

**Turn the Curve Strategic Plan – Approved May 18, 2006
RESULTS BASED ACCOUNTABILITY – SOMERSET COUNTY LMB**

RESULT AREA: Children Successful in School

POPULATION: School Age Children, Grades 3 through 12

INDICATOR 1 Suspension Rate	BASELINE Rate is increasing, goal is to turn the curve, decrease	INDICATOR 3 Attendance	BASELINE Excellent attendance is decreasing, goal is to turn the curve, increase
INDICATOR 2 Graduation Rate	BASELINE Rate is increasing slowly, goal is to increase at a faster rate	INDICATOR 4 Academic Performance (MSA/HSA)	BASELINE Academic performance is increasing very slowly, goal is to accelerate the increase

DATA DEVELOPMENT AGENDA (What needs further exploration?):

Extra curricular offerings

STORY BEHIND THE BASELINES (causes, forces at work, epidemiology):

Suspension Rate – Lack of respect, insubordination, incivility

Graduation Rate – Substance use, limited family support of value for education, poor attendance, lack of relevance, need for intrinsic motivation to stay in school and excel

Attendance (out layers bringing down average)– Lack of relevance, lack of penalties, if child has failed for the year there is no motivation to attend

Academic Performance (MSA/HSA) – Poverty (Free and Reduced Meal recipients), special education, low education attainment – parents, value of MSA (no consequences/rewards) / HSA (criteria for graduation, valued), secondary low expectations by teachers, parents with poor experience

INFORMATION AND RESOURCE AGENDA PART 1:

PARTNERS WITH A ROLE TO PLAY:

Suspension – Parents, peers, educators, agencies involved, extended families, faith/community at large, significant others, coaches, teachers

Graduation Rate – Parents, peers, educators, agencies involved, extended families, faith/community at large, significant others, coaches, teachers, businesses, universities and colleges, other training/trade schools

Attendance – Parents, peers, educators, agencies involved, extended families, faith/community at large, significant others, coaches, teachers, businesses, universities and colleges, other training/trade schools, truancy court, drug court, court systems

Academic Performance (MSA/HSA) – Parents, peers, educators, agencies involved, extended families, faith/community at large, significant others, coaches, teachers, businesses, universities and colleges, other training/trade schools

WHAT WORKS (What would it take to turn the curve in this county, best practices)

Suspension – IOU program, mental health, character education, anger management, counseling, mentoring, significant person involved, treating with respect, not stereotyping children, motivational adults, non-invasive intervention training, developmental (40) assets building, conflict resolution, peer mediation, involve children

Graduation Rate – Gear-up, one-to-one advisory, Youth Developmental Asset Building, seed school, Kids of Honor program, vocational education expansion, after school programs

Attendance – Incentives, motivational adults (testimony), after school programs, wrap-around services (mental health), Truancy Court, Bridges to Success, ROTC
Academic Performance (MSA/HSA) – NASA – summer camp and school year, UMES – upward bound, summer library reading program, book mobile expansion, after school programs, MSA nights at elementary schools, school outreach to community, elementary summer programs, agency participation in education planning process

INFORMATION AND RESOURCE AGENDA PART 2 (What needs further exploration?):

Graduation Rate – Family support, research additional evidence-based programs
Attendance – Incentives (intrinsic versus extrinsic), Truancy Court sanctions
Academic Performance – How to engage parents with poor expectations, extrinsic support from partners (social marketing campaign) expectations

ACTION PLAN	Now	2007	2-5 Years	BUDGET or No Cost/Low Cost
Suspension – Strengthen mentoring program	X	X		Low Cost - \$20,000 to \$40,000
Suspension – Youth Developmental Asset Building		X		Low Cost - \$1,500
Suspension – Alternatives to suspensions	X	X		Unknown
Graduation – Seed School			X	\$31,000 per child
Graduation – Vocational Education expansion			X	\$100,000 plus (3 teachers)
Graduation – Developmental Asset Building		X		No Cost or \$1,500
Graduation – Family support				
Attendance – After school transportation	X	X		\$100,000 plus
Attendance – Character Counts w/Businesses		X		\$5,000
Academic – Book mobile expansion		X	X	\$50,000 plus yearly
Academic – Elementary summer program		X		\$100,000 plus
Academic – After school transportation	X	X		\$100,000 plus
Academic – School outreach	X			\$4,000
Academic – Agency participation	X			No Cost

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RESULTS BASED ACCOUNTABILITY – SOMERSET COUNTY LMB**

RESULT AREA: Children Safe in Their Families and Communities

POPULATION: Pre-birth to 18

INDICATOR 1 Juvenile Violent Crime	BASELINE Rate is increasing, goal is to turn the curve, decrease number	INDICATOR 3 Child abuse and neglect	BASELINE Rate is increasing, goal is to turn the curve, decrease number
INDICATOR 2 Substance Use	BASELINE Rate is increasing, goal is to turn the curve, decrease number of youth and adults	INDICATOR 4 Gang activity	BASELINE Involvement by juveniles in gang activity is on the rise; goal is to reverse trend

DATA DEVELOPMENT AGENDA ((What needs further exploration?):

STORY BEHIND THE BASELINES (causes, forces at work, epidemiology):
Juvenile Violent Crime – More assault charges in middle school age group, weapons in school/community, media exposure (games, TV, movies), respect, poor impulse control, children seeking power/attention, children raising themselves, abuse and neglect connection, no fear of consequences, seeking structure (in facility?), children do not feel safe, parents encourage behavior, goals?
Substance Use – Illegal substances everywhere/accessible, hopeless about future, lack of recreational opportunities, poverty-transportation, family/community norms favorable, easy income revenue
Child Abuse and Neglect – Poverty, addictions/substance abuse, age of parents, poor parenting skills, absence of models, mental illness, single parent homes, education, isolation (geographic and social), frustration, culture of community
Gang Activity – Peer norms favorable to gang involvement; media reinforcement, sense of belonging, drug trafficking

INFORMATION AND RESOURCE AGENDA PART 1 (What needs further exploration?):
Juvenile Violent Crime – Explore age of parents, child abuse and neglect

PARTNERS WITH A ROLE TO PLAY:
Juvenile Violent Crime – Law enforcement, recreation, sports, schools, parents, health department, faith based, peers, medical profession, civic groups
Substance Use – Law enforcement, recreation, sports, schools, parents, health department, faith based, peers, medical profession, civic groups
Child Abuse and Neglect – Law enforcement, recreation, sports, schools, parents, health department, faith based, peers, medical profession (reporting), civic groups, court system, agencies
Gang Activity - Law enforcement, education, corrections, parole and probation, DJS, State’s Attorney, courts, recreation, sports, schools, parents, health department, faith based, peers, medical profession, civic groups

WHAT WORKS (What would it take to turn the curve in this county, best practices):
Juvenile Violent Crime – Behavior modification, Peacemakers, mentoring, faith community, goal setting, Healthy Families, dedicated space for health department in public schools, Healthy Students/Safe Schools
Substance Use – Treatment, prevention/education (all three levels), appropriate inpatient and outpatient

treatment – don't have, motivation to treatment, recreation/entertainment, healthy lifestyles, youth developmental asset building, non-sports activities

Child abuse and neglect – Parenting classes, Healthy Families, Family Preservation, Bridges to Success, Safe and Stable Families, DSS programs (Families Now, Child Advocacy Center, Family Services, Child Protective Services), out of home placement, court system (fear), counseling (mental health), surrogate parents, mentoring, extended family, birth control, outreach and prevention, social marketing

INFORMATION AND RESOURCE AGENDA PART 2 (What needs further exploration?):

Juvenile Violent Crime – Extrinsic, Intrinsic issues, engaging parents in youth lives, Stork Project (model in PA), clear cause and effect between crime and punishment

Child abuse and neglect – Poverty stricken people need hope, aftercare/transition, inpatient/outpatient treatment, parenting classes (transportation)

Gang Activity – Research best practices and evidence-based approaches

ACTION PLAN	Now	2007	2-5 Years	BUDGET or No Cost/Low Cost
Juvenile Violent Crime – Mentoring				Low cost / no cost
Juvenile Violent Crime – Youth Developmental Asset Building		X		Low cost, \$1,500
Juvenile Violent Crime – Healthy Families	X			\$300,000
Juvenile Violent Crime – Healthy Students/Safe Schools			X	\$1,000,000
Substance Use – Youth Developmental Asset Building		X		Low cost, \$1,500
Substance Use – Recreational activities (Developmental Agenda)	X	X		Low cost/No cost, resource sharing
Child Abuse and Neglect – Mentoring				Low cost / no cost
Child Abuse and Neglect – Healthy Families / Safe and Stable Families	X			\$500,000
Child Abuse and Neglect – Family Preservation funding (watch)	X	X		\$180,000
Child Abuse and Neglect – Parenting classes (transportation)	X			
Child Abuse and Neglect – Outreach / social marketing	X	X		\$10,000
Gang Activity – Assess issue and research best strategies	X	X		

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RESULTS BASED DECISION MAKING – GETTING FROM TALK TO ACTION

RESULT AREA: Enhanced local capacity to fulfill community needs

POPULATION: 20 % of population (see Local Access Mechanism)

INDICATOR 1 Absence of key players and minority representation	BASELINE Historically, low number of citizen and minority board members	INDICATOR 4 Need greater network of communication	BASELINE Marketing and publicity of LMB programs is inconsistent or limited
INDICATOR 2 Untapped funding sources	BASELINE Decrease in sustainable government funding sources	INDICATOR 5 Low board number of allowance by county / need consumer board membership	BASELINE Board involvement numbers are low; existing low number of board members are spread thin
INDICATOR 3 Low visibility	BASELINE Perception of limited community awareness about LMB and benefits	INDICATOR 6 Sustainability – LMB employees and programs	BASELINE Government funding levels are decreasing, thus a reduction in administrative allocations to LMB

DATA DEVELOPMENT AGENDA:

STORY BEHIND THE BASELINES (causes, forces at work, epidemiology):

No money from county, lack of consistency from state, lack of consistent leadership at the LMB, top down issues with minority – lack of visibility, people are busy

INFORMATION AND RESOURCE AGENDA PART 1 (What needs further exploration?):

PARTNERS WITH A ROLE TO PLAY:

Mandated partners, county commissioners, funding sources, staff, youth, private providers, parents, non-mandated agencies, city government, civics/chambers, boards, businesses

WHAT WORKS (What would it take to turn the curve in this county, best practices):

Frequent and personal communication, effective marketing, local advisory committees, personal/agency payoff, effective programs, strategic planning, organizational structure, research grant opportunities, government – secure commitment, community awareness program (public relations), good outcomes, partners (collaboration/communication)

INFORMATION AND RESOURCE AGENDA PART 2 (What needs further exploration?):

Investigate LMB legal structure opportunities

ACTION PLAN	Now	2007	2-5 Years	BUDGET or No Cost/Low Cost
Organizational structure (legal)		X		\$2,000
Research grants and other funding	X	X	X	No cost / low cost
Marketing (public awareness, board development, advisory development)	X	X	X	Low cost