Family and Children First Council
and
United Way of the Greater Dayton Area

Joint Strategic Planning
Community Presentation

March 21, 2016
University of Dayton River Campus
Why develop a Community Strategic Plan?

To infuse local decision making with as much Wisdom as possible:

Data → Information → Knowledge → Wisdom
Strategic Plan Goals

- Preventing, solving and minimizing human services problems
- Engaging the larger community
- Collective Impact
Co-Chairs

Deborah Feldman, Dayton Children’s Hospital, FCFC Chair
Dave Melin, PNC Bank, UWGDA Immediate Past Board Chair

Education and Life Skills
• Debbie Lieberman, Montgomery County Commissioner
• Annesa Cheek, Sinclair Community College

Income and Stability
• Judy Dodge, Montgomery County Commissioner
• Dave Melin, PNC Bank

Health and Safety
• Dan Foley, Montgomery County Commissioner
• Gregg Hopkins, Health Centers of Greater Dayton
Researchers
Jane Dockery, WSU Applied Policy Research Institute (CUPA)
Dawn Ebron, Public Health–Dayton & Montgomery County
Sara Paton, Public Health–Dayton & Montgomery County and Wright State University
Katherine Rowell, Sinclair Community College
Richard Stock, UD Business Research Group
Bob Stoughton, HSPD Department

Facilitators
Marva Cosby, Cosby Consulting Group
Jim Gross, Healthy Communities Consulting
Heath MacAlpine, HSPD Department
Beth Whelley, Fahlgren Mortine
Background Process Summary

Needs Assessment → Discussion Panels → Common Themes → Work Groups → Issues → Initial Priorities

Focus Group Survey → Priority Rankings

Work Group Survey → Priority Rankings

Voter Survey → Priority Rankings

Consensus Priorities → Strategies → Collective Impact Implementation
Community Needs Assessment

Phase One: Statistical Brief – Quantitative “Snapshot”

Phase Two: Group Level Assessment – Qualitative Stakeholder Feedback

www.mcohio.org/services/hspd
Discussion Panels

- Transportation, Access, Navigation
- Income, Public Assistance, Housing, Homelessness
- Poverty, Discrimination, Culture, Stigma, Fear
- Health, Healthcare, Crime, Violence, Drugs, Nutrition
- Education, Employment, Jobs, Wages

www.mcohio.org/services/hspd
2015 FCFC / UWGDA Joint Strategic Planning Process – Panel Discussion Themes

Access / Navigation:
- Remove barriers
- Common assessment
- Client-centered
- Revamped Eligibility
- Link to resources
- Meet where they are
- End “Pinballing”

Education:
- Early learning
- Summer learning
- Educate parents
- New concepts
- Increase interest
- Redefine school
- Fit to kids needs
- Social / emotional needs
- Best interest of kids
- Change trajectory
- Experiential learning
- Better use of free time
- Less testing
- Remove anxieties
- HS college credit

Education & Life Skills:
- Employment:
  - Improve job readiness
  - Coaching
  - Employee supports
  - Keep them employed
  - Increase wages
  - Low skills jobs
- Transportation:
  - More affordable options
  - Better coordination
  - Ease for employment
  - Better education
  - Reduce fear

Income & Stability
- Poverty:
  - Redefine – Situational, generational, chronic
  - Reduce judgements
  - Better coordination
  - Remove silos
  - Collaborative funding
  - Improve supports
  - Client-centered
  - Compassion / respect
  - Link to resources
  - Meet where they are
  - Make work count
  - Pathways
  - Shorten the line
  - Treat families - 2 Generations
  - End higher tax rates

Income / Wages / Public Assistance:
- Increase wages
- Better understand impacts
- Resolve the cliff effect
- Remove penalties
- Eligibility outreach and education
- Meet where they are
- Revamp eligibility
- Compassion / respect
- Give hope
- Receive all income transfers

Health & Safety
- Crime / Violence:
  - MH out of jail
  - Risk and protective factors
  - Place based efforts
  - Wrap around
  - Medicaid access
  - Expand MH court
  - Street level services
- Drugs:
  - Risk and protective factors
  - Place based efforts
  - Change to effective funding
  - Well balanced prevention
  - Early education / prevention
  - Drug free coalitions
  - Wrap around
  - Expand drug court
  - Replace negative behavior

Nutrition:
- Improve access
- Remove barriers
- Increase options
- Improve quality
- Understand consequences
- Educate community
- Health / education issues
- Performance issues

Discrimination / Culture / Fear:
- Cultural competence
- Cross cultural experiences
- Create opportunities
- Alleviate fear
- Media / communication outreach
- Promote equality

Health / Healthcare:
- Right time, place and cost
- Align assessments
- Integrate care
- Align incentives
- Brain health
- Share data
- Use pyramid and determinants
- Measure with dashboard
Reoccurring Themes

- Improve coordination
- Strengthen children and families
- Increase income
- Increase access to food
- Align transportation
- Improve customer relations
Work Group Participants

- 25-30 each group
- From business, education, health, human services, faith communities, government, law enforcement, and social services
- Cross-representation among groups
Identifying the Issues

- Community Needs Assessment
- Local data
- Academic research
Validating the Issues = Priorities

Criteria

- Connection to each of the three focus areas.
- Connection to each of the reoccurring themes.
- The community at large and those who receive services believe the issue is important.
- Data and meaningful metrics are available to measure real improvement.
- Independently studied, replicable best practices exist for addressing the issue.
Work Group: Education and Life Skills

Co-Chairs
Deborah Lieberman, Montgomery County Commissioner
Annesa Cheek, Sinclair Community College

Issues
- Kindergarten Readiness
- Elementary Math and Reading Proficiency
- High School Graduation
- Career Ready or Post-Secondary Credential
- Adults Lack Stable Employment (also Income and Stability)
Work Group: Health and Safety

Co-Chairs
Dan Foley, Montgomery County Commissioner
Gregg Hopkins, Health Centers of Greater Dayton

Issues
- Chronic Diseases (e.g., Heart Disease, Diabetes, Cancer)
- Access to Food (also Income and Stability)
- Substance Abuse – Alcohol/Opioids
- Brain Health – Depression/Anxiety
- Birth Outcomes
- Community Violence – Gun Violence/Domestic Violence
- Neurodevelopmental Disorders – FASD/Autism
Work Group: Income and Stability

Co-Chairs
Judy Dodge, Montgomery County Commissioner
Dave Melin, PNC Bank

Issues
- Concentrated Poverty
- Access to Food (also Health and Safety)
- Neighborhood Stability/Affordable Housing
- Adults Lack Stable Employment (also Education and Life Skills)
- Homelessness
Ranking the Issues

Work Groups
- Focus area surveys were sent to all participants in each work group.
- Responses were analyzed to identify an average ranking for each issue.

Focus Groups
- 120 Consumers (or family members)
- 11 diverse groups
- Various community locations
- Survey responses analyzed to identify an average ranking for each issue.

Voter Polling
- Wright State University Applied Policy Research Institute
  (formerly Center for Urban and Public Affairs)
- Questions about issues (and 8 demographic questions)
- 402 respondents
Education and Life Skills Issues

<table>
<thead>
<tr>
<th></th>
<th>Focus Groups</th>
<th>Work Groups</th>
<th>Voters</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credentials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Math/Rdg Proficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>K-Readiness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HS Graduation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Income and Stability Issues

- Ranking Score

- Categories: Homelessness, Food, Nbrhd. Stability, Poverty, Employment

- Colors:
  - Focus Groups
  - Work Groups
  - Voters
  - Average

- Scores:
  - Homelessness: Focus Groups
  - Food: Work Groups
  - Nbrhd. Stability: Voters
  - Poverty: Average
  - Employment: Focus Groups
Prioritization Methods

• The “ranking score” as previously calculated is expressed as a % of the maximum so all 17 issues are on the same scale.

• The standard deviation of each issue’s three ranking scores is calculated. The LOWER the value, the closer together or “more consistent” the numbers.

• In order to make higher consistency represented by HIGHER values, the standard deviation was divided into 1 and resulted in a “consistency score.”
### Issues Grouped by Quadrants

<table>
<thead>
<tr>
<th>Issue</th>
<th>Ranking Score</th>
<th>Consistency Score</th>
<th>Quadrant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Access (H&amp;S)</td>
<td>72.2</td>
<td>37.8</td>
<td>H H</td>
</tr>
<tr>
<td>High School Graduation</td>
<td>69.5</td>
<td>20.9</td>
<td>H H</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>63.2</td>
<td>45.5</td>
<td>H H</td>
</tr>
<tr>
<td>Math/Reading Proficiency</td>
<td>61.9</td>
<td>21.0</td>
<td>H H</td>
</tr>
<tr>
<td>Neighborhood Stability, Housing</td>
<td>59.7</td>
<td>23.5</td>
<td>H H</td>
</tr>
<tr>
<td>Stable Employment (I&amp;S)</td>
<td>72.6</td>
<td>11.4</td>
<td>H L</td>
</tr>
<tr>
<td>K-Readiness</td>
<td>67.2</td>
<td>9.3</td>
<td>H L</td>
</tr>
<tr>
<td>Concentrated Poverty</td>
<td>65.7</td>
<td>6.9</td>
<td>H L</td>
</tr>
<tr>
<td>Community Violence</td>
<td>63.7</td>
<td>17.6</td>
<td>H L</td>
</tr>
<tr>
<td>Chronic Diseases</td>
<td>60.7</td>
<td>11.9</td>
<td>H L</td>
</tr>
<tr>
<td>Brain Health</td>
<td>55.2</td>
<td>15.7</td>
<td>L L</td>
</tr>
<tr>
<td>Food Access (I&amp;S)</td>
<td>52.0</td>
<td>5.9</td>
<td>L L</td>
</tr>
<tr>
<td>Homelessness</td>
<td>49.7</td>
<td>14.2</td>
<td>L L</td>
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<tr>
<td>Stable Employment (E&amp;LS)</td>
<td>55.3</td>
<td>23.2</td>
<td>L H</td>
</tr>
<tr>
<td>Birth Outcomes</td>
<td>52.0</td>
<td>26.5</td>
<td>L H</td>
</tr>
<tr>
<td>Credentials</td>
<td>45.7</td>
<td>39.0</td>
<td>L H</td>
</tr>
<tr>
<td>Neurodevelopmental Disorders</td>
<td>37.0</td>
<td>33.9</td>
<td>L H</td>
</tr>
</tbody>
</table>
Pictographic Summary of process
Questions??

Break
Alignment and Coordination
Montgomery County Agencies

• ADAMHS
• Developmental Disabilities Services
• JFS - Family Assistance, Children Services, Child Support
• JFS - Workforce
• Public Health
• Stillwater Center
Key Questions

• What are we currently implementing in our community?
• What populations are we serving?
• Where are services located?
• How many people are being served?
• Who are other key leaders doing this work in the community?
• What are your future plans for implementing current or future strategies?
Research and Review of Strategies

- Researchers and United Way staff identified strategies
- Examined system mandates and current and potential strategies
- Strategies may include advocacy, systems or community-based approaches
- Lens of Equity – strategies likely to decrease disparities were noted
Food Access

**Issue:** Many communities lack access to affordable, quality food including fruits, vegetables, whole grains, low fat milk, and other items that comprise a healthy diet.

**Why it Matters:** Hunger and food insecurity have been linked to chronic diseases, behavioral problems, poor academic performance, and more.

**Key Leaders:** Public Health, Job & Family Services, HSPD/BCC, Food Policy Council, United Way, Hall Hunger Initiative, various nonprofit organizations.
## FOOD ACCESS

### GOALS

<table>
<thead>
<tr>
<th>Increase food security</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Focus Area</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Improve quality, affordability, and nutrition of available food</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Secondary Focus Area</strong></td>
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</tbody>
</table>

### CURRENT STRATEGIES AND MANDATES

<table>
<thead>
<tr>
<th>Provide Resources - WIC, SNAP ◊</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farmers market at Wright Stop</td>
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<tr>
<td>Community outreach and education ◊</td>
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<tr>
<td>Food summit, local food campaign</td>
<td></td>
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<tr>
<td>Pantries, home meals, congregate meals</td>
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</tbody>
</table>

### OPPORTUNITIES

<table>
<thead>
<tr>
<th>Community Gardens</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education about public benefits</td>
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<tr>
<td>School-based gardens</td>
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<tr>
<td>Neighborhood food co-ops</td>
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<tr>
<td>Food kitchens (nutrition and cooking education)</td>
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<tr>
<td><strong>Secondary Focus Area</strong></td>
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</tbody>
</table>

### OTHER

<table>
<thead>
<tr>
<th>Mobile Farmer's Markets (seniors*)</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
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</thead>
<tbody>
<tr>
<td>School meal programs*</td>
<td></td>
<td></td>
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<tr>
<td>Retail quality, proximity*</td>
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</tbody>
</table>

### HIGH SCHOOL GRADUATION

* Likely or some evidence to decrease disparity

**Current Strategy**

**Potential new strategy**

**Mandated**

- **Primary Focus Area**
- **Secondary Focus Area**
- **Some but minimal crossover**
High School Graduation

**Issue:** High School graduation is critical as an entree to further education and stable employment opportunities. In Montgomery County, only 4 of every 5 (79.7%) students who entered 9th grade four years earlier graduate from high school.

**Why it Matters:** High school drop outs have a very difficult time sustaining even a low-wage job, and earning an income that can sustain family life is problematic.

**Key Leaders:** Learn to Earn Dayton, Montgomery County school districts, Juvenile Court, DDS, Job & Family Services, ADAMHS, Stillwater, HSPD/BCC, United Way, various nonprofit organizations.
<table>
<thead>
<tr>
<th>GOALS</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase student attendance rates at school</td>
<td>●</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Decrease dropout rates</td>
<td>●</td>
<td>○</td>
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<tr>
<td>Reclaim youth that drop out of school</td>
<td>●</td>
<td>○</td>
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<tr>
<td>Increase student exposure to post-secondary opportunities</td>
<td>●</td>
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<tr>
<td>Reduce the number of students who need to take developmental coursework at college entry</td>
<td>●</td>
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</tbody>
</table>

CURRENT STRATEGIES AND MANDATES

<table>
<thead>
<tr>
<th>STRATEGIES AND MANDATES</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
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<tbody>
<tr>
<td>Wrap-around services for youth with behavioral health needs ◊</td>
<td>●</td>
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<tr>
<td>Mentoring</td>
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<tr>
<td>Building capacity of mentoring programs</td>
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<tr>
<td>Educational support for children in foster care</td>
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<tr>
<td>Educational services for individuals with intellectual or developmental disabilities ◊</td>
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<tr>
<td>Dropout prevention and recovery</td>
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<tr>
<td>Development of independent living plans</td>
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<tr>
<td>Extended custody of foster youth</td>
<td>●</td>
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<tr>
<td>Enrichment activities for teens</td>
<td>●</td>
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<td>○</td>
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<tr>
<td>Youth employment services ◊</td>
<td>●</td>
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</table>

OPPORTUNITIES

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dropout prevention for teenage mothers*</td>
<td>●</td>
<td>○</td>
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</tr>
<tr>
<td>Extracurricular activities, social engagement</td>
<td>●</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Academic support and enrichment, health promotion*</td>
<td>●</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Improve students' classroom behavior and social skills*</td>
<td>●</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Targeted intervention for chronic truancy</td>
<td>●</td>
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</tbody>
</table>

OTHER

* Likely or some evidence to decrease disparity
○ Primary Focus Area
● Secondary Focus Area
◊ Mandated
Some but minimal crossover
Substance Abuse

**Issue:** Alcohol and marijuana are consumed at rates higher than in other Ohio counties. Heroin use and overdose death rates are also high.

**Why it Matters:** Substance abuse influences brain health, physical health, behaviors, spread of HIV, birth outcomes, child abuse, domestic violence, ability to maintain employment.

**Key Leaders:** ADAMHS, Public Health, Job & Family Services, HSPD/BCC, United Way, law enforcement, Courts, various nonprofit organizations.
## Substance Abuse

### Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease reports of youth substance abuse</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Expand access to sub-acute detox services</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Improve use of residential care</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Decrease in accidental drug overdose deaths</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Decrease in drug-related emergency room visits</td>
<td>●</td>
<td>●</td>
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</tr>
</tbody>
</table>

### Current Strategies and Mandates

- **Harm reduction**: syringe exchange, condoms, testing, referral
- **Coalitions**: FASD, Tobacco Free, Drug, Prevention
- **Tobacco cessation and prevention**
- **Medication assisted treatment, suboxone, etc.**
- **Naloxone distribution**
- **Sobriety/post-treatment/recovery housing**
- **Opiate abuse prevention**
- **Counseling for individuals and families**
- **Alcohol screening and brief intervention**

### Opportunities

- **Mentoring programs**: delinquency*
- **Individual and group counseling for users**
- **Multi-component interventions with community mobilization (e.g. alcohol impaired driving)**
- **Peer support/recovery coaches**
- **Life skills training**

### Other

<table>
<thead>
<tr>
<th>Likely or some evidence to decrease disparity</th>
</tr>
</thead>
</table>

### Current Strategy

- **Primary Focus Area**
- **Secondary Focus Area**
- **Potential new strategy**
- **Mandated**
- **Some but minimal crossover**
Math & Reading Proficiency

**Issue:** Too many Montgomery Students are unable to reach the proficient levels in reading and mathematics by critical points in their elementary school years.

**Why it Matters:** There is substantial evidence that proficiency test scores in elementary and middle school are predictive of high school dropout rates. In addition, the proficiency tests themselves are markers of other issues in students’ lives, such as food insecurity.

**Key Leaders:** Learn to Earn Dayton, Montgomery County school districts, HSPD/BCC, United Way, Job & Family Services, ADAMHS, various nonprofit organizations.
# Elementary Math & Reading Proficiency

## Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase student attendance rates at school</td>
<td>•</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Expand quality of out-of-school (after school and summer) learning opportunities</td>
<td>•</td>
<td>☣</td>
<td>☣</td>
</tr>
</tbody>
</table>

## Current Strategies and Mandates

- Mentoring
- Wrap around services for youth with behavioral health needs
- After school programming
- Neighborhood School Centers
- Educational support for youth in foster care
- School-based mental health services
- Reducing summer slide
- Reading enrichment with parental outreach
- Volunteer reading programs

## Opportunities

- Inclusive community programs for students with special needs

## Other

* Likely or some evidence to decrease disparity

* Primary Focus Area
* Secondary Focus Area
* Some but minimal crossover

---

**Live United**

United Way of the Greater Dayton Area

**Montgomery County**

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GOALS

Current Strategy
Potential new strategy
Mandated
Neighborhood Stability, Affordable Housing

**Issue:** Poverty is intertwined with issues of neighborhood stability and affordable housing issues. It is typical to find the poorest neighborhoods struggling with issues of neighborhood stability.

**Why it Matters:** Neighborhood stability and affordable housing have been shown to affect numerous quality of life indicators including overall health of community members, educational attainment of children, reduction in crime rates, reduction in concentrated poverty, and other social indicators.

**Key Leaders:** DDS, ADAMHS, Public Health, Job & Family Services, HSPD/BCC, United Way, Stillwater, local jurisdictions, Greater Dayton Premier Management, Housing Advisory Board, various nonprofit organizations.
## NEIGHBORHOOD STABILITY / AFFORDABLE HOUSING

### GOALS

<table>
<thead>
<tr>
<th></th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable, decent, safe, sanitary housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand choice in housing options</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crime is decreased</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase homeownership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease foreclosure rate</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### CURRENT STRATEGIES AND MANDATES

- Affordable housing with wrap around services for people with developmental disabilities
- Addiction Recovery Housing
- Homebuyer down payment assistance
- Home repairs and modifications
- Reentry move-in/rental deposit assistance
- Permanent supportive housing
- Infrastructure improvements and elimination of slum/blight
- Residential housing and respite beds for disabled
- Safe walking routes
- School-based violence prevention programs
- Emergency financial assistance
- Neighborhood development
- Homebuyer education and support
- Foreclosure intervention counseling
- Foreclosure risk monitoring and targeted outreach

### OPPORTUNITIES

- Address fair housing impediments*
- Inclusionary zoning and land use policies
- Employer-assisted housing
- Mixed-income housing
- Renter equity and land trusts

### OTHER

* Likely or some evidence to decrease disparity

---

**MONTGOMERY COUNTY**

39

**LIVE UNITED**

United Way of the Greater Dayton Area

**GOALS**

Current Strategy
Potential new strategy
Mandated

**Primary Focus Area**
**Secondary Focus Area**
**Some but minimal crossover**
Stable Employment

**Issue:** Census figures indicate that over 55,000 working-age Montgomery County residents last worked over five years ago or have never worked. The living wage for Montgomery County is reported to be $9.55/hour for 1 adult and $19.92/hour for 1 adult and 1 child.

**Why it Matters:** The impact of advancing one educational attainment level for 10% of Montgomery County adults ages 25-34 who currently have no post-secondary education would generate over $13 million in increased earnings annually.

**Key Leaders:** Job & Family Services, Development Services, DDS, ADAMHS, HSPD/BCC, United Way, Sinclair Community College, various nonprofit organizations.
### ADULTS LACK STABLE EMPLOYMENT

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease unemployment rate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase upward mobility for low-wage employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase employment in key industry sectors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase employment retention rates</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### CURRENT STRATEGIES AND MANDATES

| Employment services for people with developmental disabilities       |                         |                 |                    |
| Increase employment opportunities ◊                                 |                         |                 |                    |
| Work Experience Program (WEP) ◊                                     |                         |                 |                    |
| Childcare subsidies ◊                                               |                         |                 |                    |
| Employment system for businesses                                    |                         |                 |                    |
| Workforce preparation for job seekers                                |                         |                 |                    |
| Job search assistance ◊                                             |                         |                 |                    |
| Subsidized on-the-job training ◊                                    |                         |                 |                    |
| Supported employment services for persons with mental health issues ◊ |                         |                 |                    |
| Rapid employment                                                    |                         |                 |                    |
| Sheltered workshops ◊                                               |                         |                 |                    |

#### OPPORTUNITIES

- **Ready to Work programs for long-term unemployed**
- **Transitional jobs***
- **Flexible scheduling***
- **Advocacy for supportive employment**
- **Advocacy for work-based training (earning while learning)**
- **Advocacy for increased childcare subsidies**

#### OTHER

* Likely or some evidence to decrease disparity
- Primary Focus Area
- Secondary Focus Area
- Some but minimal crossover

---

**LIVE UNITED**

**United Way of the Greater Dayton Area**

**MONTGOMERY COUNTY**

**GOALS**
- Current Strategy
- Potential new strategy
- Mandated
Kindergarten Readiness

Issue: A significant percentage of Montgomery County children do not have the skills required for kindergarten when they start.

Why it Matters: Local research indicates that to have an 87% probability of earning a proficient score on the third grade reading test requires a KRA-L score of at least 18 to 21. Where children start has an impact that can’t be negated by more time in school.

Key Leaders: Learn to Earn Dayton, ReadySetSoar, Montgomery County school districts, City of Dayton, HSPD/BCC, United Way, DDS, Job & Family Services, ADAMHS, various nonprofit organizations.
## KINDERGARTEN READINESS

### GOALS
- Access to quality early education (0-5 yrs)
- Increase preschool enrollment
- Children ready to learn when entering kindergarten

### CURRENT STRATEGIES AND MANDATES
- Childcare subsidies
- Early Intervention services and coordination
- Promote preschool attendance
- Promote high-quality child care
- Parent engagement in child's education
- Technical support to childcare providers
- Mental health services for children

### OPPORTUNITIES
- High quality preschool*

### OTHER

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
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</thead>
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<tr>
<td>Access to quality early education (0-5 yrs)</td>
<td>●</td>
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<tr>
<td>Increase preschool enrollment</td>
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<td>●</td>
</tr>
<tr>
<td>Children ready to learn when entering kindergarten</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Childcare subsidies</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Early Intervention services and coordination</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Promote preschool attendance</td>
<td>●</td>
<td></td>
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<tr>
<td>Promote high-quality child care</td>
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<tr>
<td>Parent engagement in child's education</td>
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<tr>
<td>Technical support to childcare providers</td>
<td>●</td>
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</tr>
<tr>
<td>Mental health services for children</td>
<td>●</td>
<td></td>
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</tr>
<tr>
<td>High quality preschool*</td>
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<td></td>
<td>○</td>
</tr>
</tbody>
</table>

* Likely or some evidence to decrease disparity

- Primary Focus Area
- Secondary Focus Area
- Some but minimal crossover
Community Violence

**Issue:** Domestic violence is the most common form of violence, especially against women. Montgomery County has the highest gun-related death rate (n=28.5 per 100,000) among Ohio urban counties.

**Why it Matters:** Domestic violence is a major contributor to poor mental and physical health of victims. Children who experience violence are likely to be violent themselves. Gun violence impacts overall public safety and well-being in addition to the lives of those directly involved.

**Key Leaders:** HSPD/BCC, Public Health, DDS, ADAMHS, Job & Family Services, United Way, law enforcement, various nonprofit organizations.
## COMMUNITY VIOLENCE

### GOALS

<table>
<thead>
<tr>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce violent crime</td>
<td></td>
<td>⬤</td>
</tr>
<tr>
<td>Reduce prostitution / human trafficking</td>
<td>☐</td>
<td>⬤</td>
</tr>
<tr>
<td>Decrease recidivism rates</td>
<td>☐</td>
<td>⬤</td>
</tr>
<tr>
<td>Reduce domestic violence homicides</td>
<td>☐</td>
<td>⬤</td>
</tr>
</tbody>
</table>

### CURRENT STRATEGIES AND MANDATES

| Initiative to reduce gun violence  | ☐ | ☐ | ☐ |
| Domestic violence prevention, outreach, intervention | ☐ | ☐ | ☐ |
| Case management and support groups for women in custody for prostitution | ☐ | ☐ | ☐ |
| Ex-offender re-entry services | ☐ | ☐ | ☐ |
| School-based violence prevention | ☐ | ☐ | ☐ |
| Investigation and referral for legal intervention and remediation services  | ☐ | ☐ | ☐ |
| Training in de-escalation for working with people with mental illness | ☐ | ☐ | ☐ |
| Community Intervention Training with police | ☐ | ☐ | ☐ |

### OPPORTUNITIES

- Trauma Informed Care
- Functional Family Therapy
- Community Advocacy (DV)
- Train community volunteers (CURE violence health model)
- Neighborhood Watch
- Advocate for gun violence research
- Community Policing*
- Crime prevention through environmental design

### OTHER

* Likely or some evidence to decrease disparity

**Current Strategy**

- Primary Focus Area
- Secondary Focus Area
- Some but minimal crossover

**Potential new strategy**

**Mandated**

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[Image: United Way of the Greater Dayton Area]

**United Way**

Montgomery County

**Live United**
Chronic Diseases

**Issue:** Half of all American adults have at least one chronic condition, and almost 1 in 3 have multiple chronic conditions. Most chronic diseases are preventable.

**Why it Matters:** In 2012, 6 out of 10 of the top ten causes of death in Montgomery County were due to a chronic disease. Fifty-two percent (52%) of deaths in Montgomery County were due to heart disease, cancer, diabetes, or stroke.

**Key Leaders:** Public Health, ADAMHS, Job & Family Services, HSPD/BCC, United Way, GDAHA, various nonprofit organizations.
**CHRONIC DISEASES**

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to health care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase children’s physical activity and healthy eating</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Decrease tobacco use | | | *
| Increase access to healthy foods | | | *
| Increase access to safe physical activity opportunities | | | *

**CURRENT STRATEGIES AND MANDATES**

- School based health services
- Tobacco cessation education and advocacy
- Use of Medicaid
- Hospital care for indigent ill
- Tobacco cessation services, support
- Local clinics and Federally Qualified Health Centers
- Diabetes prevention lifestyle changes
- Health care services, case management, respite for uninsured
- Integrated behavioral and physical health services
- Education to reduce health disparities among adults
- Promote health equity
- Health promotion, prevention, outreach, referrals
- Promote policy changes that result in healthier food, vending choices, safe walking routes, etc.
- Assistance with purchase of prescriptions and diabetes supplies

**OPPORTUNITIES**

- Fitness programs in community settings
- Chronic disease self-management
- Screen time interventions for children
- Active recess interventions
- Walking school buses
- Breastfeeding promotion*
- Advocate for culturally-adapted health care*
- Advocate for interventions that include educational, environmental, and behavioral combinations

* Likely or some evidence to decrease disparity

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**OTHER**

**LIVE UNITED**

United Way of the Greater Dayton Area

**MONTGOMERY COUNTY**

**GOALS**

Current Strategy  | Potential new strategy  |  

Diamond |  |

Mandated  |  |
Brain Health

**Issue:** Clients seeking treatment for mental health disorders have increased substantially from 2009 to 2014. This increase is tied to Depressive Disorders and dramatic increases in treatment for Attention Deficit/Disruptive Behavior and Anxiety.

**Why it Matters:** Recent research has documented a physical relationship between depression and the brain. Research also has suggested that poverty had both a causative role in psychiatric disorders and that psychiatric disorders had a role to play in causing poverty. Additionally, children in poverty are three times more likely to develop mental health problems.

**Key Leaders:** ADAMHS, Public Health, DDS, Stillwater, HSPD/BCC, Greater Dayton Brain Health Foundation, various nonprofit organizations.
## BRAIN HEALTH

### GOALS

<table>
<thead>
<tr>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reduce stigma</strong></td>
<td></td>
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<tr>
<td>Increase opportunities for same-day behavioral health services</td>
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<td></td>
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<td></td>
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<tr>
<td>Early detection and treatment of behavioral health needs</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease suicide rates</td>
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</tbody>
</table>

### CURRENT STRATEGIES AND MANDATES

|                         |                |                    |
| Behavioral Health Services for people with developmental disabilities |                |                    |
|                         |                |                    |
| Screening Brief Intervention and Referral to Treatment (SBIRT) |                |                    |
|                         |                |                    |
| Train professionals to serve dual diagnosis individuals |                |                    |
|                         |                |                    |
| Mental Health from certified treatment agencies ♦ |                |                    |
|                         |                |                    |
| Forensic Evaluations |                |                    |
|                         |                |                    |
| Services for individuals unable to pay for services, individuals with the highest need, and individuals with most intensive service needs ♦ |                |                    |
|                         |                |                    |
| Mental Health First Aid and trauma-focused training |                |                    |
|                         |                |                    |
| Suicide postvention services |                |                    |
|                         |                |                    |
| Peer Support services ♦ |                |                    |
|                         |                |                    |
| Treatment (through Addiction Services) ♦ |                |                    |
|                         |                |                    |
| Information and Referral ♦ |                |                    |
|                         |                |                    |
| Ex-offender behavioral activation program |                |                    |
|                         |                |                    |
| Psychological & psychiatric care for residential services ♦ |                |                    |
|                         |                |                    |
| Coordinate supportive services with case management |                |                    |
|                         |                |                    |

### OPPORTUNITIES

|                         |                |                    |
| Advocate for expansion of treatment programs that incorporate dual diagnosis |                |                    |
|                         |                |                    |
| Advocate for better access to psychiatric care |                |                    |
|                         |                |                    |
| Integrate behavioral health into primary care practice |                |                    |
|                         |                |                    |

### OTHER

- Likely or some evidence to decrease disparity
- Primary Focus Area
- Secondary Focus Area
- Some but minimal crossover
Homelessness

**Issue:** Despite the success in reducing chronic homelessness, the need to address overall homelessness remains urgent. In each of the last several years, over 3,100 households have stayed at one of the local Gateway Shelters.

**Why it Matters:** Housing stability increases the chances of maintaining stable employment. Housing stability improves the educational outcomes for children by reducing the mobility of low-income families; and housing stability improves health by reducing exposure to environmental hazards and by freeing up resources to pay for health expenses and more nutritious food.

**Key Leaders:** HSPD/BCC, Homeless Solutions Policy Board, United Way, schools districts, various nonprofit organizations.
## Homelessness

### Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent supportive housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall homelessness reduced</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End chronic homelessness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homelessness prevention</td>
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</tr>
</tbody>
</table>

### Current Strategies and Mandates

- Partnerships with landlords
- Outreach to homeless
- Transitional housing
- Homeless prevention and rapid re-housing
- Recovery housing
- Case management
- Single homes for 6-8 people
- Permanent supportive housing
- Shelter for DV victims
- Shelter for families, single adults, youth
- Identification of homeless, mentally ill in Downtown
- Implementation of Housing First*  

### Opportunities

- Address fair housing impediments*
- Workforce/employer assisted housing
- Renter Equity/Housing Partner Equity Trust
- Inclusionary zoning and land use policies
- Shared housing/roommates

### Other

* Likely or some evidence to decrease disparity

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**United Way of the Greater Dayton Area**

**Montgomery County**

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**Goals**

- Current Strategy
- Potential new strategy
- Mandated

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[51]
Birth Outcomes

**Issue:** High infant mortality or low birth weight, particularly in African American community. Influences include: smoking, alcohol and other substance abuse, prenatal care, nutrition, lifestyles, family planning, depression, safe sleep, breastfeeding, social determinants of health.

**Why it Matters:** “Our ability to prevent infant deaths and to address long-standing disparities in infant mortality rates between population groups is a barometer of our society’s commitment to the health and well-being of all women, children and families.” (Secretary, Health and Human Services)

**Key Leaders:** Public Health, Job & Family Services, ADAMHS, United Way, GDAHA, various nonprofit organizations.
## BIRTH OUTCOMES

### GOALS

<table>
<thead>
<tr>
<th>Reduced infant mortality</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to high-quality healthcare (not just prenatal)</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Sufficient quantity/quality of nutritious food</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Increase public knowledge of infant mortality risks</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

### CURRENT STRATEGIES AND MANDATES

| Resource for purchase of healthy food (WIC, SNAP) | ● | ● | ● |
| Use of Medicaid | ● | ● | ● |
| Community and school based education | ● | ● | ● |
| Education on breastfeeding* | ● | ● | ● |
| Preventing the spread of sexually transmitted disease | ● | ● | ● |
| Boards and Coalitions - Child Fatality Review, FASD, Infant Mortality | ● | ● | ● |
| Inpatient care for drug-exposed newborns, with support for mothers | ● | ● | ● |
| Home visiting to pregnant mothers and parents with young children | ● | ● | ● |
| Tobacco cessation (and reduction in pregnancy) | ● | ● | ● |

### OPPORTUNITIES

| Nurse-family partnerships* | ● | ● | ● |
| Centering pregnancy* | ● | ● | ● |
| Comprehensive risk reduction programs | ● | ● | ● |
| Comprehensive clinic based programs: repeat pregnancies among adolescents* | ● | ● | ● |
| Advocate for treatment of women who would benefit from progesterone therapy | ● |

* Likely or some evidence to decrease disparity

---

**Current Strategy**

**Potential new strategy**

* Mandated

**Likely or some evidence to decrease disparity**

- Primary Focus Area
- Secondary Focus Area
- Some but minimal crossover
Career Ready/Post-Secondary Credentials

**Issue:** By 2020, 46% of jobs in Montgomery County will require a degree, while about 34% of adults have a degree. Considering all credentials, 63% of jobs will require at least a post-high school credential.

**Why it Matters:** Given that many people start college but don’t earn a degree, certificates are attainable and they also “pay,” (e.g., monthly earnings for those with less than a high school education are $1,920 with no other credential and $2,419 with a professional certification or license). A certificate is also a stepping stone to college.

**Key Leaders:** Sinclair Community College, Learn to Earn Dayton, MVCTC, Job & Family Services - Workforce, HSPD/BCC, SOCHE, DDS, ADAMHS, various nonprofit organizations.
### CAREER READINESS/POST SECONDARY CREDENTIALS

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students ready to earn with a college degree or credential</td>
<td>•</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase number of high school graduates completing credential/certification programs</td>
<td>•</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase the number of high school graduates completing college</td>
<td>•</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>Access to affordable training/certification opportunities</td>
<td>•</td>
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<td>•</td>
</tr>
</tbody>
</table>

**CURRENT STRATEGIES AND MANDATES**

- Training credential programs (e.g. logistics, mfg.)
- Education and training vouchers
- Comprehensive case management
- Dropout prevention and recovery
- Mentoring
- Mental health first aid and trauma-focused training
- Youth employment services ◊

**OPPORTUNITIES**

- Programs to increase college enrollment
- Career academics *
- Increased financial aid

**OTHER**

* Likely or some evidence to decrease disparity

- Primary Focus Area
- Secondary Focus Area
- Some but minimal crossover

---

**GOALS**
- Current Strategy
- Potential new strategy
- Mandated
Neurodevelopmental Disorders

**Issue:** Caring for a child with a disability causes financial challenges, marital strain, and emotional stress within families. Due to longevity, the number of older adults with a developmental disability is expected to double by the year 2020, which will increase the need for transition services, residential care, and trained caregivers.

**Why it Matters:** Studies show there are health disparities among adults with developmental disabilities. Fetal Alcohol Spectrum Disorders are preventable. Autism Spectrum Disorder is often accompanied by one or more developmental disability. Total societal costs are high due to special care, education, and residential placements.

**Key Leaders:** DDS, Stillwater, Public Health, ADAMHS, HSPD/BCC, various nonprofit organizations.
### NEURODEVELOPMENTAL DISORDERS

#### GOALS

<table>
<thead>
<tr>
<th>GOAL</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>FASD prevention</td>
<td>●</td>
<td>●</td>
<td>○</td>
</tr>
<tr>
<td>Early detection and intervention</td>
<td>●</td>
<td>●</td>
<td>○</td>
</tr>
<tr>
<td>Neurodevelopmental disorder awareness</td>
<td>●</td>
<td>●</td>
<td>○</td>
</tr>
<tr>
<td>Advocate for family/caregiver support</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Available and accessible treatment</td>
<td>●</td>
<td>●</td>
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</table>

#### CURRENT STRATEGIES AND MANDATES

<table>
<thead>
<tr>
<th>Service</th>
<th>Education &amp; Life Skills</th>
<th>Health &amp; Safety</th>
<th>Income &amp; Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early intervention services, coordination</td>
<td>●</td>
<td>●</td>
<td>○</td>
</tr>
<tr>
<td>Behavioral health services</td>
<td>●</td>
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</tr>
<tr>
<td>Residential habilitation services</td>
<td>●</td>
<td>●</td>
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</tr>
<tr>
<td>Education and advocacy</td>
<td>●</td>
<td>●</td>
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</tr>
<tr>
<td>Vocational Services</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Financial assistance for diagnosis/treatment</td>
<td>●</td>
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<td>●</td>
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<tr>
<td>Homecare physical therapy services</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Treatment for dual diagnosis</td>
<td>●</td>
<td>●</td>
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</tr>
<tr>
<td>Personal care and respite</td>
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</tr>
</tbody>
</table>

#### OPPORTUNITIES

- Other

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#### GOALS

- Current Strategy
- Potential new strategy
- Mandated

- Likely or some evidence to decrease disparity
- Primary Focus Area
- Secondary Focus Area
- Some but minimal crossover
Concentrated Poverty

**Issue:** Disparities exist within certain geographic areas of Montgomery County which limit the opportunities available to some residents. About one-third of the County has a poverty rate above 20% and almost half of certain contiguous census tracts have poverty rates greater than 40%. The Black or African American poverty rate (32.2%) is almost two-and-a-half times the White poverty rate (13.3%).

**Why it Matters:** The effects of growing up and living in neighborhoods of concentrated poverty are felt both in the present and in the future. Children growing up in poverty complete less schooling, work and earn less as adults, are more likely to receive public assistance, and have poorer health. Boys growing up in poverty are more likely to be arrested as adults, and their female peers are more likely to give birth outside of marriage.
Concentrated Poverty

- Access to services
- Coordination of services
- Disparities that exist by geography, economic status, race, etc.
EDUCATION AND LIFE SKILLS
Priorities and Strategies

HEALTH AND SAFETY
Priorities and Strategies

INCOME AND STABILITY
Priorities and Strategies

REDUCTION OF CONCENTRATED POVERTY

60
Questions??
Community Indicators: Identify and Research for each Community Priority.
A collection of health and human services designed to provide a foundation of well-being for low income and other vulnerable populations creates the “safety net”. The intention of the safety net is to catch people when they fall and is generally intended to be temporary. The often complex composition of service changes over time based on community and individual needs.

Core services answer the most immediate crisis and emergency needs by providing food, shelter, medical care and freedom from violence. Without meeting these basic needs, it is clear that the individual, family and community level of need and cost would escalate dramatically.

Intervention services create opportunities to reverse hardship, reduce the level of need and move toward stability.

Prevention services provide strategies to build individual, family and community level strength and invest in future risk reduction.
Standards for Quality Programs

• Well-defined goals/outcomes
• Research-supported and structured programming
• Sustained attendance
• Trained staff
• Promotes family involvement
• Develops positive supportive relationships
• Builds community partnerships
• Diverse program participants
• Promotes safety, health and wellness
• Ongoing evaluation and continuous quality improvement
Next Steps

• Review and discuss comments shared today
• Present Strategic Plan document to the Joint Co-Chairs for approval
• Presentation of Strategic Plan to the Family and Children First Council and United Way of the Greater Dayton Area for approval in April
Alignment Implementation

Through 2016 implement strategic plan and transition to collective impact

- Role Designation
- Outreach and Engagement
- Training and Technical Assistance
- Capacity Review
- Strategy and Initiative Design
- Request for Proposals
- Review and Selection
- Investment Agreements
- Collective Impact Launch
Questions??