforce Innovation—State agency administering WIA, TANF, and other funding streams related to workforce development

Brandeis Summer Transitions —A 1-year intensive school-based youth development program for 9th graders funded by TANF and offered by the SBBC/BCPS

PEPNet—Promising and Effective Practices Network, a youth development program evaluation and recognition program offered by the National Youth Employment Coalition

Project Fresh Start—Provides employability, work experience, basic skills education, occupational skills training, and job placement assistance for Out of School youth, ages 16 - 21 funded by WFI Investment Act and offered by the ULBC

Sar Levitan Principles—Principles of effective youth development programming created by the Sar Levitan Center for Social Policies at Johns Hopkins University.

SCANS (Secretary's Commission on Achieving Necessary Skills)—Skills identified by business as being necessary for succeeding in the workplace, which are divided into categories that include resources, interpersonal, information, systems, and technology.

Sterling Navigator—A self-assessment process used for quality assurance divided into areas that include: leadership, strategic planning, customer and market focus, information and analysis, human resource focus, process management, and business results (outcomes).

TANF—Temporary Aid to Needy Families, a funding stream designed to move welfare clients towards self-sufficiency

WIA—Workforce Investment Act of 1998

Agency Capacity Building Committee Action Plan

GOAL 1: Multi-Level System Engagement

Develop a system of engagement in capacity building activities that reaches providers, funders, and community business.

STRATEGY: Using funders provider lists identify specific provider organizations to target for engagement in ACB initiatives

STRATEGY: Using funders provider lists identify specific provider organizations to target for engagement in ACB initiatives

STRATEGY: Engage the FBCBO to communicate ACB information to its members

STRATEGY: Engage elected officials in reaching target provider agencies

STRATEGY: Develop a stratified marketing strategy that targets service providers, funders and community businesses

STRATEGY: Develop a standardized survey to be administered to organizations participating in ACB initiatives

STRATEGY: ACB meetings will be held at community venues

STRATEGY: Engage funders in exploring grant opportunities in promoting organizational effectiveness and general operating support

STRATEGY: Engage Community Foundation, Sun Sentinel and United Way in the process of identifying opportunities for increased participation in ACB initiatives.

STRATEGY: Engage funders in addressing barriers and challenges in funding.

STRATEGY: Identify specific businesses to target for outreach to engage in capacity building efforts

STRATEGY: Outreach to Chambers of Commerce, FBCBO, Children's Consortium, and other existing child serving committees

PLAN ACTION STEPS:

Members of ACB will be responsible for personal phone contact with identified agencies to invite their participation
Add newly engaged organizations to ACB email lists

Identify possible centralized locations for ACB meetings

Identify and appoint a provider organization leader to co-chair ACB committee

Identify dollars available system-wide for ACB initiatives.

Identify opportunities for maximizing utilization of available dollars.

Develop an ACB community presentation to be presented to businesses and business groups

Develop an ACB community presentation to be presented to partners

GOAL 2: Development of Non-Traditional Partnerships

Develop nontraditional partnerships with provider agencies that provides for peer mentoring, increased system access, and collaboration with necessary others.

STRATEGY: Draft procedural guidelines for a peer mentoring process

STRATEGY: Increase availability of training for provider agencies in effective collaboration

STRATEGY: Identify opportunities for funding bodies to collaborate to expand current ACB support services

STRATEGY: Identify opportunities for engagement and collaboration with organizations who provide ACB support services for capacity building organizations

STRATEGY: Develop a network of fiscal agents available to agencies

PLAN ACTION STEPS:

Establish criteria for becoming general mentor/mentee

Develop system for maintaining approved mentor list

Establish roles and responsibilities for mentor/mentee relationship

Work with the Broward Training Collaborative to develop a training related to collaborative partnership building between provider organizations

Establish criteria for becoming fiscal agent

Develop system for maintaining approved fiscal agent list

Establish roles and responsibilities for fiscal agent/mentee relationship

GOAL 3: Increasing Funding Opportunities

Broaden funding opportunities and strategies for agencies participating in capacity building initiatives.

STRATEGY: Engage funding bodies in discussions related to the development of partnership grants

STRATEGY: Engage funding bodies in discussions related to the feasibility of earmarking funds for administrative support dollars

GOAL 4: Targeting Strategies to Assess Agency Needs

STRATEGY: Encourage providers to conduct on-going self-assessments of their organizational capacity

STRATEGY: Develop/adopt model organizational self-assessment to assist providers facilitate their own needs assessments

STRATEGY: Develop two-way communication channel between broader group of providers and the ACB sub-committee (non-dependent upon attendance at quarterly ACB meetings) whereby providers can communicate their capacity related needs

STRATEGY: Encourage funders to develop implementation grants to help providers execute strategies developed via training and technical assistance resources

STRATEGY: Disseminate updates and/or other developments regarding capacity building resources in Broward County

STRATEGY: Encourage funders to develop capacity building grants that enhance provider organizational capacity including, but not limited to, general operating grants, and grants to spawn local research into best practice models

STRATEGY: Encourage funders to develop grants that support fiscal agents and/or mentor agencies that assist providers to strengthen their capacity

PLAN ACTION STEPS:

Identify assessment tool

Quarterly update regarding capacity building resources, developments, or other topics will be disseminated to providers

Automation & IT Committee Work Plan

PLAN STRATEGIES:

STRATEGY: To improve planning, data collection and reporting In Broward County for data-driven decisions.

STRATEGY: To improve information technology support of quality assurance systems in Broward County by 2015.

STRATEGY: Improve the technical capacities of not-for-profit services organizations, including human performance analysis to ensure organizations can use the technology available.

STRATEGY: Develop a centralized eligibility intake/processor function that is system-wide for optimum end user (case managers and clients) support.

STRATEGY: Continue to implement and maintain the Broward Information Network (BIN) where appropriate.

STRATEGY: Enhance awareness, utilization, and build capacity of the 211 information system for human service assistance.

STRATEGY: Encourage stakeholders to collaborate in data collection methods and efforts.

PLAN ACTION STEPS:

Develop dynamic technology to adapt and change as needed.

Enhance branding of 2-1-1 as part of social branding campaign.

Continually update the goals and objectives of the Broward Information Network (BIN).

Form a common HIPAA committee, which includes attorneys, to be shared by human service funder and provider agencies in Broward addressing HIPAA issues.

Survey end-users of data management software required by funders to determine duplication of efforts and gaps in information that would be helpful to providers, as well as funders.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Coordination Strategies Committee Work Plan

GOAL: Create cost-effective service delivery systems In Broward County.

PLAN STRATEGIES:

STRATEGY: Develop unified public awareness campaigns in complimentary service areas.

STRATEGY: Continue to identify additional opportunities for real and virtual co-location of agencies/programs.

STRATEGY: Leverage all available funding opportunities.

STRATEGY: Advocate for equity in state funding for Broward County.

STRATEGY: Develop/implement processes to fund clients to improve continuity of services.

PLAN ACTION STEPS:

Simplify points of entry into the children's services system.

Jointly target and apply for more grant opportunities based on assessed need.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Cultural Competence Strategies Committee Work Plan

GOAL: Children in Broward County are reared in a culturally competent community.

PLAN STRATEGIES:

STRATEGY: To achieve cultural competency by increasing sensitivity to diversity and awareness of cultural issues in Broward County for children.

STRATEGY: Promote diversity and improve cultural competence in planning and delivery of all services for children and families throughout Broward County.

STRATEGY: Adopt a community-wide, accepted definition of diversity and cultural competency.

STRATEGY: Develop and adopt specific monitoring elements of cultural competency to be used by funding sources for contractual compliance.

STRATEGY: Develop culturally competent marketing strategies to increase awareness of diverse populations to access, navigate, and utilize services and systems.

STRATEGY: Engage and include underserved populations to identify, develop and promote needed services.

STRATEGY: Develop a data-driven system to gather and analyze data and report cultural competency and diversity outcomes.

STRATEGY: Funders will include in contract requirements measurable demonstration of cultural competency, e.g. training, criteria-based plans, standards and data.

STRATEGY: Adopt and implement community-wide, accepted standards for cultural competency.

STRATEGY: Develop and adopt uniform and consistent accountability guidelines and enforcement policies.

STRATEGY: Develop specific elements of cultural competency to be used by funding sources in the evaluation of program proposals.

STRATEGY: Augment the PRC study to include additional specific questions of the general population regarding cultural awareness and sensitivities.

STRATEGY: Develop systemic mechanism for community-wide coordination of all cultural competency initiatives.

STRATEGY: Encourage funders to support the implementation and sustainability of community-wide cultural competency initiatives.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Planning & Data Strategies Committee Work Plan

GOAL: Improve planning, data collection and reporting in Broward County.

PLAN STRATEGIES:

STRATEGY: To increase the availability and quality of data used for education, health, and human services planning by 2015.

STRATEGY: Identify needs, access, and gaps information that are system-wide, with the end-user in mind, and as measured by 2/3 of the following strategies:

STRATEGY: Support the use and maintenance of the Broward Benchmarks by identifying stakeholders for each section.

STRATEGY: Support the use and maintenance of the Community Resource Inventory.

STRATEGY: Identify and standardize the data sources used for children's services planning.

STRATEGY: Identify and maintain a community-wide system for the gathering of data for cost-benefit analyses of services.

STRATEGY: Establish a community-wide process for benchmark selection and updating of performance indicators.

STRATEGY: Identify data sources that need to be standardized and available resources for children's services planning.

STRATEGY: Promote coordinated planning and priority setting among the major stakeholders.

STRATEGY: Integrate data from and with the public library systems to facilitate public access and utilization of data on children's services needs, gaps, services, etc.

PLAN ACTION STEPS:

Date stamp the Community Resource Inventory to ensure accuracy in using most up to date data.

Encourage funders and providers to make data available for common community planning usage.

Develop training process for consistency of understanding by volunteers in the process.

Note: Action Plans are a work in progress; some committees are still working on objectives, due to the lack of available data sources from which indicators and targets can be established.

Quality Assurance/Improvement Committee Work Plan

GOAL: Increase the quality of children's programs in Broward County.

PLAN STRATEGIES:

STRATEGY: To create more effective and collaborative program monitoring and evaluation in Broward County and to improve system-wide quality improvement initiatives.

STRATEGY: Continue to coordinate procurement, contract compliance and monitoring among funders to develop an overarching systemic approach.

STRATEGY: Develop a scientific and outcome-based system that is utilized in program development, implementation, and evaluation with all stakeholders in the analysis and reporting of client outcomes.

STRATEGY: Develop a community-wide, local, standardized system of program evaluation.

STRATEGY: Promote and expand collaborative training, technical assistance, and related staff development efforts.

STRATEGY: Encourage funders and providers to incorporate more interventions into programs that will enhance evidence-based protective (resiliency) factors.

STRATEGY: Implement a multi-phased plan for hiring and retaining qualified staff and conduct cost analysis on the turnover issue.

STRATEGY: Integrate opportunities for QA professionals meet regularly and share knowledge.

STRATEGY: Increase participation and support of nonprofit leaders in QA measures.

STRATEGY: Develop consistency amongst funders with measurement of customer satisfaction required of providers.

STRATEGY: To develop an integrated continuum of care and data tracking system for children who are victims of, or witnesses to domestic violence.

STRATEGY: Increase the stability and quality of workforce that interacts with children and families.

STRATEGY: Investigate and develop local sustainable best practice models that are preferably in the public domain.

STRATEGY: Identify system-wide opportunities to reduce duplication and to maximize available resources.

Note: In the absence of measurable objectives, Action Plan Committee participants agreed that 'to achieve 2/3 of the strategies' could be used as a measure of progress.

PLAN ACTION STEPS:

Monitor and share best practices information through a community-wide summit or forum.

Develop incentives and rewards for providers demonstrating high quality in their outcomes.

Create a source for providers to access for examples of QA models and measures.

Increase participation and support of nonprofit leaders in QA measures.

Develop QA measures that can be implemented across funders and providers community-wide for strategic program evaluation.

Create a feedback loop process that provides reports and has accountability measures.

Evaluate outcomes of for the action committees of the Children's Strategic Plan, using a Likert scale for consistency across committees.

Develop a chapter of a collegial or professional association of QA professionals to encourage interaction and sharing of systems and information.

A6. 2002 BROWARD COUNTY CHILDREN'S STRATEGIC PLAN (BCCSP) INDICATORS

Indicators	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	SOURCE
	2002	2003	2004	2005	2006	Target 2005	
ABUSE AND NEGLECT							
BROWARD: To decrease the number of children living in foster, independent living or residential group care (as of June 30) per 100,000 children under 18						412.8	requires consensus for defining of categories & which to include as well as consistent source of data for this indicator
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
BROWARD: To increase the percentage of children referred after the implementation dates who are placed within District 10.	n/a	n/a	n/a	n/a		80%	indicator unclear per DCF staff consulted; consider rewording
BROWARD: To increase the percentage of children placed in out-of-home care whose permanency plan is family reunification who are returned to the family within 12 months of referral contract	n/a	n/a	65.89%	73.03%		85%	ALOS Report; DCF Report "Length of Stay for Foster Care- Substitute Care Cases" does not include those exactly 12 months only under 12 months. This report has been discontinued.
BROWARD: To increase the percentage of children under the age of 12 who will be placed in foster family care.	n/a	n/a	n/a	n/a		80%	indicator unclear per DCF staff consulted; consider rewording

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

ABUSE AND NEGLECT (continued...)								
Indicators	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	SOURCE	
	2002	2003	2004	2005	2006	Target 2005		
BROWARD: To increase the percentage of children who do not experience confirmed abuse/neglect within 12 months after reintegration with their families (STATE CHANGED TO 6 MONTHS - SEE BELOW)	n/a	n/a	n/a	n/a		90%		
BROWARD: To increase the percentage of children who do not experience confirmed abuse/neglect within 6 months after reintegration with their families	n/a	n/a	96.40%	90.60%			Source: DCF HomeSafenet Report "Re-Maltreatment Within 6 Months of Service Termination"	
BROWARD: To reduce the rate of child abuse/neglect reports per 1,000 children with verified evidence of maltreatment	26	n/a	22.1	21.6		19.2	Pop source: for FY 199900 through 2002/03 Projections from Florida Pop Estimates & Projections (EDR) FY (as of Jan 1) in reports dated July of each FY as provided by DCF; for FY 2003/04 & 2004/05 pop est shown in DCF "Child Identified as Victims" Reports	
<i>population ages 0 through 17</i>	393,804	-	399,784	403,778			Pop source: for FY 199900 through 2002/03 Projections from Florida Pop Estimates & Projections (EDR) FY (as of Jan 1) in reports dated July of each FY as provided by DCF; for FY 2003/04 & 2004/05 pop est shown in DCF "Child Identified as Victims Reports	
<i>number of victims ages 0-17</i>	10,416	n/a	8,851	8,722			Children Identified as Victims in Reports Locked provided by DCF	

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
BEHAVIORAL HEALTH							
BROWARD: To increase the average number of days per year that severely emotionally disturbed children spend in community	332	348	339	347	344	333	SAMH (end of year reports from Tallahassee for FY 2002 - 2005)
FLORIDA: average number of days per year that severely emotionally disturbed children spend in community					349		
BROWARD: To increase the average number of days per year that emotionally disturbed children spend in community	358	361	360	360	353	358	SAMH (end of year reports from Tallahassee for FY 2002 - 2005)
FLORIDA: average number of days per year that emotionally disturbed children spend in community					356		
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005		Target 2005	
BROWARD: To reduce the percentage of youth who currently use marijuana.	n/a	17.9%	n/a	17.3%		10.9%	CDC YRB Survey
FLORIDA: percentage of youth who currently use marijuana.	n/a	21.4%	n/a	16.8%			CDC YRB Survey
NATIONAL: percentage of youth who currently use marijuana.	n/a	22.4%	n/a	20.2%			CDC YRB Survey
BROWARD: To reduce the percentage of youth who are currently drinking alcohol	n/a	42.0%	n/a	38.3%		36.8%	CDC YRB Survey
FLORIDA: percentage of youth who are currently drinking alcohol	n/a	42.7%	n/a	39.7%			CDC YRB Survey
NATIONAL: percentage of youth who are currently drinking alcohol	n/a	44.9%	n/a	43.3%		11.0%	CDC YRB Survey

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BEHAVIORAL HEALTH (continued...)	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005		Target 2005	
BROWARD: To reduce the percentage of teens currently using cigarettes	n/a	13.4%	n/a	13.7%			CDC YRB Survey
FLORIDA: percentage of teens currently using cigarettes	n/a	18.1%	n/a	17.2%			CDC YRB Survey
NATIONAL: percentage of teens currently using cigarettes	n/a	21.9%	n/a	23.0%			CDC YRB Survey
BROWARD: To reduce the percentage of youth who currently use cocaine.	n/a	2.2%	n/a	2.9%		1.9%	CDC YRB Survey
FLORIDA: percentage of youth who currently use cocaine.	n/a	4.0%	n/a	3.6%			CDC YRB Survey
NATIONAL: percentage of youth who currently use cocaine.	n/a	4.1%	n/a	3.4%			CDC YRB Survey
BROWARD: To decrease the percentage of students who had their first drink of alcohol before age 13	n/a	29.3%	n/a	27.9%		29.4%	CDC Youth Risk Behavior Survey (YRBS); 2005 data accessed 9/06
FLORIDA: percentage of students who had their first drink of alcohol before age 13	n/a	29.4%	n/a	25.4%			
NATIONAL: percentage of students who had their first drink of alcohol before age 13	n/a	27.8%	n/a	25.6%			
BROWARD: To decrease the percentage of students who tried marijuana before age 13	n/a	9.0%	n/a	8.7%		8.1%	CDC Youth Risk Behavior Survey (YRBS); 2005 data accessed 9/06
FLORIDA: percentage of students who tried marijuana before age 13	n/a	10.2%	n/a	8.9%			CDC Youth Risk Behavior Survey (YRBS); 2005 data accessed 9/06
NATIONAL: percentage of students who tried marijuana before age 13	n/a	9.9%	n/a	8.7%			CDC Youth Risk Behavior Survey (YRBS); 2005 data accessed 9/06

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

BEHAVIORAL HEALTH (continued...)	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005		Target 2005	
BROWARD: To reduce the percentage of students in grades 9-12 who have attempted suicide	n/a	8.5%	n/a	8.8%			CDC YRB Survey
FLORIDA: percentage of students in grades 9-12 who have attempted suicide	n/a	9.0%	n/a	8.5%			CDC YRB Survey
NATIONAL: percentage of students in grades 9-12 who have attempted suicide	n/a	8.5%	n/a	8.4%			CDC YRB Survey
BROWARD: To reduce the number of suicide deaths per 100,000 youth ages 15 - 19 (through age 19)	7.0	2.9	5.4	0.9			calculated using raw numbers & pop estimates from FDOH Florida Charts online
<i>number of suicide deaths youth ages 15-19</i>	7	3	6	1			FDOH Charts online age 15 though 19
<i>Calculate using population 15-19</i>	99,875	102,125	111,806	110,460			FDOH Charts online age 15 through 19
FLORIDA: number of suicide deaths per 100,000 youth ages 15 - 19 (through age 19)	7.0	5.3	6.3	7.0			FDOH online; accessed 10/06
	75	58	72	82			FDOH online; accessed 10/06
	1,073,363	1,102,233	1,147,186	1,177,427			FDOH population estimates
NATIONAL: number of suicide deaths per 100,000 youth ages 15 - 19 (through age 19)	7.43	7.26					CDC, National Center for Injury Prevention and Control, WISQARS Injury Mortality Report, accessed 10/06

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BEHAVIORAL HEALTH (continued...)	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005		Target 2005	
BROWARD: To reduce the unintentional injury death rate per 100,000 children ages 0 - 19	10.8	15.0	15.2	15.4		14.3	calculated using FDOH online data
<i>Calculate using these numbers of unintentional injury deaths through 19</i>	46	65	69	70			FDOH Online; 2005 data accessed 9/06
<i>Calculate using these populations 0 through 19</i>	424,035	434,263	453,534	454,660			FDOH online population
FLORIDA: unintentional injury death rate per 100,000 children ages 0 - 19	17.4	18.9	18.5	19.6			FDOH online; accessed 10/06
	727	811	817	888			FDOH online; accessed 10/06
	4,174,281	4,291,113	4,416,896	4,530,066			FDOH population estimates, accessed 10/06
NATIONAL: unintentional injury death rate per 100,000 children ages 0 - 19	15.36	14.82					CDC, National Center for Injury Prevention and Control, WISQARS Injury Mortality Report, accessed 10/06
COMMUNITY / HOUSING / HOMELESS							
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005		Target 2005	
BROWARD: To increase the percentage of adults who feel that the problem of crime is decreasing in their neighborhoods	n/a	20.7%	n/a	20.0%			PRC Survey
BROWARD: To increase adult volunteerism in neighborhoods. In the past year, the percentage of surveyed adults that have done any volunteer work in their neighborhood or community.	n/a	36.6%	n/a	39.0%			PRC Survey

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COMMUNITY / HOUSING/ HOMELESS (continued...)								
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR		
	2002	2003	2004	2005		Target 2005		
BROWARD: To increase youth volunteerism in neighborhoods.	n/a	17.3%	n/a	13.10%			PRC Survey	
BROWARD: To develop a measure for youth perceptions of safety and security in their neighborhoods	n/a	n/a	n/a	n/a				
BROWARD: To reduce the percentage of children under 18 years old living below the poverty level.	15.6%	16.2%	13.5%	15.3%		16.60%	CCB Benchmarks for 1999; US Census Bureau, 2004 and 2005 American Community Survey for all other years	
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR		
	2002	2003	2004	2005		Target 2005		
FLORIDA: percentage of children under 18 years old living below the poverty level.	18.6%	19.0%	17.7%	17.9%			US Census Bureau American Community Survey	
NATIONAL: percentage of children under 18 years old living below the poverty level.	17.6%	17.7%	18.4%	18.5%			US Census Bureau American Community Survey	
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR		
	2002	2003	2004	2005		Target 2005		
BROWARD: To reduce the number of persons per 100,000 receiving TANF cash								
BROWARD: To reduce the number of families with children who are homeless.	n/a	n/a	n/a	n/a		81	Broward County Coalition's Beds Line Count.	

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COMMUNITY / HOUSING/ HOMELESS (continued...)							
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2001/02	2002/03	2003/04	2004/05			
BROWARD: To reduce the percentage of elementary school children needing free/reduced lunch	44.7%	45.8%	45.0%	44.9%		43.4%	FDOE School Indicators Report online
FLORIDA: percentage of elementary school children needing free/reduced lunch	52.3%	52.9%	53.5%	53.1%			FDOE School Indicators Report online; accessed 10/06
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
BROWARD: Number of Exceptional Student Education (ESE) students in Grades K - 12	33,588	29,576	28,946	29,429	30,031		BCPS 20 day enrollment annual memos (2006/07 accessed 10/11/06)
BROWARD: To develop a measure for increasing access to services for special needs children	n/a	n/a	n/a				
BROWARD: To develop a measure for increasing the number of special needs children who maintain independence	n/a	n/a	n/a				

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2001/02	2002/03	2003/04	2004/05			Target 2005
DELINQUENCY							
BROWARD: To decrease the number of youth ages 10 - 14 referred for delinquency per 100,000 youth ages 10 - 14	2399.5	2403.8	2254.4	2188.0			1042.2 FDJJ Delinquency Profiles based on EDR population estimates
<i>Youths referred for Delinquency Age 10 through 14</i>	2,700	2,772	2,617	2,591			FDJJ Profile of Florida Delinquency 2000 for FY 98/99 & 99/00; FDJJ Profile 04/05 for all other fiscal years
<i>Population Age 10 through 14</i>	112,524	115,317	116,086	118,419			EDR Pop 10 - 14 estimates updated July 2005 emailed from FDJJ
FLORIDA: number of youth ages 10 - 14 referred for delinquency per 100,000 youth ages 10 - 14	2,950.3	2,981.3	2,863.1	2,558.5			
	31,627	32,355	32,955	29,899			
<i>Florida population ages 10-14</i>	1,071,975	1,085,281	1,151,029	1,168,628			EDR population estimates

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

DELINQUENCY (continued...)								
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2001/02	2002/03	2003/04	2004/05			Target 2005	
BROWARD: To decrease the number of delinquent offenses per 100,000 youth ages 10 - 14	3,581.5	3,377.6	3,243.3	3,326.3			1042.2	FDJJ Delinquency Profiles based on EDR population estimates
<i>Delinquency Referrals Age 10 through 14</i>	4,030	3,895	3,765	3,939				FDJJ Profile of Florida Delinquency 2000 for FY 98/99 & 99/00; FDJJ Profile 04/05 for all other fiscal years
<i>Population Age 10 through 14</i>	112,524	115,317	116,086	118,419				EDR Pop 10 - 14 estimates updated July 2005 emailed from FDJJ
FLORIDA: number of delinquent offenses per 100,000 youth ages 10 - 14	4,524.5	4,539.1	4,383.4	3,949.5				
<i>Delinquency Referrals Age 10 through 14</i>	48,501	49,262	50,454	46,155				
<i>Florida population Age 10 through 14</i>	1,071,975	1,085,281	1,151,029	1,168,628				EDR population estimates
BROWARD: To reduce the number of juveniles referred for all crimes per 100,000 age 10 - 17	4,825	4,748	4,453	4,505			5853.3	FDJJ Profile of Florida Delinquency module does not give rates; gives raw #s, population, & % change; see below used for calculation
<i>Number of juveniles referred age 10 - 17</i>	8,377	8,416	8,163	8,312				FDJJ Profile of Florida Delinquency modules 2004/05; FDJJ 03/04 module for FY 99/00; 03/02 module for FY98/99
<i>population age 10 - 17</i>	173,609	177,242	183,322	184,491				FDJJ Profile of Florida Delinquency modules 2004/05; FDJJ 03/04 module for FY 99/00; 03/02 module for FY98/99

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DELINQUENCY (continued...)							
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2001/02	2002/03	2003/04	2004/05		Target 2005	
FLORIDA: number of juveniles referred for all crimes per 100,000 age 10 - 17	5,706	5,612	5,554	5,208			
<i>Number of juveniles referred age 10 - 17</i>	97,408	97,756	99,692	95,263			
<i>Florida population 10 - 17</i>	1,707,153	1,741,798	1,795,033	1,829,260			
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005		Target 2005	
BROWARD: To reduce the violent crime arrest rate per 100,000 youth ages 10-17.	549.0	435.4	503.9	477.3		608.5	rates from Richard Ogburn of SFRPC based on FDLE data from BSO
BROWARD: To reduce the property crime arrest rate per 100,000 youth ages 10-17.	2476.3	2179.0	2065.6	1810.2		3696.8	rates from Richard Ogburn of SFRPC based on FDLE data from BSO

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DELINQUENCY (continued...)							
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2001/02	2002/03	2003/04	2004/05		Target 2005	
BROWARD: To reduce the rate of juvenile vandalism per 100,000 children ages 10 - 17.	150.9	109.5	113.5	104.6		59.8	calculated using raw numbers and population from FDJJ Profile of Florida Delinquency module online
<i>Vandalism Referrals</i>	262	194	208	193			FDJJ Profile of Florida Delinquency module 2004/05 for FY 2001 through 2005; FDJJ 03/04 module for FY 99/00; FDJJ 03/02 module for FY98/99
<i>population 10 - 17</i>	173,609	177,242	183,322	184,491			FDJJ Profile of Florida Delinquency module 2004/05 for FY 2001 through 2005; FDJJ 03/04 module for FY 99/00; FDJJ 03/02 module for FY98/99
FLORIDA: rate of juvenile vandalism per 100,000 children ages 10 - 17.	189.6	198.2	192.3	164.7			
<i>Vandalism Referrals</i>	3,236	3,453	3,452	3,013			
<i>Florida population 10 - 17</i>	1,707,153	1,741,798	1,795,033	1,829,260			

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005	2006	Target 2005	
DOMESTIC VIOLENCE							
BROWARD: To decrease the number of domestic violence offenses per 100,000	434.9	471.0	482.4	473.5		522.0	FDLE as used by orig BCCSP Plan; note FDOH Charts online has different numbers
FLORIDA: number of domestic violence offenses per 100,000	730.7	707.0	683.8	671.9			FDLE online
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
EDUCATION							
BROWARD: To reduce the percent of students who drop out of public schools	1.3%	1.0%	1.1%	1.0%		2.3%	FDOE online; 2004/05 data accessed 9/06
FLORIDA: percent of students who drop out of public schools	3.2%	3.1%	2.9%	3.0%			FDOE online; accessed 10/06

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

EDUCATION (continued..)							
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
BROWARD: To increase the percent of students who graduate from public schools within 4 years of entering 9th grade	65.2%	62.7%	66.2%	67.1%		65.0%	FDOE online; 2004/05 data accessed 9/06
FLORIDA: percent of students who graduate from public schools within 4 years of entering 9th grade	67.9%	69.0%	71.6%	71.9%			Florida School Indicators report; accessed 10/06
BROWARD: To decrease the percentage of middle school students receiving in-school suspensions	8.7%	8.8%	13.4%	12.9%		8.0%	FDOE School Indicators Report for 2003/04 and 04/05; The Broward Benchmarks for 1999/00 through 2002/03
FLORIDA: percentage of middle school students receiving in-school suspensions	16.1%	16.9%	17.5%	16.9%			FDOE School Indicators online; accessed 10/06
BROWARD: To decrease the percentage of middle school students receiving out-of-school suspensions	10.2%	7.9%	8.9%	7.9%		8.0%	FDOE School Indicators Report for 2003/04 and 04/05; The Broward Benchmarks for 1999/00 through 2002/03

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EDUCATION (continued...)							
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
FLORIDA: percentage of middle school students receiving out-of-school suspensions	14.2%	14.4%	15.4%	14.6%			FDOE School Indicators online; accessed 10/06
BROWARD: To improve Florida Comprehensive Assessment Test total reading scores for grade 4	304	306	318	316	318	310	FDOE FCAT online; 2005/06 data accessed 9/06
FLORIDA: Florida Comprehensive Assessment Test total reading scores for grade 4	299	305	318	319	314		FDOE FCAT online accessed 10/06
BROWARD: To improve Florida Comprehensive Assessment Test total math scores for grade 5	327	326	331	335	339	335	FDOE FCAT online; 2005/06 data accessed 9/06
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
FLORIDA: Florida Comprehensive Assessment Test total math scores for grade 5	318	320	322	329	329		FDOE FCAT online accessed 10/06

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EDUCATION (continued...)							
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
BROWARD: To increase the percentage of grade 4 students scoring 3.0 or above on FCAT Writing Assessment test	84%	93%	94%	94%		81%	FDOE FCAT online; 2005/06 data accessed 9/06
FLORIDA: percentage of grade 4 students scoring 3.0 or above on FCAT Writing Assessment test	81%	90%	90%	90%			FDOE School Indicators Report; accessed 10/06
BROWARD: To increase the prose literacy of young adults ages 19-24.		retired					CCB Broward Benchmarks 2002 endnotes indicates benchmark retired stating instrument and pop sample may not give accurate picture of literacy in Broward.
BROWARD: To increase the prose literacy of adults ages 25-64.		retired					CCB Broward Benchmarks 2002 endnotes indicates benchmark retired stating instrument and pop sample may not give accurate picture of literacy in Broward.
BROWARD: To develop a measure for behavioral problems in elementary school						n/a	

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005	2006	Target 2005	
HEALTH							
BROWARD: To reduce the percentage of uninsured children under age 18	7.3%	n/a	12.1%	n/a		9.0%	CCB Benchmarks/PRC
NATIONAL: percent of children under 17 without health insurance (different age group, not directly comparable)	12.0%	11.0%	11.0%				KIDS COUNT, Annie E. Casey Foundation
BROWARD: To increase the percentage of children ages 1-18 who receive dental care	73.0%	n/a	72.7%	n/a		80.0%	CCB Benchmarks/PRC
BROWARD: To reduce the number of pediatric hospital admissions for asthma							need consensus for standardized/consistent data source
BROWARD: To reduce the number of pediatric hospital admissions for diabetes							need consensus for standardized/consistent data source
BROWARD: To increase appropriate use of the emergency room by primary care children							need consensus for standardized/consistent data source

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005	2006	Target 2005	
HEALTH: PRENATAL							
BROWARD: To increase the percentage of women who receive prenatal care beginning in the 1st trimester of their pregnancy	87.4%	88.0%	81.2%	79.1%		86%	FDOH Florida Charts online; orig BCCSP used FDOH Vital Stats; Note: Data from 2004 on are not comparable to data from prior years because of change in collection method.
FLORIDA: percentage of women who receive prenatal care beginning in the 1st trimester of their pregnancy	85.4%	85.8%	81.0%	78.5%			FDOH Charts online; accessed 10/06
NATIONAL: percentage of women who receive prenatal care beginning in the 1st trimester of their pregnancy	83.7%	84.1%	83.9%				National Center for Health Statistics, Health, US 2005 and Health, US 2006
BROWARD: To decrease the fetal death rate per 1,000 live births (white babies)	6.4	4.6	6.5	5.5		5.5	FDOH Charts online (2005 data accessed 9/21/06)
FLORIDA: fetal death rate per 1,000 live births (white babies)	6	5.8	6	5.6			FDOH Charts online (accessed 11/06)
BROWARD: To decrease the fetal death rate per 1,000 live births (non-white babies)	14.8	14.7	13.1	10.1		9.0	FDOH Charts online (2005 data accessed 9/21/06)
FLORIDA: fetal death rate per 1,000 live births (non-white babies)	12.2	12.3	12.4	11.4			FDOH Charts online (accessed 11/06)
BROWARD: To decrease the fetal death rate per 1,000 live births (all babies)	9.7	8.6	9.2	7.6		6.4	FDOH Charts online (2005 data accessed 9/21/06)
FLORIDA: fetal death rate per 1,000 live births (all babies)	7.7	7.5	7.7	7.2			FDOH Charts online (accessed 11/06)

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

HEALTH: PRENATAL (continued...)							
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005	2006	Target 2005	
BROWARD: To decrease the infant mortality rate per 1,000 births (white babies)	4.2	3.9	4.1	4		4.4	FDOH Charts online (2005 data accessed 9/21/06)
FLORIDA: infant mortality rate per 1,000 births (white babies)	5.9	5.8	5.5	5.3			FDOH Charts online (accessed 11/06)
NATIONAL: infant mortality rate per 1,000 births (white babies)	5.8	5.7					National Center for Health Statistics, Health, US 2006
BROWARD: To decrease the infant mortality rate per 1,000 births (non-white babies)	8.9	10.1	8.7	9.5		9	FDOH Charts online (2005 data accessed 9/21/06)
FLORIDA: infant mortality rate per 1,000 births (non-white babies)	12.4	12.4	11.5	12.5			FDOH Charts online (accessed 11/06)
BROWARD: To decrease the infant mortality rate per 1,000 births (all babies)	6	6.4	5.9	6.2		6.4	FDOH Charts online (2005 data accessed 9/21/06)
FLORIDA: infant mortality rate per 1,000 births (all babies)	7.5	7.5					KIDS COUNT, Annie E. Casey Foundation
NATIONAL: infant mortality rate per 1,000 births (all babies)	7	6.8					National Center for Health Statistics, Health, US 2006
BROWARD: To decrease the percentage of babies who weigh less than 2,500 (all babies)	8.80%	8.70%	8.80%	9.30%		8%	FDOH Charts online (2005 data accessed 9/21/06)
FLORIDA: percentage of babies who weigh less than 2,500 (all babies)	8.40%	8.50%	8.60%	8.80%			FDOH Charts online; accessed 10/06
NATIONAL: percentage of babies who weigh less than 2,500 (all babies)	7.82%	7.93%	8.10%				National Center for Health Statistics, Health, US 2005
BROWARD: To maintain the percentage of 2 year olds who are adequately immunized according to schedule	85.1%	86.4%	89.2%	n/a		90%	FDOH Charts online (2005 data accessed 9/21/06)
FLORIDA: percentage of 2 year olds who are adequately immunized according to schedule	85.3%	79.4%	85.3%	n/a			FDOH Charts online; accessed 10/06
NATIONAL: percent of children who have 4:3:1 Series Coverage	79%	82%	84%				Centers for Disease Control and Prevention, National Immunization Program; accessed via KidsCount

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

HEALTH: PRENATAL (continued...)							
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005	2006	Target 2005	
BROWARD: Teen birth rate per 1000 girls ages 15 - 19	34.6	32.9	30.8	32.5		48	FDOH Florida Charts accessed 12/14/05, 2005 data accessed 9/21/05; (Years are Calendar Yrs not FY)
FLORIDA: Teen birth rate per 1000 girls ages 15 - 19	44.3	42.4	41.6	41.9			FDOH Charts online; accessed 10/06
NATIONAL: Teen birth rate per 1000 girls ages 15 - 19	43.0	41.6	41.2				National Center for Health Statistics, Health, US 2005
BROWARD: Percent of girls ages 15-19 who have had a repeat birth	12.5%	14.0%	13.1%	13.7%		20.0%	FDOH Florida Charts accessed 12/14/05, 2005 data accessed 9/21/05; (Years are Calendar Yrs not FY)
FLORIDA: Percent of girls ages 15-19 who have had a repeat birth	14.8%	15.2%	15.4%	16.1%			FDOH Charts online; accessed 10/06
BROWARD: To decrease the number of births per 1,000 girls ages 10-14.	0.7	0.5	0.5	0.5		0.75	FDOH online; 2005 data accessed 9/06
FLORIDA: number of births per 1,000 girls ages 10-14.	0.8	0.7	0.7	0.7			FDOH online; accessed 11/06
NATIONAL: number of births per 1,000 girls ages 10-14.	0.7	0.6	0.7				National Center for Health Statistics, Health, US 2005 and Health, US 2006

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2001/02	2002/03	2003/04	2004/05	2005/06	Target 2005	
SCHOOL READINESS							
BROWARD: To increase the percentage of children who are ready for kindergarten	88.7%	86.0%	87.0%	88.0%	86.0%	86.0%	School Advisory Council Reports at http://data.fldoe.org/school_reports/ for 1999/00 through 2001/02; No Child Left Behind (NCLB) School Public Accountability Reports (SPARs) at http://doeweb-prd.doe.state.fl.us/eds/nclbpar/index.cfm for 2002/03 & 2003/04; Florida Department of Education School Readiness Uniform Screening System (SRUSS) for 2004/05 and 2005/06
FLORIDA: percentage of children who are ready for kindergarten	84.0%	82.0%	84.0%	84.0%	82.0%		Florida School Readiness Uniform Screening System; Note from FL DOE: prior to 2004-05, there was not a statewide readiness assessment--school districts administered their own assessments

Updated numbers for some original benchmark data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/6/07.

	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2002	2003	2004	2005		Target 2005	
YOUTH EMPLOYMENT							
BROWARD: To reduce the number of people age 16 and older who are unable to find work.	5.8%	5.4%	4.6%	3.7%		4.0%	US Bureau of Labor Statistics; accessed 10/06
FLORIDA: number of people age 16 and older who are unable to find work.	5.7%	5.3%	4.7%	3.8%			US Bureau of Labor Statistics; accessed 11/06
NATIONAL: number of people age 16 and older who are unable to find work.	5.6%	5.7%	5.4%	5.1%			US Bureau of Labor Statistics; accessed 10/06

Items highlighted in grey were dropped as indicators by consensus of community participants in the 2006 planning process. This indicator will not appear in the 2006 plan.

A7. 2006 BROWARD COUNTY CHILDREN'S STRATEGIC PLAN (BCCSP) INDICATORS

Indicators	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	SOURCE
	2004/05	2005/06		Target 2005	Target 2010	Target 2015	
ABUSE AND NEGLECT							
To reduce the rate of child abuse/neglect per 1,000 children with verified evidence of maltreatment [see footnote below about comparison of data with benchmark year]	21.6			19.2	17.3		Pop source: for FY 199900 through 2002/03 Projections from Florida Pop Estimates & Projections (EDR) FY (as of Jan 1) in reports dated July of each FY as provided by DCF; for FY 2003/04 & 2004/05 pop est shown in DCF "Child Identified as Victims" Reports
<i>population ages 0 through 17</i>	403,778						Pop source: for FY 199900 through 2002/03 Projections from Florida Pop Estimates & Projections (EDR) FY (as of Jan 1) in reports dated July of each FY as provided by DCF; for FY 2003/04 & 2004/05 pop est shown in DCF "Child Identified as Victims" Reports
<i>a) number of victims ages 0-17</i>	8,722						Children Identified as Victims in Reports Locked provided by DCF
To increase the percentage of children who do not experience indicated or verified abuse/neglect within 6 months after reunification with their families	90.60%						Source: DCF HomeSafenet Report "Re-Maltreatment Within 6 Months of Service Termination"
To increase the percentage of adoptions finalized within 24 months of latest removal from home	26.0%			50%	60%		HomeSafenet Annual Report, Table G-2, Children Adopted Within 24 Months.
To ensure children are free from abuse while living in licensed foster care	94.1%			96%	100%		HomeSafenet Annual Report, Table C-1, Abuse During Services (In-home and Out of home, Licensed Providers.)
To ensure that foster children who are living in supervised relative care and non-relative care are free from indicated or verified abuse and neglect	94.2%			96%	100%		HomeSafenet Annual Report, Table C-1, Abuse During Services (In-home and Out of home, Approved Relative/Non-Relative, open cases.)
To increase one year post-adoption success for children in the system	71.5%	67.2%					DCF Adoption and Related Services Statistical Report; note per DCF: these data will not be available in the future

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2004/05	2005/06		Target 2005	Target 2010	Target 2015	
BEHAVIORAL HEALTH							
To increase the average number of days per year that severely emotionally disturbed children spend in community with increasingly adaptive behaviors	347	344		333	333	361	SMAH (end of year reports from Tallahassee for FY 2002 - 2005)
To increase the average number of days per year that emotionally disturbed children spend in community with increasingly adaptive behaviors	360	353		358	358	363	SMAH (end of year reports from Tallahassee for FY 2002 - 2005)
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2005			Target 2005	Target 2010	Target 2015	
To reduce the percentage of students who currently use marijuana							
a) high school students	17.3%			10.9%	9.9%	13.2%	CDC YRB Survey
b) middle school and high school students	n/a						Florida Youth Substance Abuse Survey
To reduce the percentage of youth who are currently drinking alcohol							
a) high school students	38.3%			36.8%	32.1%	36.2%	CDC YRB Survey
b) middle school and high school students	n/a						Florida Youth Substance Abuse Survey
To reduce the percentage of teens currently smoking cigarettes							
a) high school students	13.7%				5.5%		CDC YRB Survey

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BEHAVIORAL HEALTH (continued...)	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2005			Target 2005	Target 2010	Target 2015	
b) middle school and high school students	n/a						Florida Youth Substance Abuse Survey
To reduce the percentage of youth who are currently using cocaine							
a) high school students	2.9%			1.9%	1.0%		CDC YRB Survey
b) middle school and high school students	n/a						Florida Youth Substance Abuse Survey
To reduce the percentage of youth who are currently using depressants, amphetamines & other prescription drugs without a doctor's order.							
a) high school students							
b) middle school and high school students							Florida Youth Substance Abuse Survey; Notes: Data on oxycontin and other prescription drug pain killers not collected in 2000; Xanax was added to list of depressants in 2002
To decrease the percentage of students who had their first drink of alcohol before age 13	27.9%			29.4%	28.6%	23.30%	CDC Youth Risk Behavior Survey (YRBS); 2005 data accessed 9/06
To decrease the percentage of students who tried marijuana before age 13	8.7%			8.1%	7.1%	7.46%	CDC Youth Risk Behavior Survey (YRBS); 2005 data accessed 9/06
To reduce the percentage of students in grades 9-12 who have attempted suicide	8.8%			none	none	4.7%	CDC YRB Survey
To reduce the number of suicide deaths per 100,000 youth ages 15 - 19 (through age 19)	0.9						calculated using raw numbers & pop estimates from FDOH Florida Charts online
<i>number of suicide deaths among youth ages 15 - 19 (through age 19)</i>	1						FDOH Florida Charts online age 15 though 19
<i>Calculate using population 15 through 19</i>	110,460						FDOH Florida Charts online age 15 through 19
To reduce the number of suicide deaths per 100,000 youth ages 5 - 10	0.00						
<i>number of suicide deaths among youth ages 5-10</i>	0						
<i>Calculate using population 5 through 10</i>	140419						
To reduce the number of suicide deaths per 100,000 youth ages 11-14	0.02						
<i>number of suicide deaths among youth ages 11-14</i>	2						
<i>Calculate using population 11-14</i>	94,236						

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

BEHAVIORAL HEALTH (continued...)							
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2005			Target 2005	Target 2010	Target 2015	
To reduce the unintentional injury death rate per 100,000 children ages 0 - 19	15.4			14.3	14.1	10.64	calculated using FDOH online data
<i>Calculate using these numbers of unintentional injury deaths through 19</i>	70						FDOH Online; 2005 data accessed 9/06
<i>Calculate using these populations 0 through 19</i>	454,660						FDOH online population
COMMUNITY / HOUSING / HOMELESS							
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2005						
To reduce the percentage of children under 18 years old living below the poverty level	15.3%			16.60%	16.30%	12.30%	CCB Benchmarks for 1999; US Census Bureau, 2004 and 2005 American Community Survey for all other years
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2004/05						
To reduce the percentage of elementary school children needing free/reduced lunch	44.9%			43.4%	43.1%	42.3%	FDOE School Indicators Report online
	2005						
Increase the percentage of adults who feel that the problem of crime is decreasing in their neighborhoods	20.0%				18.40%	17.2%	PRC Survey
Increase adult volunteerism in neighborhoods. In the past year, the percentage of surveyed adults that have done any volunteer work in their neighborhood or community	39.0%						PRC Survey

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2004/05			Target 2005	Target 2010	Target 2015	
DELINQUENCY							
To decrease the number of youth referred for delinquency per 100,000 youth ages 10 - 14	2188.0			1042.2	990	2147	FDJJ Delinquency Profiles based on EDR population estimates
<i>Youths referred for Delinquency Age 10 through 14</i>	2,591						FDJJ Profile of Florida Delinquency 2000 for FY 98/99 & 99/00; FDJJ Profile 04/05 for all other fiscal years
<i>Population Age 10 through 14</i>	118,419						EDR Pop 10 - 14 estimates updated July 2005 emailed from FDJJ
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2004/05			Target 2005	Target 2010	Target 2015	
To decrease the number of delinquent offenses per 100,000 youth ages 10 - 14	3326.3			1042.2	990	3007	FDJJ Delinquency Profiles based on EDR population estimates
<i>Delinquency Referrals Age 10 through 14</i>	3,939						FDJJ Profile of Florida Delinquency 2000 for FY 98/99 & 99/00; FDJJ Profile 04/05 for all other fiscal years
<i>Population Age 10 through 14</i>	118,419						EDR Pop 10 - 14 estimates updated July 2005 emailed from FDJJ
To reduce the number of juveniles referred for all crimes per 100,000 age 10 - 17	4,505			5853.3	5560.7	4054.0	FDJJ Profile of Florida Delinquency module does not give rates; gives raw #s, population, & % change; see below used for calculation
<i>Number of juveniles referred age 10 - 17</i>	8,312						FDJJ Profile of Florida Delinquency modules 2004/05; FDJJ 03/04 module for FY 99/00; 03/02 module for FY98/99
<i>population age 10 - 17</i>	184,491						FDJJ Profile of Florida Delinquency modules 2004/05; FDJJ 03/04 module for FY 99/00; 03/02 module for FY98/99

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

DELINQUENCY (continued...)							
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2005			Target 2005	Target 2010	Target 2015	
To reduce the violent crime arrest rate per 100,000 youth ages 10-17	477.3			608.5	547.6		rates from Richard Ogburn of SFRPC based on FDLE data from BSO
To reduce the property crime arrest rate per 100,000 youth ages 10-17	1810.2			3696.8	3327.2	1951.0	rates from Richard Ogburn of SFRPC based on FDLE data from BSO
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2004/05			Target 2005	Target 2010	Target 2015	
To increase the number of youths referred to diversion programs	3,438				3623.0	4212.0	FDJJ Profile of Florida Delinquency modules 2004/05 and 99/00
To increase the number of youths referred to diversion programs for felony offenses with less grave circumstances	847				903.0	1084.0	FDJJ Profile of Florida Delinquency modules 2004/05 and 99/00
To decrease the over-representation of minority youth in the juvenile justice system	68%				0.6	56%	FDJJ Profile of Florida Delinquency 2004/05; note: because of changes in tracking of race-ethnic groups, the 99/00 and 04/05 profiles are not consistent; data before 00-01 is not comparable
<i>Number of non-white youths referred for delinquency</i>	5,620						
<i>Total number of youths referred for delinquency</i>	8,312						

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2005			Target 2005	Target 2010	Target 2015	
DOMESTIC VIOLENCE							
To decrease the number of domestic violence offenses per 100,000	473.5			522.0	496.0	385.0	FDLE as used by orig BCCSP Plan; note FDOH Florida Charts online has different numbers
	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2004/05	2005/06	2006/07	Target 2005	Target 2010	Target 2015	
EDUCATION							
By 2014, 100% of students in Grades 3-10 will perform on grade level in reading, writing, and math as measured by standardized tests and required by the No Child Left Behind Act and the A+ Plan							
	2005						
The proportion of students in high school who participate and perform in higher-level courses (Advanced Placement, Dual Enrollment, and/or Honors) will increase to 20% by 2010							
The proportion of minority students in high school who participate and perform in higher-level courses (Advanced Placement, Dual Enrollment, and/or Honors Courses) will increase 7% by 2010							
The graduation rate in Broward high schools will meet or exceed the state average by 2010							
To reduce the percent of students who drop out of public schools				2.3%	2.3%		FDOE online; 2004/05 data accessed 9/06
	2005						
By 2010, the average SAT score for the District will meet or exceed the national average without reducing the percentage of students taking the test							
a) Verbal							
b) Math							

EDUCATION (continued...)							
All classes will meet state class size mandates to enhance the teaching and learning environment by 2010 as required by Florida Constitution Amendment 9							
By 2006, and ongoing, all core subject area instructional staff will be highly qualified in accordance with state and federal guidelines							
By 2006, and ongoing, 100% of instructional personnel and students will use technology tools and strategies to ensure that all have access to standards-based curriculum							
By 2010, an average of 80% of respondents on an annual survey will indicate they feel secure at school					80.0%		
	2005						
By 2010, all employees including support service personnel will demonstrate proficiency in continuous improvement by completion of a Plan, Do, Study, Act (PDSA) project as measured by the number of departments presenting evidence of using PDSA via competing for the Broward County Public Schools Quality Award and/or the state Sterling Award or documentation of an improved process at their place of work							
a) Number of departments/schools competing for Quality Award							
By 2010, all Priority 1 and Priority 2 Work Orders (those that could pose a threat to life and/or safety) will be posted within 24 hours of receipt and resolved according to an agreed timetable							
By 2010, 90% of construction projects over \$1,000,000 will be completed both within School Board approved award budgets and within the approved schedules							

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

EDUCATION (continued...)							
By 2010, Support Services Operations will meet or be the "Best in Class" benchmark as related to Cost Efficiency, Quality, and Customer Service for comparable organizations							
By 2010, customer satisfaction with Broward County Public Schools will have increased to an average of 90% as measured by the Annual Customer Survey administered by BCPS and Coordinating Council of Broward survey							
a) Average of customer satisfaction among students, teachers, and parents as measured by Annual Customer Survey					90.0%		
	2005						
By 2010, Broward County Public Schools will actively participate with other governmental/non profit/business organizations in strategic planning initiatives such as Broward Alliance, Coordinating Council of Broward, Children's Services Council, Vision Broward and others that will result in value-added outcomes as measured by legislative action and successful implementation of public policy programs that benefit the cooperating entities							
To decrease the percentage of middle school students receiving in-school suspensions				8.0%	6.0%		FDOE School Indicators Report for 2003/04 and 04/05; The Broward Benchmarks for 1999/00 through 2002/03
To decrease the percentage of middle school students receiving out-of-school suspensions				8.0%	6.0%		FDOE School Indicators Report for 2003/04 and 04/05; The Broward Benchmarks for 1999/00 through 2002/03

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2005			Target 2005	Target 2010	Target 2015	
HEALTH							
Decrease the use of emergency departments for non-urgent care and educate parents to utilize medical homes and primary care centers							
To reduce the number of preventable pediatric hospital admissions per 100,000 children							
To reduce the percentage of uninsured children up to age 18				9.0%	8.1%	5.0%	CCB Benchmarks/PRC
Reduce the death rates per 100,000 for the top causes of mortality for children ages 0-19							
Reduce the morbidity rates per 100,000 for the top causes of morbidity for children ages 0-21							
To increase the percentage of children ages 1-18 who receive dental care annually	n/a			80.0%	90.0%	77.2%	CCB Benchmarks/PRC
To reduce the percentage of overweight children							Broward Benchmarks, by YRB survey, percentage of high school students who were overweight (based on BMI)
To increase the percentage of 2 year olds who are adequately immunized according to schedule				90%	90%		FDOH Florida Charts online (2005 data accessed 9/21/06)
To increase the percentage of children entering kindergarten who are properly immunized							FDOH Florida Charts online (accessed 11/06)
To increase the percentage of children entering 7th grade who are properly immunized							
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2004/05	2005/06		Target 2005	Target 2010	Target 2015	
To increase Healthy Start prenatal screening rates in Broward County	56.37%	54.53%			60%	60%	Broward Healthy Start Coalition, Inc.
To increase Healthy Start infant screening rates in Broward County	57.42%	74.46%			85%	85%	Broward Healthy Start Coalition, Inc.

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2005			Target 2005	Target 2010	Target 2015	
HEALTH: PRENATAL							
To increase the percentage of women who receive prenatal care beginning in the 1st trimester of their pregnancy	79.1			86%	90%	90.0%	FDOH Florida Charts online; orig BCCSP used FDOH Vital Stats; Note: Data from 2004 on are not comparable to data from prior years because of change in collection method.
To decrease the fetal death rate per 1,000 live births							
a) White babies	5.5			5.5	4.5	4.10	FDOH Florida Charts online (2005 data accessed 9/21/06)
b) Non-white babies	10.1			9.0	8.0	6.20	FDOH Florida Charts online (2005 data accessed 9/21/06)
c) All babies	7.6			6.4	6.1	4.59	FDOH Florida Charts online (2005 data accessed 9/21/06)
To decrease the infant mortality rate per 1,000 births							
a) White babies	4			4.4	4.2	3.5	FDOH Florida Charts online (2005 data accessed 9/21/06)
b) Non-white babies	9.5			9	8	6.72	FDOH Florida Charts online (2005 data accessed 9/21/06)
c) All babies	6.2			6.4	6.1	5.11	FDOH Florida Charts online (2005 data accessed 9/21/06)
To decrease the percentage of babies who weigh less than 2,500 at birth							
a) White babies	7.2%				6.20%	5.6%	FDOH Florida Charts online (2005 data accessed 9/21/06)
b) Non-white babies	12.2%				10.00%	9.0%	FDOH Florida Charts online (2005 data accessed 9/21/06)
c) All babies	9.3%			8%	7.50%	7.30%	FDOH Florida Charts online (2005 data accessed 9/21/06)
	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	CALENDAR YEAR	
	2005			Target 2005	Target 2010	Target 2015	
To decrease the number of births per 1,000 girls ages 10-14	0.5			0.75	0.50	0.41	FDOH Florida Charts online; 2005 data accessed 9/06
To reduce the teen birth rate per 1000 girls age 15 - 19	32.5			48	48	30	FDOH Florida Charts accessed 12/14/05, 2005 data accessed 9/21/05; (Years are Calendar Yrs not FY)
To reduce the percent of girls age 15-19 who have had a repeat birth	13.70%			20.0%	18%	10.9%	FDOH Florida Charts accessed 12/14/05, 2005 data accessed 9/21/05; (Years are Calendar Yrs not FY)

Updated numbers for some original benchmark year data may differ from original 2002 plan because data sources (e.g. EDR, FDOH, FDJJ) have recalculated some estimates. Final Update 4/06/07.

	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	SCHOOL YEAR	
	2004/05	2005/06	2006/07	Target 2005	Target 2010	Target 2015	
SCHOOL READINESS							
To increase the percentage of children who are ready and getting ready for kindergarden, through improvements in the quality and comprehensiveness of services of early learning providers	88.0%	86.0%		86.0%	88.0%	91.2%	School Advisory Council Reports at http://data.fldoe.org/school_reports/ for 1999/00 through 2001/02; No Child Left Behind (NCLB) School Public Accountability Reports (SPARs) at http://doeweb-prd.doe.state.fl.us/eds/nclbspar/index.cfm for 2002/03 & 2003/04; Florida Department of Education School Readiness Uniform Screening System (SRUSS) for 2004/05 and 2005/06
To increase the percentage of businesses in Broward County who provide financial assistance for child care to income eligible families	56%			70% increase (95 businesses)	90% increase (106 businesses)		Early Learning Coalition of Broward County, Inc. CCEP program reports. Number of businesses with operational licenses during 2005 provided by Broward County Occupation License Division
To increase the number of income eligible children receiving financial assistance for as long as they are eligible	19,300	18,583		17,000	18,000		Enhanced Field System data software as collected by Family Central, Inc. and the Early Learning Coalition of Broward County, Inc.
To reduce the number of months priority children (birth to school-age children who are eligible for financial assistance) spend on the waiting list	12.5	11.0		6.0	4.0		For FY 2001/02 through 2004/05, data collected from the Enhanced Field System as collected by Family Central, Inc. For FY 2005/06, Early Learning Coalition of Broward County, Inc. Utilization Reports identifying waiting list service activity for July 2005 and July 2006.
	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	STATE FISCAL YEAR	
	2005						
YOUTH EMPLOYMENT							
To reduce the percent of people age 16-19 in the following racial and ethnic groups who are in the workforce but unemployed:							
a) White alone	13.0%				12.1%	8.7%	CCB Broward Benchmarks 2002 for year 1999 data; Broward Benchmarks 2004 for years 2000 - 2003; ACS for 2004 & 2005 (Tables: sex by age by employment status)
b) Black or African American alone	31.3%				23.8%	16.8%	
c) Hispanic or Latino (may be of any race)	15.2%				14.6%	9.8%	
d) Total (all races) age 16 - 19	18.8%				18.0%	14.8%	

Items highlighted in grey were added as new indicators by consensus of community participants in the 2006 planning process. This indicator will not appear in previous versions of the plan.

A8. Broward County Children's Strategic Plan (BCCSP) Indicator Analysis 2002-2005

IMPROVING

1. Percentage of girls ages 15 – 19 who have had a repeat birth.
2. Teen birth rate for girls ages 15 – 19 per 1,000.
3. Number of births per 1,000 girls ages 10 through 14.
4. Infant mortality rate per 1,000 births for white babies.
5. Infant mortality rate per 1,000 births for non-white babies.
6. Infant mortality rate per 1,000 births for all babies.
7. Fetal death rate per 1,000 live births for white babies.
8. Fetal death rate per 1,000 live births of nonwhite babies.
9. Fetal death rate per 1,000 live births of all babies.
10. Percentage of students who drop out of public schools.
11. Percentage of students graduating within 4 years of entering 9th grade.
12. Percentage of children ready for kindergarten.
13. Average number of days per year that severely emotionally disturbed (SED) spend in the community.
14. Average number of days per year that emotionally disturbed (ED) children spend in the community.
15. Florida Comprehensive Assessment Test (FCAT) Grade 4 Reading total scores.
16. Florida Comprehensive Assessment Test (FCAT) Grade 5 Math scores.
17. Percentage of Grade 4 students scoring 3.0 or above on the FCAT Writing Assessment test.
18. Percentage of middle school students receiving out-of-school suspensions.
19. Percentage of children under 18 years old living below the poverty level.
20. Unemployment rate.
21. Number of youth ages 10 through 14 referred for delinquency per 100,000.
22. Number of delinquent offenses per 100,000 youth ages 10 through 14.
23. Rate of juvenile vandalism among youth per 100,000 children ages 10 – 17.
24. Number of juveniles, ages 10 - 17 referred for all crimes expressed as a rate per 100,000.
25. Violent crime arrest rate per 100,000 youth ages 10-17.
26. Property crime arrest rate per 100,000 youth ages 10-17.
27. Percentage of children ages 1 – 17 who receive dental care.
28. Rate of suicide deaths per 100,000 youth ages 15 through 19.
29. Percentage of students who had their first drink of alcohol before age 13.
30. Percentage of Broward County Public High School students who currently use alcohol.
31. Percentage of students who tried marijuana before age 13.
32. Percentage of youth in Broward County Public High Schools who currently use marijuana.
33. Percentage of teens that are currently smoking.

WORSENING

1. Percentage of students in grades 9 through 12 who have attempted suicide.
2. Percentage of middle school students receiving in-school suspensions.
3. Percentage of youth who currently use cocaine.
4. Percentage of uninsured children
5. Percentage of babies who weigh less than 2,500 grams at birth.
6. Unintentional injury death rate per 100,000 children age 0 through 19.
7. Percentage of adults who feel that the problem of crime is decreasing in their neighborhoods.
8. Percentage of 2 year olds adequately immunized.
9. Percentage of elementary school children needing free/reduced lunch.

FLUCTUATING DATA or CHANGING DATA SOURCES

1. Rate of child abuse/neglect reports per 1,000 children. (There have been fluctuations in the multiple trend year data. Changes in reporting protocols and agencies may have affected data comparisons.)
2. Domestic violence offenses per 100,000.
3. Percentage of women who receive prenatal care beginning in the 1st trimester. (Data collection method changed in 2004 and previous years are not comparable).
4. Percentage of children placed in out-of-home care whose permanency plan is family reunification who are returned to the family within 12 months of referral contract. (Data not tracked as indicated).