

CENTRAL FLORIDA  
FOUNDATION



THRIVE  
CENTRAL  
FLORIDA

# GUIDE TO THRIVE

A guide to implementing the  
Sustainable Development Goals  
and Social Determinants  
of Health in Central Florida

OCTOBER 2022

# THRIVE CENTRAL FLORIDA

An integrated approach to utilizing the Sustainable Development Goals and the Social Determinants of Health to create a more cohesive way to solve complex social issues in Central Florida.

# MEET OUR TEAM

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**MARK BREWER**  
CHIEF EXECUTIVE OFFICER

Mark Brewer joined Central Florida Foundation in 2000 and has earned respect for his ability to build community partnerships that meet issues head-on and produce measurable results. He has worked with hundreds of individuals, families, and corporations to establish philanthropy plans, endowments, funding strategies, and planned gifts. He is a well-known speaker and thought leader on philanthropy's role in America, venture philanthropy strategies, and the role of the independent sector in public policy. In his leadership role at CFF, Mark advises private and corporate foundation grant makers across the region and plays a public policy advisory role on strategy and advisory boards around the state of Florida.



**SANDI VIDAL**  
VICE PRESIDENT OF COMMUNITY STRATEGIES & INITIATIVES

Sandi Vidal is just a girl trying to change the world one day at a time. She serves as the Vice President of Community Strategies and Initiatives for the Central Florida Foundation. Within her role at the Foundation, Sandi works on a variety of initiatives including Sustainable Development Goals [Thrive], Homelessness, Disaster Response, Social Justice, and is the Staff Liaison for the 100 Women Strong Giving Circle. Sandi is the nominating chair of the League of Women Voters of Orange County. She has volunteered since she was 16 starting at the VA Hospital in Miami in her father's clinic helping to record information for research trials and has served on several boards. Sandi currently serves on Mayor Dyer's Multicultural Advisory Board and is a Fellow for GEEO at the University of Central Florida focused on sustainability.



**ALLIE MOISE**  
FORMER COMMUNITY INVESTMENT MANAGER

Special thanks to Allie for her contributions to Thrive over the past couple of years.

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# What is Thrive?

Thrive Central Florida at Central Florida Foundation is a framework to localize and implement the Sustainable Development Goals (SDGs) through five impact funds. These focused funds use a 3D approach — data, dialogue & decisions — to fuel concrete action and drive measurable impact across each of the five areas: Education, Healthcare, Livability, Economic Stability and Community & Social Connection.

Thrive condenses the 17 SDGs into these areas of impact. The initiative catalogs data addressing key metrics for community well-being and convenes local residents and leaders for their input in developing shared goals. The impact funds will provide grants to programs that accelerate, scale, pilot, or fill gaps to meet the identified community goals. At its core, Thrive is about discovery and curiosity, breaking down silos, practical solutions, and accountability.

Thrive allows the Foundation to measure and apply the Sustainable Development Goals in easy-to-understand ways. It is primarily a structure for grantmaking, but in some ways Thrive acts as a strategic map for the greater Orlando community.

## WE START BY ANSWERING SOME TOUGH QUESTIONS

1

**WHAT DOES  
THE DATA  
TELL US?**

2

**IS THE  
COMMUNITY  
MOVING IN  
THE RIGHT  
DIRECTION?**

3

**AND WHO IS  
ACCOUNTABLE  
FOR THE  
RESULTS?**

These questions were developed by looking at the existing data in our community and seeing how many gaps there are, and how many reports are published without follow through.

# OUR PROCESS IN ACTION

Every 3 years, local healthcare providers must complete a community health needs assessment. In 2016, diabetes was ranked as one of the top 3 issues. In 2019, diabetes was still ranked as a top 3 issue, and had actually gotten worse in those 3 years.

## IN THIS SITUATION, THRIVE ASKS QUESTIONS LIKE...

Why? If this is a priority, why did it get worse?

Who is responsible for implementing these priorities?

How can we hold them accountable and help them to reach their goals?

Are we setting the right goals as a community?

When we start by asking ourselves these pressing questions, we can get to the root of the issue and figure out the most efficient way to help our community.

# The Theory of Change

## WE USE THE THEORY OF CHANGE AS OUR GUIDE.

Theory of Change is a framework describing the steps of the statement, “if we do this, this will happen.” By starting with the desired outcomes, a map is formed to look at the current situation and determine how, or if, the end goals are possible.

Starting with the end in mind, we’ve used the Theory of Change process from the very beginning to map Thrive’s goals.

1. The end goals are actually the starting point. What are you trying to accomplish? List these goals/outcomes.
2. Evaluate your current state. What is the situation as it stands today?
3. Are there barriers that could get in the way of reaching the desired outcomes? If so, there must be a way to go around or through them. Do we have qualifications that make us unique in reaching the outcomes?
4. Nail down your process. Here is where it gets more tactical. What are the tasks/steps that need to happen to reach the desired outcomes?
5. If the outcomes are achieved, what does the future look like? What is the horizon goal?

# How was Thrive built?

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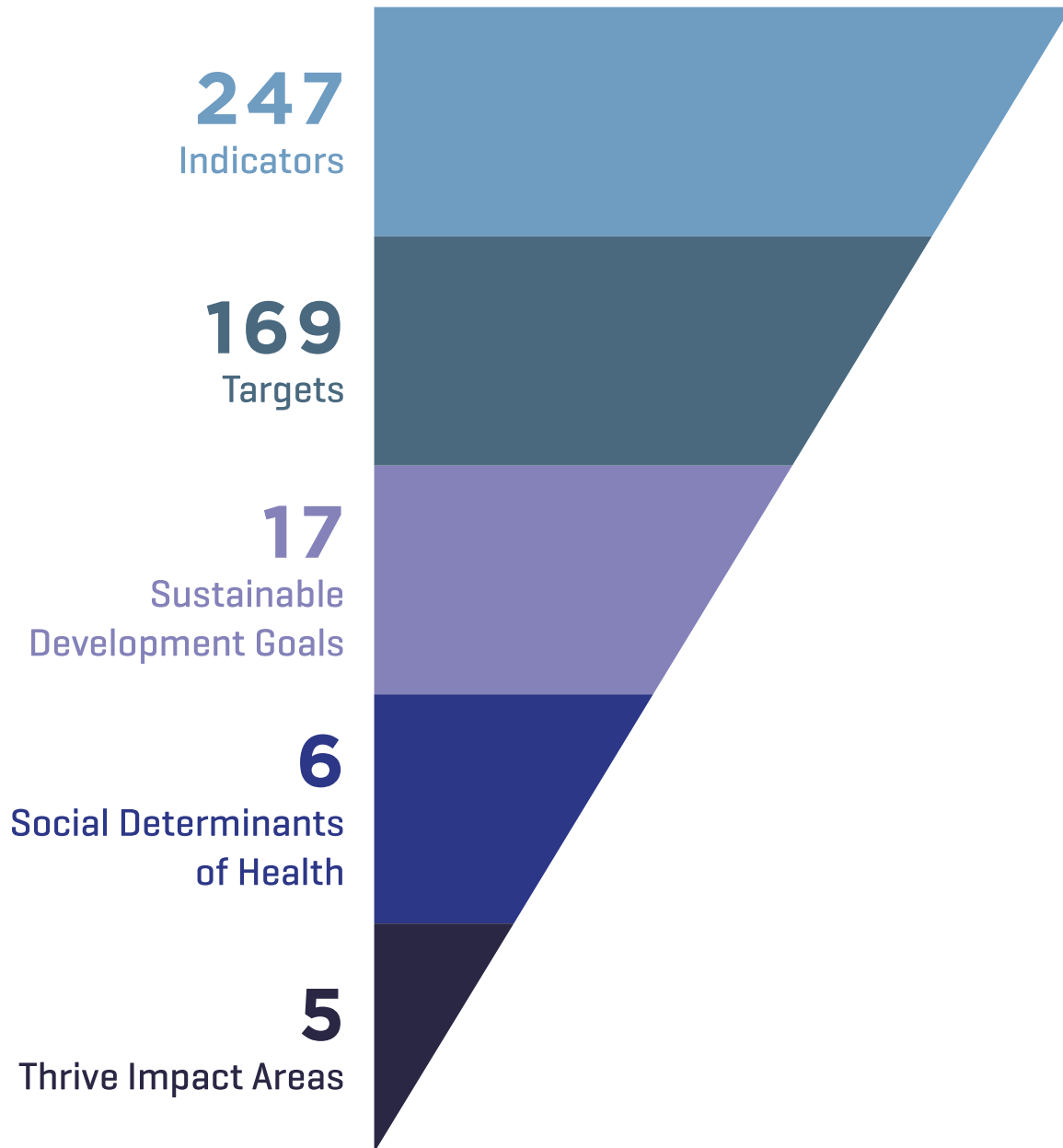
## **THRIVE WAS DEVELOPED BY WORKING BACKWARDS.**

Rather than trying to match our work to the SDGs, we followed the steps in the Theory of Change, looking at the SDG indicators and identifying those that we have the power to impact. With indicators and targets identified across all 17 SDGs, we realized that 17 issues is still a lot. It's a lot to explain and can become overwhelming when you consider it from a problem-solving approach.

So we looked for a model that would help us to simplify the 17 goals, without sacrificing the intent of the goals. We landed on the Social Determinants of Health [SDoH]. It's important to note that health does not only mean healthcare; it means the overall health of the individuals, organizations, and systems within the community.



## Here's a visual on our top-down approach to narrowing our goals.



# THRIVE'S FIVE CRITICAL IMPACT AREAS

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We mapped each of the 17 SDGs into the six SDoH pillars, then consolidated them further to create the five Thrive Impact Areas.

**1 Economic Stability**

**2 Healthcare**






**3 Livability**

**4 Education**

**5 Community & Social Connection**

# PUTTING A MICROSCOPE TO OUR IMPACT AREAS

After condensing our Impact Areas, we mapped out sub-areas of interest within each of them and figured out how Thrive intersects with existing community pillars. This gives a more concrete way to identify stakeholders and to communicate how their priorities align and fit into Thrive. For example, chambers of commerce may align with employment and innovation [Economic Sustainability], and government sustainability departments may align with green spaces and renewable energy [Livability].

ECONOMIC STABILITY 	HEALTHCARE 	LIVABILITY 	EDUCATION 	COMMUNITY & SOCIAL CONNECTION 
Employment	Coverage	Safety	Literacy	Social Integration
Income/Wages	Provider Availability	Green Spaces	Language	Support System
Expenses	Provider Linguistic & Cultural Competency	Infrastructure	Early Childhood Education	Community Engagement
Housing	Quality of Care	Playgrounds	Vocational Training	Discrimination
Transportation	Preventable Deaths	Walkability	Training	Voting
Hunger	Access to Food	Arts & Culture	Higher Education	Volunteerism
Innovation		Clean Air		Philanthropy
		Renewable Energy		

# Identifying the Deeper Issues



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Issues have been evaluated as the data walks and dialogues are completed; this is not a comprehensive list. Special attention will be paid to high-need focus areas.

**Issues within each of our impact areas look something like this...**



## ECONOMIC STABILITY

Stable and high wage jobs

Housing availability and affordability

Job paths and readiness

*Crosses into education*

Financial & health risks for families

*Crosses into healthcare*

Financial literacy

Alternatives to non-bank credit

Access to and understanding of  
available public services

Transportation options

Access to nutritious food

*Crosses into healthcare*



## HEALTHCARE

Improve healthy food access

Reduce food insecurity

Reliance on fast food =  
poor eating habits

Can't pay deductibles =  
missed appointments &  
unfilled prescriptions

Lower tobacco use [15%] and vaping

Alcohol and Opioid use reduction

Access to health care

Preventable Deaths

Mental Health



## LIVABILITY

Quality of life

Walkability and pedestrian safety

Parks and green spaces

Community gardens/urban farms

*Crosses into healthcare*

Carbon footprint

Public safety

*Citizen/police relationships*  
*Crosses into community*

Strong neighborhoods

Environment/Climate

Place making

Arts and culture



# EDUCATION

Cradle-to-career education

Social-emotional learning

Adverse childhood experiences [ACES]

*Crosses into healthcare*

Kindergarten readiness

High school graduation rates

Higher education

Career readiness

*Crosses into economic stability*

Digital Divide

[Broadband/Equipment]



# COMMUNITY & SOCIAL CONNECTION

Gender equity

Racism & racial equity

Diversity and inclusion

LGBTQ+

Seniors

Civic Engagement

Volunteerism

Charitable giving & philanthropy

Wage gaps

*Crosses into economic stability*

# EVERY COMMUNITY GROUP HAS UNIQUE TALENTS

This is an example of how some of the major players in our community's welfare can use their strengths to make changes with the Thrive Impact Areas.

	ECONOMIC STABILITY	HEALTHCARE	LIVABILITY	EDUCATION	COMMUNITY & SOCIAL CONNECTION
CITY OF ORLANDO FUTURE READY MASTER PLAN	<ul style="list-style-type: none"> <li>• Mobility Connectivity</li> <li>• Energy</li> <li>• Water</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Placemaking Materials</li> <li>• Water</li> </ul>		<ul style="list-style-type: none"> <li>• Connectivity</li> </ul>
CITY OF ORLANDO	<ul style="list-style-type: none"> <li>• Housing Transportation</li> <li>• Economic Growth</li> <li>• Ending Homelessness</li> </ul>		<ul style="list-style-type: none"> <li>• Public Safety Sustainability</li> </ul>		<ul style="list-style-type: none"> <li>• Multicultural Inclusion &amp; Diversity</li> </ul>
ORANGE COUNTY	<ul style="list-style-type: none"> <li>• Mobility</li> </ul>		<ul style="list-style-type: none"> <li>• Built Environment</li> <li>• Natural Resources</li> <li>• Arts &amp; Culture</li> </ul>	<ul style="list-style-type: none"> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Community Civic Engagement</li> </ul>
ORLANDO ECONOMIC PARTNERSHIP	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Healthcare</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Quality of Life</li> </ul>	<ul style="list-style-type: none"> <li>• Prosperity</li> </ul>	
FLORIDA CHAMBER	<ul style="list-style-type: none"> <li>• Diversifying Economy</li> </ul>			<ul style="list-style-type: none"> <li>• Talent Pipeline</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Government</li> </ul>
CFCC/ ENTERPRISING BLACK ORLANDO	<ul style="list-style-type: none"> <li>• Workforce Development</li> <li>• Financial Literacy</li> </ul>			<ul style="list-style-type: none"> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy</li> </ul>
AARP	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Employment</li> <li>• Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Community Support &amp; Health Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor Space &amp; Buildings</li> </ul>		<ul style="list-style-type: none"> <li>• Communication &amp; Information</li> <li>• Civic &amp; School Participation</li> </ul>



# Expanding Our Table

We're always looking for more partners to help make our mission possible. These are a few potential groups and partners we're looking to connect with in the future.

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## AREAS TO FURTHER EXPLORE

Grassroots nonprofits/organizations

Current health programs through AdventHealth and Orlando Health

Diversity focused initiatives [Stono Institute, CFCC]

Orange County Citizens' Commission and Orange County Citizens' Commission for Children grant recipients

Orlando Economic Partnership BRACE and UPSKILL

Programmatic gaps and needs within the service area:  
programs and services for seniors, programs and services  
for teen and single mothers

## ADDITIONAL SUGGESTED TEAM MEMBERS

Neighborhood leaders

Advocates/grassroots organizers

City and County staff members

One elected official appointed by the Mayor of Orlando

# Long Term Goals of Thrive

The best outcome we could have is a community-wide integration to solve complex social issues. This may sound like nirvana, but the goal is to have everyone at least rowing in the same direction. Change is scary, but the results can be life changing.

**“START WITH  
THE END IN  
MIND.”**

**– STEVEN COVEY**

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## **KEEPING THE “END IN MIND,” HERE’S A BREAKDOWN OF OUR DESIRED OUTCOMES:**

- 1** A move from individual and siloed approaches to more integration and cross-pollination when working on communitywide issues.
- 2** Mainstreaming the SDGs as the goals to strive for and report on in a universal report/dashboard.
- 3** Improvement in trends across a variety of indicators for all five Thrive Impact Areas.
- 4** Involvement at all levels from leadership to grassroots where the outcomes do not change when community leadership does.

# REAL CHANGE BEGINS WITH A CLEAR PROCESS.

Accomplishing our overarching goals starts with detailed planning. This is an example of how we plan to achieve our goal of mainstreaming the SDGs.

**HORIZON GOAL:** Achieve the 2030 SDG goals within our community

## HOW WE'LL MAKE IT HAPPEN:

### Introduce and mainstream Sustainable Development Goals

Blogs

Social Media

Webinars

### Literature review/Pillars crosswalk

Assigned to Fellows for each area

Convenings and information  
presented around data and findings

### Form local goals using Thrive

What goals exist?

What goals align?

Where do we need to set goals?

### Implementation plans by sector

Completed by the people working  
on the goals

Where do grants/funding come  
into play?

### Measure trends and milestones



# OUR GAME PLAN FOR A THRIVING COMMUNITY



From getting everyone on board to making change happen, this is our 10-step system for creating a stronger Central Florida.

- 1. Set the stage- get everyone in the sandbox**
- 2. Educate stakeholders**
- 3. Inventory Assets- dollars and social capital**
- 4. Understand the data**
- 5. Create a common repository for data sharing**
- 6. Agree on best practices**
- 7. Create or eliminate policies**
- 8. Agree upon milestones and goals**
- 9. Report on outcomes through a shared dashboard**
- 10. Evaluate outcomes and recalibrate as necessary**

# A CLOSER LOOK AT OUR GAME PLAN

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## 1 Setting the Stage

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First, determine who the players are. We have identified the players to be:

- Top-level leaders
- Community Influencers, government staff, nonprofit and business leaders, funders
- The people doing the work
- People receiving services

Next, conduct a survey to identify where people are plugged in and involved in the community.

- Community leadership
- Boards
- Advisory boards
- Volunteering
- Task forces

## 2 Educating Shareholders

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Once the stage is set, briefings are rolled out for all stakeholders; a briefing needs to be scheduled to bring the stakeholders up to date on the initiative and gain early adopters and buy-in. For the SDGs, people involved in sustainability are good targets for early adoption.

- Bring like groups together
- Agree on goals
- Insure vulnerable populations are included and their voices are heard

- Look at solutions through an equity/justice lens

## 3 Inventory Assets

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- Who is doing the work?
- Are groups aware of each other and sharing information?
- What data sources and data exist?
- What are the current partnerships?

- Where are the current dashboards/scorecards? Who is monitoring them?
- What plans and strategies currently exist? Do they align?
- What funding is in place?
- What funding might be available?

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## 4 Understand the Data

Where are the sources?

What methodology is used?

Is it reliable?

What story does it tell us?

Where do gaps exist?

Are there populations that are more affected than others?

## 5 Create a Common Repository for Data Sharing

Is this a public source?

Who pays for it?

Who maintains it?

## 6 Agree on Best Practices

What are other communities doing better?

Are the practices transferable?

Read and understand reports from other communities

Speak to leaders to determine what lessons they have learned

Do we need to create our own version/model? How do we test it?

**OVERCOMING  
OBSTACLES IS  
PART OF THE  
PROCESS.**

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# CURRENT CHALLENGES WE FACE

We have good people. We just need to be more organized. Interconnectivity, integration, and implementation coupled with strategy and shared goals is the beginning of the solution to overcoming big obstacles and accomplishing our goals.

Community acceptance of plans and goals

Digital divide

Healthcare — access and insurance

Mental healthcare — stigma and access

Accessibility to transportation

Location of affordable housing vs. work/jobs

Information pipeline to residents (street level)

Safety and crime

Equity focus

Neighborhood independence and history

# OVERCOMING CHALLENGES BY OUR STREAMLINING PROCESS

## The 3D Approach — Data, Dialogue and Decisions

Keeping our desired outcomes in mind [pg. 19], we aim to overcome the challenges we face by streamlining our processes in three different areas.

### USING DATA

Collect and analyze data in each of the five areas to prioritize projects where we can either pilot, scale, accelerate, or fill gaps.

- Do a data walk with community stakeholders
- Identify gaps where data doesn't exist or is incompatible
- Create new data sets where applicable

### CREATING DIALOGUE

Convene groups of leaders, influencers, people working in the field, and recipients of services.

- Discuss current methods, best practices, and integration of the work
- Crossover groups including several disciplines
- Identify areas to work on together, catalog current work
- Expand TableTalk conversations to include the issues we are trying to solve

### MAKING DECISIONS

Agree upon the goals, measurements, and accountability.

- Design dashboard for overall goals
- Have reporting structure across the community
- Work with governments and media partners for ongoing accountability

# LET'S DIG DEEPER INTO... USING DATA

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## **DATA GATHERING**

Data is gathered from a variety of sources including reports, academic papers, and data resources such as the Bureau of Labor Statistics and Census Bureau. The reports and articles are cataloged into a Community Library which is accessible to the community at large upon request.

## **DATA WALK/TOWN HALL**

A data walk was held with community leaders and influencers. This acted as a way to gather qualitative data from people who are exposed to or are working on issues in the community. A step down into focus groups will follow this activity to hear from the voices most affected by the issues discussed. See the appendix for a complete description and details of the data walk.

## **DATA SHARING**

Data is currently sourced differently by different entities. One of the goals of Thrive is to create a shared dashboard and data repository. UCF has agreed to host this in their Global Economics and Environmental Opportunities [GEE0] department.

## **DATA APPLICATION**

Once the data is analyzed and prioritized, community goals will be formed with an attached action plan and ownership by groups or entities. Monitoring will be done by the Thrive Advisory.

# LET'S DIG DEEPER INTO...

# CREATING

# DIALOGUE

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## Leader Briefings

At selected intervals, briefings will be held with stakeholders and interested parties including top community leadership. At this time, an overall progress update is given, along with next steps, and feedback is encouraged.

## Work Groups

The first step to a successful work group is to identify leaders who are subject-matter experts across the continuum of the topic area. For example, the healthcare work group includes leaders from area Federally Qualified Health Care Centers [FHQ], medical homes, county clinics, and hospitals. Additionally, nonprofits intersecting with health, including food banks ,are invited to attend. The work group agrees to meet for at least 1 year.

### Prior to the work group sessions, a packet is sent with the following:

- Thrive whitepaper
- Issues and opportunities derived from the literature review and community activities

### For the first work group session:

- Data is presented to the group and then breakout groups are formed to prioritize the issues
- Groups discuss:

**What are the top issues?**

**What are you working on?**

**What is feasible?**

**What's not getting enough attention ?**

- Using a mural or jamboard, groups share ideas for further exploration and discussion
- Notes from the breakout session and idea board are put together by themes
- All information and the recording of the session are put in a folder to keep everyone up to date. It may make sense not to record sessions in order to allow for more transparent and honest conversation. In that case, a good note taker is essential.



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## **Crosswalk Community Goals**

As Thrive was being put together, the goals of the Mayors of the City of Orlando and Orange County were considered, as well as larger institutions such as the Florida Chamber, The Orlando Economic Partnership, and the AARP healthy community goals. These goals were crosswalked with each other and the Thrive pillars. Throughout the process of working on the framework, we have found it important to align with existing goals and priorities such as the Community Health Needs Assessment [CHNA], GreenWorks, Future Ready City, and the Vision2050. For each of the work groups, larger community efforts and goals are used as a guide.

## **Community Conversations**

Starting in 2019, Central Florida Foundation has held an annual event called TableTalk modeled after On the Table from the Chicago Trust. Designed as a community-wide conversation, it provides an opportunity for people to gather around the table to discuss 3 main questions: What do you like about your community? What would you change about your community? How will you be involved in that change? After the conversation, a survey is completed with the results compiled into a report and a sortable tableau chart. The results of the conversations and surveys are then compared with the information previously gathered from data and reports.

# LET'S DIG DEEPER INTO... MAKING DECISIONS

## **Data Gathering**

Collective Leadership is important to have common goals and shared outcomes. In order to move the needle forward for the SDG indicators, Thrive has leveraged different levels of leaders from top-level leaders, to grassroots organizers for both a top-down and bottom-up approach. In his book "The Flat Org Chart," Dan Palotta outlines the importance of a more community-centric leadership approach. The intent here is to involve people at all levels, but also to continue the work when leaders change by building a deep and wide bench.

## **Shared Goals and Priorities**

As we put together the workgroups, we asked the participants to commit to a year with us to do 3 things: prioritize the issues within their Thrive area, create common goals, and help us to identify where our financial investments should be leveraged and made. By involving community leaders and subject-matter experts in the Process, we create buy-in from the beginning. The goals will be tracked through a community strategy map and shared dashboards with UCF and the East Regional Planning Council.

## **Community Strategy Map**

Once priorities and goals are established, the plan is to create a community strategy map with the goals, who is working on them [accountable parties], the strategies to be used to reach the goals, Capabilities of reaching the goals including any gaps, and then milestones and progress will be tracked. Some of the groups will hold their own version of the map. Currently, several organizations have adopted this map or a similar strategy.

## **Financial Alignment**

As goals are established and agreed upon, it will provide a structure to align financial investment from all 3 sectors: business, government, and independent. This will better structure the community to work towards the targets and indicators outlined in the SDGs.

## **Central Florida Blueprint**

Using the Framework of Thrive, the SDGs and the Community Crosswalk, it will be time to create a community blueprint which can be used in decision making across the sectors to invest in solutions to our complex social issues and the systems they are associated with. This would be a joint effort across sectors.

# OUTCOMES OF STREAMLINING OUR PROCESS

## WHEN IT'S ALL SAID AND DONE, THESE ARE THE OUTCOMES WE'RE HOPING TO ACHIEVE:

1. A move from individual and siloed approaches to integration and cross-pollination when working on community-wide issues.
2. Agreed upon goals to strive for and report on in a universal report/dashboard.
3. Improvement in trends across a variety of indicators for all agreed-upon goals.
4. Involvement at all levels from leadership to grassroots, so the outcomes do not change when community leadership does.
5. Profit/Impact from investments

## AND THIS IS HOW WE'LL MEASURE THEM:

6. Change in household income
7. Change in labor force participation and unemployment
8. % Health insurance coverage
9. ROI from charitable and business investments

Ideally, the outcomes align with the SDG targets with the SDG indicators showing if we are moving in the right direction.

**CHANGE  
HAPPENS  
ONE STEP  
AT A TIME**



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# EVALUATING OUR PROGRESS

## Where We Are Now

### CURRENT STATE

Silos

“Treading water”

No shared vision

Data Gaps

Little cross-pollinating

Well-meaning

### BARRIERS/UNIQUE QUALIFICATIONS

Political will

Dollar allocations

Lack of communication

Complexity

Agendas

Lack of SDG knowledge

History of working together

Well networked

Relationships

### PROCESS

Identify Issues

Understand who is doing what

Best practices

Grant work

Formulate goals

5 fellows

Dashboard(s)

## Where We Want to Go

### DESIRED OUTCOMES

Unified goals that can be measured, with accountability and the ability to solve them

### FUTURE

Get as close as we can to the UN SDG goals by 2030

# What We've Learned

Information needs to be partnered with immediate action steps

Survey organization/task force leaders vs. individual participants for social network survey

Used shared documents when possible, in place of surveys

Identify champions and cheerleaders early in the process

Use multi-pronged approaches to get various people and entities involved

Bring together like-minded people and solutions

Prepare to be challenged and really listen to concerns and ideas along the way

Interview lots of experts

Never stop learning

# GLOSSARY

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## **Sustainable Development Goals**

In 2015, the Sustainable Development Goals (SDGs) were developed as part of the United Nations (UN) 2030 Agenda for Sustainable Development, providing a global framework with goals and targets for all countries to adopt in building toward sustainable economic development, social inclusion and environmental protection by 2030. Understanding a nation's progress toward achieving these global goals depends on local engagement and commitment. The 17 SDGs are made up of 169 targets and 236 indicators that are broader in scope and go further than the Millennium Development Goals (MDGs) by addressing the root causes of poverty and the universal need for improvement that works for everyone.

## **Social Determinants of Health**

The Social Determinants of Health (SDoH) are the conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power, and resources at global, national, and local levels. The social determinants of health are mostly responsible for health inequities — the unfair and avoidable differences in health status.

## **Central Florida Foundation**

Central Florida Foundation (CFF) stewards philanthropic dollars on behalf of individuals, families and nonprofits. CFF partners with people who are determined to make a difference in their community. Knowing that true change demands more than dollars and cents, CFF fosters collaboration, fuels ideas, and spearheads the innovation that will transform the region for good. Learn more at [www.cffound.org](http://www.cffound.org).

## **Donor-Advised Funds**

A donor-advised fund, or DAF, is a giving vehicle established at a public charity. It allows donors to make a charitable contribution, receive an immediate tax deduction, and then recommend grants from the fund over time. CFF offers a Signature Fund that includes all of the benefits of a DAF along with highly personalized service and connection to the community.

## **Giving Circle**

Collective giving circles are an opportunity for people to join together to pool their financial resources collectively and decide how to distribute them in the form of grants to nonprofit organizations with the goal of strengthening their communities.

## **TableTalk**

TableTalk is a community-wide conversation where for one day, residents of Central Florida gather to discuss the things that matter most to them. Our favorite things. Our issues and opportunities. Our boldest ambitions and our biggest challenges to making our community better and more dynamic. Table Talk provides a way for all of us to be more civically engaged and committed to the community.

# APPENDIX

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# SUSTAINABLE DEVELOPMENT GOALS

In 2015, all United Nations Member States adopted a new blueprint that would work to help our planet — it's called the 2030 Agenda for Sustainable Development. Calling for an end to poverty, a push to stop climate change, action to preserve our natural resources and more, the Agenda breaks leading world issues down into 17 Sustainable Development Goals (SDGs). These goals help keep the path to a better future clear and work as a roadmap for all countries in building a better tomorrow.

These goals are built from years of research by the UN, the United Nations Department of Economic and Social affairs and other countries.



# DATA WALK/TOWN HALL

During our Data Walk, we went over key statistics that affect Thrive's five focus areas. Reviewing important data points surrounding public health, transportation, housing and more, helped us identify and categorize the most pressing issues in our community.

Our agenda for the day looked like this:

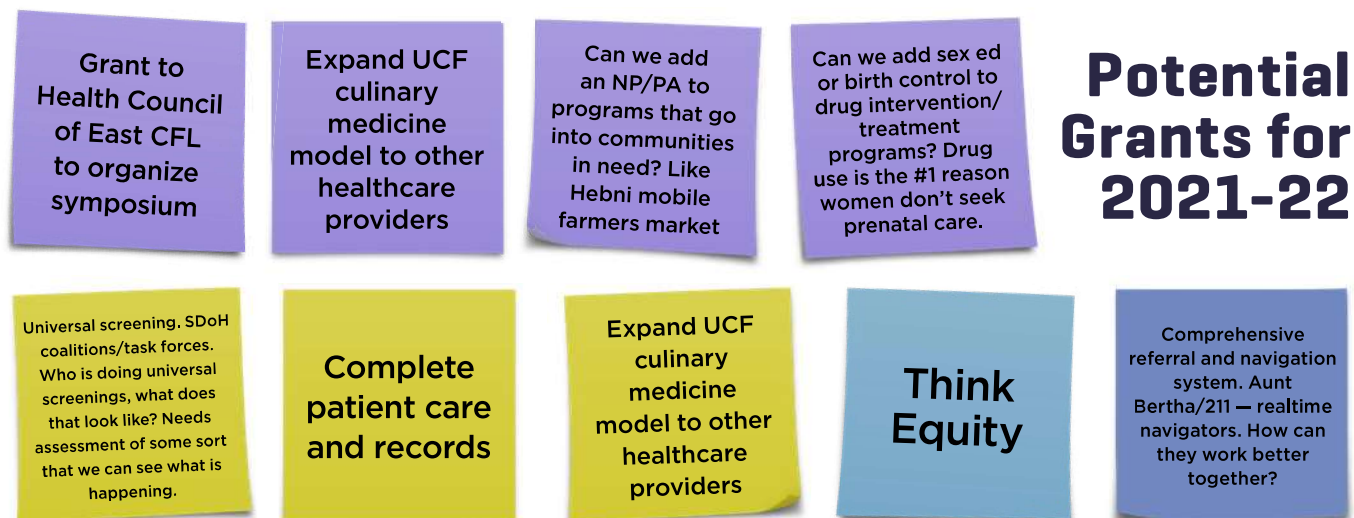
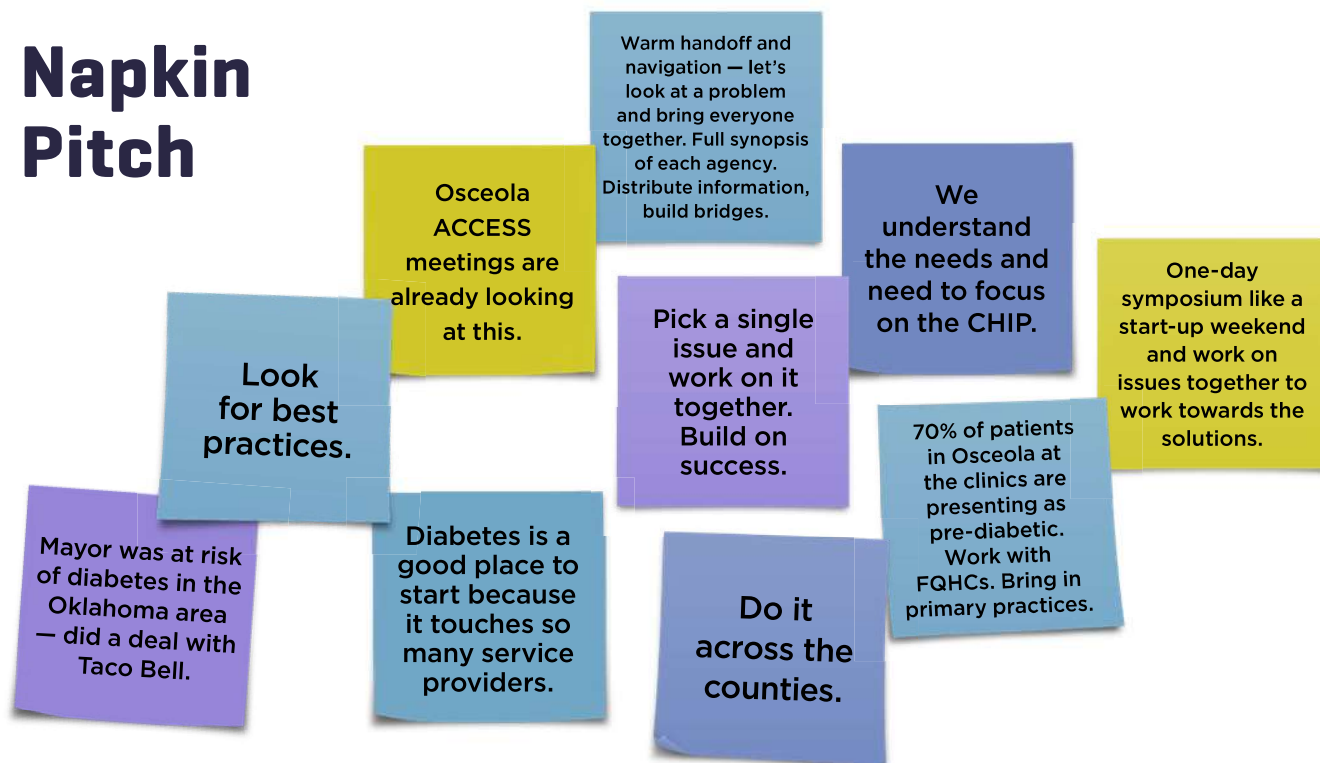
TIME	WHERE	ITEM
9:00 a.m.	Main Room	Welcome and intro [set expectations]
9:10 a.m.	Breakout	Room introductions
9:15 a.m.	Main room	Economic Stability data point
9:20 a.m.	Breakout	Breakout room — Economic Stability
9:30 a.m.	Main room	Education data point
9:35 a.m.	Breakout	Breakout room — Education
9:45 a.m.	Main room	Livability data point
9:50 a.m.	Breakout	Breakout room — Livability
10:00 a.m.	Main room	Healthcare data point
10:05 a.m.	Breakout	Breakout room — Healthcare
10:15 a.m.	Main room	Community data point
10:20 a.m.	Breakout	Breakout room — Community *Watch out for reminder in the chat at 10:30 to switch conversation to general recap
10:05 a.m.	Breakout	Breakout room — overall recap/discussion
10:15 a.m.	Main room	Reconvene, big group takeaways
10:55 a.m.	Main room	Thank you, goodbye

# WORKGROUPS

After reviewing the data surrounding each of Thrive's five critical focus areas, we broke out into smaller workgroups. During these breakout sessions, participants discussed short and long-term goals surrounding each focus area and policy changes needed in order to reach our goal.

Here are some examples of the community-changing ideas our participants pitched and the grant candidates they wanted to see lifted up by Thrive.

## Napkin Pitch



# RESOURCES

## Economic Stability

Links below accurate as of October 2022

**KEY:**  Data  Resources  Tools  Dashboard  Documentary  Podcast

TYPE	NAME	DESCRIPTION	WEBSITE
	Mastercard Inclusive Growth Score	Must create a free account. Census tract-level data on place, economy, community. Can compare tracts	<a href="https://inclusivegrowthscore.com">inclusivegrowthscore.com</a>
	Opportunity Atlas	Looks at which neighborhoods in America offer children the best chance to rise out of poverty	<a href="https://opportunityatlas.org">opportunityatlas.org</a>
	HMIS data	Homelessness Data	<a href="https://hmiscfl.org/community_snapshot">hmiscfl.org/community_snapshot</a>
	National Low Income Housing Coalition	Housing needs by state	<a href="https://nlihc.org/housing-needs-by-state/florida">nlihc.org/housing-needs-by-state/florida</a>
	Bureau of Labor Statistics	Unemployment Numbers	<a href="https://bls.gov/web/metro/laurgma.html">bls.gov/web/metro/laurgma.html</a>
	Eviction Lab	Eviction data	<a href="https://evictionlab.org/map/#/2016?geography=states&amp;type=er&amp;locations=12,-82.185,24.56">evictionlab.org/map/#/2016?geography=states&amp;type=er&amp;locations=12,-82.185,24.56</a>
	Census	Census	<a href="https://data.census.gov/cedsci">data.census.gov/cedsci</a>
	Florida Realtors	Poverty status	<a href="https://floridarealtors.org">floridarealtors.org</a>
	Orlando Realtors	Housing reports	<a href="https://orlandorealtors.org/page/MarketStatistics">orlandorealtors.org/page/MarketStatistics</a>
	UF-Shimberg	Housing reports	<a href="https://flhousingdata.shimberg.ufl.edu/affordability/results?nid=4800">flhousingdata.shimberg.ufl.edu/affordability/results?nid=4800</a>
	COVID-19: Workforce & Housing Indicators	Housing reports	<a href="https://flhousingdata.shimberg.ufl.edu/covid-19">flhousingdata.shimberg.ufl.edu/covid-19</a>
	Shimberg Center, Census-level map	Census-tract maps of where in affected industries work and live: Accommodations/Food Services, Arts/Entertainment/Recreation, Retail Jobs map	<a href="https://shimberg.ufl.edu/accomsmap">shimberg.ufl.edu/accomsmap</a>

# RESOURCES







## Economic Stability, continued

TYPE	NAME	DESCRIPTION	WEBSITE
	Google Training and Career Certificates	Google free resources	<a href="http://shimberg.ufl.edu/accomsmap">shimberg.ufl.edu/accomsmap</a>
	CSCF Help is Here Career Seeker Services	CareerSource Help is Here program	<a href="http://grow.google">grow.google</a>
	Universal Basic Income Lab	Visualization tool	<a href="http://careersourcecentralflorida.com/career-seekers/what-we-offer">careersourcecentralflorida.com/career-seekers/what-we-offer</a>
	Career Training	Manufacturing	<a href="http://basicincome.stanford.edu/research/ubi-visualization">basicincome.stanford.edu/research/ubi-visualization</a>
	HFUW	Low income working people	<a href="http://amskills.org">amskills.org</a>
	Job Quality Tools Library	Job tools	<a href="http://unitedforalice.org/florida">unitedforalice.org/florida</a>
	UpSkilling Playbook for Employers	For employers on why and how to upskill employees	<a href="http://aspeninstitute.org/longform/job-quality-tools-library/#toc">aspeninstitute.org/longform/job-quality-tools-library/#toc</a>
	H+T Index	Housing and transportation	<a href="http://aspeninstitute.org/publications/upskilling-playbook">aspeninstitute.org/publications/upskilling-playbook</a>
	Federal Bank of Atlanta	Fiscal Cliff tool	<a href="http://htaindex.cnt.org">htaindex.cnt.org</a>
	Foundation for a Healthy West Orange Food Map	Food Insecurity Map	<a href="https://fhwo.org/">https://fhwo.org/</a>
	Self-Sufficiency Index	Tool	<a href="http://experience.arcgis.com/experience/4404ac1cd514479baaaea16890eb4a45/page/page_2">experience.arcgis.com/experience/4404ac1cd514479baaaea16890eb4a45/page/page_2</a>
	New American Dream Index	US Prosperity Index	<a href="http://selfsufficiencystandard.org/florida">selfsufficiencystandard.org/florida</a>
	Zillow Rent Index	Rental Prices	<a href="http://usprosperity.net">usprosperity.net</a>

# RESOURCES

## Health and Wellbeing

**KEY:**  Data  Resources  Tools  Dashboard  Documentary  Podcast

TYPE	NAME	DESCRIPTION	WEBSITE
	CityHealth Dashboard	Health outcomes	<a href="http://cityhealthdashboard.com">cityhealthdashboard.com</a>
	Measure of America	A tool to understand well-being in America. Select a category of well-being, a specific location	<a href="http://measureofamerica.org">measureofamerica.org</a>
	Agency for Healthcare Research and Quality	Health benchmarks	<a href="http://nhgrnet.ahrq.gov/inhgrdr/state/select">nhgrnet.ahrq.gov/inhgrdr/state/select</a>
	Institute for Health Data	Health data	<a href="http://healthdata.org/institute-health-metrics-and-evaluation">healthdata.org/institute-health-metrics-and-evaluation</a>
	Robert Wood Johnson	County health rankings	<a href="http://ihcountyhealthrankings.org/reports/2019-county-health-rankings-key-findings-report">ihcountyhealthrankings.org/reports/2019-county-health-rankings-key-findings-report</a>
	Life Expectancy at Birth for U.S. States and Census Tracts, 2010–2015	Paramore life expectancy is 10 years less than Orlando at large	<a href="http://cdc.gov/nchs/data-visualization/life-expectancy">cdc.gov/nchs/data-visualization/life-expectancy</a>
	U.S. Dept. of Health & Human Services	Healthcare shortage estimator	<a href="http://hhs.gov/guidance/document/hpsa-and-muap-hpsa-scoring-criteria">hhs.gov/guidance/document/hpsa-and-muap-hpsa-scoring-criteria</a>
	CDC Guidance Portal	Social vulnerability index	<a href="http://svi.cdc.gov/map.html">svi.cdc.gov/map.html</a>
	Seminole County Health	My Sidewalk Health Dashboard	<a href="http://dashboards.mysidewalk.com/seminole-health">dashboards.mysidewalk.com/seminole-health</a>

# RESOURCES

## Health and Wellbeing, continued

TYPE	NAME	DESCRIPTION	WEBSITE
	Healthy People	Health data	<a href="https://health.gov/healthypeople">health.gov/healthypeople</a>
	Florida Health Orange County	Health information	<a href="https://orange.floridahealth.gov/programs-and-services/community-health-planning-and-statistics/index.html">orange.floridahealth.gov/programs-and-services/community-health-planning-and-statistics/index.html</a>
	CDC	Health policy information	<a href="https://cdc.gov/policy/hiap/index.html">cdc.gov/policy/hiap/index.html</a>
	Tampa Bay Health Equity Report	Health equity	<a href="https://issuu.com/tampabaypartnership/docs/2020_regionals_equity_report">issuu.com/tampabaypartnership/docs/2020_regionals_equity_report</a>
	Changelabs	Planners playbook	<a href="https://changelabssolutions.org/product/planners-playbook">changelabssolutions.org/product/planners-playbook</a>
	Georgetown U Health Policy Institute	Health information and tools	<a href="https://ccf.georgetown.edu">ccf.georgetown.edu</a>
	Public Good Projects	Communication tools for health	<a href="https://publicgoodprojects.org">publicgoodprojects.org</a>
	Health Equity Tracker	Data and tools for health equity	<a href="https://healthequitytracker.org">healthequitytracker.org</a>
	Obesity Rates by State	The State of Childhood Obesity	<a href="https://stateofchildhoodobesity.org/children1017">stateofchildhoodobesity.org/children1017</a>



# RESOURCES

## Livability

**KEY:**  Data  Resources  Tools  Dashboard  Documentary  Podcast

TYPE	NAME	DESCRIPTION	WEBSITE
	DOJ	Juvenile justice data	<a href="http://ojjdp.gov/ojstatbb">ojjdp.gov/ojstatbb</a>
	Environmental Insights Explorer (EIE)	Google's geospatial tool provides cities and counties with critical data to address climate change, specifically greenhouse gas emissions inventory of buildings and transportation sectors, as well as project sunroof data that provides an entire rooftop solar potential study. Soon, they will release info on tree canopy coverage, air quality, and more.	<a href="http://blog-google.cdn.ampproject.org/c/s/blog.google/products/earth/empowering-cities-with-data-for-climate-action/amp">blog-google.cdn.ampproject.org/c/s/blog.google/products/earth/empowering-cities-with-data-for-climate-action/amp</a>
	AARP	Livability Index	<a href="http://livabilityindex.aarp.org">livabilityindex.aarp.org</a>
	Orange County	Livability index for Orange County	<a href="http://livabilityindex.aarp.org/search#Orange+County+FL+USA">livabilityindex.aarp.org/search#Orange+County+FL+USA</a>
	Paris to Pittsburg	Climate change	<a href="http://paristopittsburgh.com">paristopittsburgh.com</a>
	Resources on the rise	Environment Florida Research and Policy Center's report documents growth of clean energy technologies over the past decade in Florida and the US	<a href="https://www.ontherise.org/resources">https://www.ontherise.org/resources</a>
	Urban Peace Institute	Public Safety	<a href="http://news/2020/6/22/reimagining-public-safety">news/2020/6/22/reimagining-public-safety</a>
	Climate 21	150 experts on climate change	<a href="http://climate21.org">climate21.org</a>
	ICLEI USA	Sustainability action plans	<a href="http://icleiusa.org/atlas-of-sustainability-action-planning">icleiusa.org/atlas-of-sustainability-action-planning</a>



# RESOURCES











## Education

TYPE	NAME	DESCRIPTION	WEBSITE
	The Ascent Motley Fool	Childcare costs by state	<a href="http://fool.com/the-ascent/research/affordable-childcare">fool.com/the-ascent/research/affordable-childcare</a>
	Backpack Full of cash	Privatized Education	<a href="http://backpackfullofcash.com">backpackfullofcash.com</a>
	Terrible, Thanks for Asking	3-part episodes on ACEs, "What Happened to You?"	<a href="http://ttfa.org/episodes">ttfa.org/episodes</a>
	Turnaround for Children	Education program	<a href="http://turnaroundusa.org/">turnaroundusa.org/</a>
	Strive Together	Education Collective Impact	<a href="http://strivetogether.org/what-we-do/theory-of-action">strivetogether.org/what-we-do/theory-of-action</a>
	Miss Kendra	Trauma-Informed Schools	<a href="http://misskendraprograms.org">misskendraprograms.org</a>
	Homeless Services Network	HMIS data - new Beta Site	<a href="http://hmiscfl.org/community_snapshot">hmiscfl.org/community_snapshot</a>
	Heckman Research and Theories	The Economics of Human Potential	<a href="http://heckmanequation.org">heckmanequation.org</a>
	Panorama	Education data	<a href="http://panoramaed.com">panoramaed.com</a>
	Florida Gap Map	Education achievement gaps by Florida county	<a href="http://flchamber.com/floridagapmap">flchamber.com/floridagapmap</a>
	Datalab	Educational data sets	<a href="http://nces.ed.gov/datalab/index.aspx">nces.ed.gov/datalab/index.aspx</a>
	Florida Chamber	Florida Gap Map	<a href="http://thefloridagapmap.org">thefloridagapmap.org</a>
	Paces Connection	Resources for Positive and Adverse Childhood Experiences	<a href="http://pacesconnection.com">pacesconnection.com</a>

# RESOURCES

## Community and Social Connection

**KEY:**  Data  Resources  Tools  Dashboard  Documentary  Podcast

TYPE	NAME	DESCRIPTION	WEBSITE
	Social Explorer	Gain insight into locations of interest through	<a href="https://socialexplorer.com">socialexplorer.com</a>
	Generosity for Life- IUPUI	Thousands of data variables. \$\$\$	<a href="https://generosityforlife.org/generosity-data/data-tools/">generosityforlife.org/generosity-data/data-tools/</a>
	The Greenlining Institute	Interactive generosity data	<a href="https://greenlining.org">greenlining.org</a>
	Center for Equity and Inclusion	Overcoming racial barriers to economic opportunity	<a href="https://ceipdx.org">ceipdx.org</a>
	Government Alliance on Race and Equity	DEI toolkit	<a href="https://racialequityalliance.org">racialequityalliance.org</a>
	Race and Equity toolkit	Network to achieve racial	<a href="https://racialequityalliance.org/tools-resources">racialequityalliance.org/tools-resources</a>
	Racial Equity tools	Equity and advancement	<a href="https://racialequitytools.org">racialequitytools.org</a>
	In the Red: the US Failure to Deliver on Promise of Racial Equality	Inequality index	<a href="https://us-inequality.sdgindex.org">us-inequality.sdgindex.org</a>
	Mapping the Census 2020	Cluster dots by racial demographics	<a href="https://data.jaxtrib.org/race">data.jaxtrib.org/race</a>
	The Philanthropic Initiative	Racial equity resources for philanthropy	<a href="https://tpi.org/racial-equity-resources-for-philanthropy">tpi.org/racial-equity-resources-for-philanthropy</a>

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# ATTRIBUTIONS

Information for the Thrive framework was derived from research and reading a variety of reports, discussions with national and international organizations, and the gathering of data.

Listed here is a sampling of the reports used:

Community Crosswalk- Thrive White Paper [June 2020]. Central Florida Foundation.  
[Click here to view.](#)

Community Health Needs Assessment [CHNA] [2019], Florida Department of Health.  
[Click here to view.](#)

Mayor's Key Priorities [2022]  
[Click here to View.](#)

A more complete list can be found in our Community Library  
[Click here to view.](#)

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# ACKNOWLEDGEMENTS

Central Florida Foundation would like to thank and recognize these partners for their contributions of time, resources, investments, knowledge, and expertise to Thrive:

**City of Orlando — Office of Sustainability**

**Collaboratory**

**C.S. Mott Foundation**

**East Central Florida Regional Planning Council**

**Livewell San Diego**

**LA County Health Department**

**Orange County Government — Office of Sustainability**

**Orlando Economic Partnership**

**Thrive Fund Donors**

**Tony Pipa, Brookings Institute**

**Polis Institute**

**University of Central Florida — GEEQ and Nonprofit and Public Administration**

**Valencia Peace and Justice Institute**

**Work Groups: all of the amazing subject-matter experts who have given input**

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