

CSC Leon Funding Options A

Narrative

Based on the findings identified in the Gap Analysis Report, through information gathered from secondary data sources, the community survey, community engagement activities as well as the Comprehensive Programs Inventory and Informative Programs Inventory, the following report provides recommendations by Q-Q Research for CSC Leon's expedited priority investments. The programs/initiatives funded through the expedited priority investments are meant to address community needs in the short-term while the longer-term community investment process is developed and finalized. The awards for Funding Options A will run from June 1, 2022, through September 30, 2022, and will generate immediate, positive impacts on priority areas throughout Leon County.

The Gap Analysis Report identified a variety of community needs and recommendations for ways in which CSC Leon can play a key role in addressing those needs. Recognizing that there are 1) limited funds for the initial expedited investments, and 2) limited time to implement a comprehensive solicitation process, it is the recommendation of Q-Q Research that CSC Leon focus on expanding and increasing participation of children and families in existing high-quality programs that address the gaps identified in the Gap Analysis Report. The recommended expedited investments focus on the key findings and recommendations and include:

1. Increased and accessible mental health services for children and families; increased awareness of available resources in the community
2. Addressing disparities by socioeconomic level, race and ethnicity, and ability across all indicators and domains
3. Increased participation in summer programs that include academic support, social-emotional learning, health and wellness, and parent engagement
4. Increased awareness and enrollment in public benefits to assist with food insecurity, housing stability and access to health insurance
5. Increased access to oral health and vision care
6. Increased opportunities for parent education and parental support

Additionally, there are recommended investments that cut across all domains which include a public relations campaign to bring awareness to CSC Leon's presence in the community and the existing resources available to children and families, capacity building for service providers, emergency funds for natural disasters and family stabilization, and reserves for the first quarter allocation of the longer-term community investments. Below is a description of the expedited funding recommendations for each domain as well as the key outcomes aligned to the investments. To process the recommended funding options, CSC Leon should release a simplified Request for Proposals targeting organizations that are currently providing the identified services, with high quality, and have the capacity for summer expansion.

Lastly, it is recommended that CSC Leon prioritize this funding for programs serving in the target ZIP codes (including but not limited to 32301, 32303, 32304, 32305 and 32310) and/or programs that serve vulnerable populations (including but not limited to: children with disabilities, families who are economically disadvantaged and English language learners).

Success in School Life

To address the key gaps identified in the Success in School Life domain, which include increasing summer and afterschool programming, social-emotional learning opportunities and academic supports, it would be most impactful, in the short-term, for CSC Leon to make investments in existing high-quality summer programs that have the capacity to increase participation, have demonstrated impact and provide key program components that meet the identified needs. Additionally, to address the disparities in access to quality programs and in academic success by socioeconomic level, race and ethnicity and ability, it is recommended that programs serving in priority zip codes and/or serving vulnerable populations be prioritized for funding. Investing in high quality summer programming in both early childhood and school-age children aligns with Recommendation 1 (Focus on Closing Gaps Through Afterschool & Summer Programming) and Recommendation 5 (Prioritize Prevention and Early Intervention) of the Gap Analysis Report and will allow for short-term impact by supporting both key outcomes for the Success in School Life domain – 1) Increasing the number of children who enter kindergarten socially, emotionally and academically ready, and 2) Increasing school performance and reduce juvenile crime among school-age children and youth. The table below outlines the approach to funding for the expedited investments in the Success in School Life domain.

Success in School Life

Subdomain	Identified Gaps	Proposed Short-term Investment	Population (Universal/Targeted)	Programmatic Requirements	Estimated Cost	Key Outcome Measure Link
School readiness	<ul style="list-style-type: none"> • Affordability of early learning programs • Availability of early learning programs • Awareness of existing early learning programs 	<p>Child scholarship slot payments to expand participation in summer early learning programs</p>	<p>Prioritize funding for programs serving in target ZIP codes (including but not limited to 32301, 32303, 32304, 32305 and 32310) and/or programs that serve vulnerable populations (including but not limited to: children with disabilities, families who are economically disadvantaged and English language learners).</p>	<ul style="list-style-type: none"> • Existing high-quality, evidence-based school readiness and VPK program • Capacity for additional slots • Social-emotional learning • Health and wellness <ul style="list-style-type: none"> ○ Healthy meals ○ Nutrition education ○ Physical activity • Parent engagement and education 	<p>\$1M – \$200/child/ week for 8 weeks = 625 summer child scholarship slots</p>	<ul style="list-style-type: none"> • Increase in parent knowledge of quality school readiness services • Increase in the number of children enrolling in or accessing VPK programming during the school year or summer • Increase in the number/percent of children demonstrating improvement in the development of school readiness skills • Increase in the number/percent of children who enter kindergarten on target with necessary school readiness skills

Success in School Life

Subdomain	Identified Gaps	Proposed Short-term Investment	Population (Universal/Targeted)	Programmatic Requirements	Estimated Cost	Key Outcome Measure Link
School-age supports	<ul style="list-style-type: none"> • English Language Arts proficiency • Mathematics proficiency • Disparities in education and proficiency across subpopulations (CWD, economically disadvantaged, ELL) • Services for children with disabilities • Social-emotional supports for children • Affordable and accessible afterschool and summer programming • Parent engagement and education 	<p>Additional slots for existing summer camp programs</p>	<p>Prioritize funding for programs serving in target ZIP codes (including but not limited to 32301, 32303, 32304, 32305 and 32310) and/or programs that serve vulnerable populations (including but not limited to: children with disabilities, families who are economically disadvantaged and English language learners).</p>	<ul style="list-style-type: none"> • Existing high-quality summer program • Capacity for additional slots • Social-emotional learning • Academic support/enrichment • Life Skills • Enrichment • Health and wellness <ul style="list-style-type: none"> ○ Healthy meals ○ Nutrition education ○ Physical activity • Parent engagement and education 	<p>\$ 1.5M – \$150/child/ week for 8 weeks = approx. 1250 summer camp slots</p>	<ul style="list-style-type: none"> • Increase in children and youth social skills • Increase in children and youth reading and math skills • Increase in the number/percentage of children and youth in a safe out of school environment • Increase in parent awareness of support services in Leon County • Increase in parental/guardian knowledge around school engagement • Increased feelings of support among parents and guardians of children and/or youth with disabilities

Healthy Children, Youth & Families

The key gaps identified in the Healthy Children, Youth & Families domain primarily stem around access to affordable health care and services (physical and mental health), obesity, lack of physical fitness and sports programming for youth, auxiliary health services such as vision and dental care, trauma-informed care and programming, and awareness of mental health services available in the community. These gaps and challenges are especially present in the priority zip codes. To address the gaps identified in the short-term, it is recommended that CSC Leon focus on three investment areas – 1) Benefits awareness and enrollment, 2) Mobile health units offering pediatric, vision and oral health services, and 3) Mental health specialists in summer programs. Funding organizations that are trusted in the community and are keenly aware of the public benefits available to families to increase enrollment in public benefits can help close the gap of affordable health care, food insecurity and stable housing. Additionally, there are existing mobile health units serving Leon County that focus on pediatric, vision and oral health. To expand these services to more children in the community, it is recommended that CSC Leon invest in expanding the reach of existing units to rotate through the summer programs funded in Success in School Life domain. Lastly, the need for mental health services was identified as a key concern in the community. There is an opportunity to invest in this area in alignment with the Success in School Life domain investments by funding mental health specialists in the school readiness and summer programs identified for funding in that domain. These recommended investments align with Recommendation 4 (Target Inequity Through Access), Recommendation 5 (Bring Awareness to Current Resources) and Recommendation 6 (Prioritize Prevention and Early Intervention) of the Gap Analysis Report and will allow for short-term impact by supporting the outcomes in the Healthy Children, Youth & Families domain. The table below outlines the approach to funding for the expedited investments in the Healthy Children, Youth & Families domain.

Healthy Children, Youth & Families

Subdomain	Identified Gaps	Proposed Short-term Investment	Population (Universal/Targeted)	Programmatic Requirements	Estimated Cost	Key Outcome Measure Link
Physical Health	<ul style="list-style-type: none"> • Disparities in uninsured children by zip code • Affordable and accessible programs for youth fitness activities and sports • Affordable and accessible vision and oral health services • Limited health education • Awareness of available health services in the community 	<ul style="list-style-type: none"> • Benefits Awareness & Enrollment Support • Mobile Health Units <ul style="list-style-type: none"> ○ Pediatric ○ Vision ○ Oral Health 	<ul style="list-style-type: none"> • Benefits Awareness & Enrollment – target zip codes • Mobile Health Units – prioritize locations in target ZIP codes (including but not limited to 32301, 32303, 32304, 32305 and 32310) and/or programs that serve vulnerable populations (including but not limited to: children with disabilities, families who are economically disadvantaged and English language learners). 	<ul style="list-style-type: none"> • Benefits Awareness & Enrollment Support: <ul style="list-style-type: none"> ○ Public benefits outreach and awareness ○ One-to-one enrollment support • Mobile Health Units <ul style="list-style-type: none"> ○ Expand capacity of existing units ○ Provide screening and health services ○ Rotate throughout summer camp programs 	<p>\$290,000</p> <ul style="list-style-type: none"> • Benefits Enrollment - \$90,000 (\$10K/month/provider – 3 providers) • Mobile Unites - \$200,000 (expand services or enhance existing units) 	<ul style="list-style-type: none"> • Increase in the number/percentage of children accessing affordable vision and oral health services • Increase in parents' awareness of available health services in the community • Increase in the number/percentage of children accessing youth fitness activities and sports • Increase amount of physical activity among children (e.g., exercise) • Increase in the number of children and youth enrolled in health insurance programs (e.g., Kid Care).

Healthy Children, Youth & Families

Subdomain	Identified Gaps	Proposed Short-term Investment	Population (Universal/Targeted)	Programmatic Requirements	Estimated Cost	Key Outcome Measure Link
Mental Health	<ul style="list-style-type: none"> • Key concern in the community • Affordable and accessible mental health services • Caregiver capacity and support to meet emotional needs of children • Anger and trauma management support • Social-emotional learning opportunities • Awareness of existing mental health services and resources 	Mental Health Specialists in Summer Programs	Universal	<ul style="list-style-type: none"> • Assigned to funded summer camp programs • Implement universal awareness campaigns • Provide training for staff • Provide mental health support for children and youth 	\$300,000 – hiring of 30 mental health specialists to provide programming and support to 30 summer camp programs at approx. \$30 per hour.	<ul style="list-style-type: none"> • Increase in the number/percentage of children and youth accessing mental health services • Increase in the number/percentage of caregivers accessing support services to meet the emotional needs of children and youth • Increase in parents' awareness of available mental health services in the community • Increased mental health management skills among children and youth

Stable & Nurturing Families & Community

The Stable & Nurturing Families & Community domain has three subdomains that are overarching and impact all other domains – Youth Development, Food & Housing Stability and Enhanced Caregivers. The gaps identified focus on poor care coordination amongst providers, families experiencing poverty and lacking basic needs such as food security and stable housing, a need for caregiver programming and support (including mental health services), access to youth enrichment programs focused on college and career readiness, and the need for a database where information about available programs and resources is easily accessible to families. Many of these gaps and needs require long-term solutions and a systems-change approach. However, there are some short-term opportunities to begin addressing the identified gaps. For Youth Development, similarly to the Success in Schools domain, it is recommended that CSC Leon make investments in existing high-quality summer youth enrichment programs that have the capacity to increase participation, have demonstrated impact and provide key programmatic components in the areas of life skills development and college and career readiness. The Food Security and Housing Stability subdomain is a complex issue that requires a collective impact approach. As stated in Recommendation 2 (Foster Collaboration Among Providers and Community) of the Gap Analysis Report, there is an opportunity to take a multisectoral collaboration approach to this issue as it has a significant effect on all other domains. In this initial phase of the process, it is recommended that CSC Leon engage a consultant to serve as a “Lead Facilitator” whose role is to engage the right partners, establish a governance structure for the group, lead the partners in a strategic planning process that includes the theory of change and action items to address the issue of poverty, food security and stable housing in Leon County. Lastly, parents, caregivers, youth, and providers have identified the need for caregiver support, access to information about existing services and resources and the growing need for family mental health services. To address these needs in the short-term, the recommendation is for CSC Leon to focus on three investment areas – 1) expand existing high-quality parenting/caregiver support programs; 2) identify and invest in a database for families to easily access services in the community; and 3) expand or increase access to existing family mental health services providers. These recommended investments align with Recommendation 2 (Foster Collaboration Among Providers and the Community), Recommendation 5 (Bring Awareness to Current Resources) and Recommendation 7 (Leverage Experts to Address Systemic Issues Impacting Children, Youth and Families in Leon County) of the Gap Analysis Report and will allow for short-term impact by supporting the outcomes in the Stable & Nurturing Families & Community domain. The table below outlines the approach to funding for the expedited investments in the Stable & Nurturing Families & Community domain.

Stable & Nurturing Families & Community

Subdomain	Identified Gaps	Proposed Short-term Investment	Population	Programmatic Requirements	Estimated Cost	Key Outcome Measure Link
Youth Development	<ul style="list-style-type: none"> • Lack of engaging programs for youth • College and career readiness programs • Life skills curricula • Targeted program for vulnerable populations • Family engagement and education • Lack of care coordination amongst providers 	<p>Additional slots for existing summer youth enrichment programs</p>	<p>Prioritize funding for programs serving in target ZIP codes (including but not limited to 32301, 32303, 32304, 32305 and 32310) and/or programs that serve vulnerable populations (including but not limited to: children with disabilities, families who are economically disadvantaged and English</p>	<ul style="list-style-type: none"> • Existing high-quality youth enrichment program currently providing summer services or with the ability to expand to summer • Capacity for additional slots • Social-emotional learning • Academic enrichment • Life Skills – college/career readiness, financial literacy • Enrichment • Health and wellness <ul style="list-style-type: none"> ○ Healthy meals ○ Nutrition education ○ Physical activity • Parent engagement and education 	<p>\$500,000 - \$200/ youth/ week for 6 weeks = approx. 400 youth summer program slots</p>	<ul style="list-style-type: none"> • Increase in child and youth social skills development • Increase in youth reading and math skills • Increase in youth college and career readiness • Increase in the number /percentage of youth in a safe out of school environment • Increase in the number of Multisector Collaboration activities focused on youth development activities

			language learners).			<ul style="list-style-type: none"> Improved coordination among partners focused on youth development
Food & Housing Stability	<ul style="list-style-type: none"> Availability of healthy food High poverty and ALICE rates Lack of affordable and safe housing LGBTQ youth homelessness 	Launch Collective Impact/ Multisector Collaboration focused on the Food & Housing Stability subdomain	target ZIP codes (including but not limited to 32301, 32303, 32304, 32305 and 32310) and/or programs that serve vulnerable populations	Funding for a lead facilitator to engage partners, identify collective impact model/approach and launch steering committee to address the issue of food, housing stability and community violence	\$24,000	<ul style="list-style-type: none"> Increase in the number/percentage of low-income families accessing healthy foods Increase in the number of Multisector Collaboration activities focused on

			(including but not limited to: children with disabilities, families who are economically disadvantaged and English language learners).			the Food & Housing activities
Enhanced Caregivers	<ul style="list-style-type: none"> • Increase in child abuse because of the pandemic • Disparities in number of children in foster care by zip code • Lack of services for youth transitioning out of dependency care • Support for caregivers in meeting emotional and behavioral needs of vulnerable children • Mental health services for children and families • Navigating available services 	<ul style="list-style-type: none"> • Additional support for existing parenting programs • Identify and invest in appropriate database/system for available services/resources • Expand or increase access to family mental health services 	Universal and targeted	<ul style="list-style-type: none"> • Parenting Programs: <ul style="list-style-type: none"> ○ Existing high-parenting program ○ Caregiver education ○ Peer support ○ Accessing resources • Database: <ul style="list-style-type: none"> ○ Analysis of available database/ systems for families to access services and resources ○ Identification of database ○ Configuration of database to meet the needs of the community • Family Mental Health Services: <ul style="list-style-type: none"> ○ Existing family mental health support program ○ Capacity for additional families 	\$250,000 <ul style="list-style-type: none"> • Parenting Programs - \$100,000 • Database discovery and possible development or enhancement - \$50,000 • Increased family mental health services - \$100,000 	<ul style="list-style-type: none"> • Increase in caregiver awareness of support services in Leon County • Increase in caregiver support (e.g., mental health, case management) to respond to the emotional and behavioral needs of neglected and abused children and youth • Increase in support services for

				<ul style="list-style-type: none">○ Partnerships with community providers for referrals○ Effective referral process		<ul style="list-style-type: none">● youth transitioning out of dependency care (e.g., mental health, housing, food)
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General Supports & Operational Needs

In addition to the priority investment recommendations for each domain, gaps and community needs were identified that cut across all domains and/or are operational in nature. A common theme heard throughout the process and a priority of CSC Leon's Governing Council, is the need for a public relations and community engagement campaign to both raise awareness of existing community services and resources and bring awareness to CSC Leon's presence in the community. To address this need in the short-term, it is recommended that CSC Leon to fund a partnership that includes a public relations or marketing firm and local partners to engage community members and tell the story of CSC Leon ensuring residents are aware of CSC's Leon's function and the resources it provides. The need for provider capacity building was also identified as a gap and has been a priority of CSC Leon since its inception. As such, it is recommended that CSC Leon identify an individual or organization to provide strategic capacity building to service providers to ensure that funded organizations are adequately prepared to manage CSC Leon funds, provide the quality services procured by the CSC and have the capacity to implement data and evaluation protocols to track and measure their impact. These recommended investments align with Recommendation 3 (Provide Strategic Capacity Building to Providers) and Recommendation 5 (Bring Awareness to Current Resources) of the Gap Analysis Report. Additionally, it is recommended that CSC Leon reserve funds for emergency situations which may include the purchase of items necessary for the continuation of the CSC's operations during an emergency; the release of emergency funding to the Leon County community; and providing emergency funding to providers that suffer substantial damage or loss, which prohibits an organization from operating and/or delivering funded services. Emergency occurrences can be natural disasters or technological situations which disrupt the social and economic systems in the community. These may include hurricanes, tornadoes, fires, and flooding, etc. Emergency funding should also be used to provide flexible funding for providers to support family stabilization. As mentioned in the Gap Analysis Report, 30% of Leon County households are ALICE. Emergency funding to stabilize families to prevent them from living in poverty. Lastly, to prepare for the longer-term funding cycle in the Fall of 2022, it is recommended that CSC Leon reserve adequate funds for the first quarter allocation of the Fall funding cycle. The table below outlines the approach to funding for the expedited investments in these areas.

Investment Area	Proposed Short-term Investment	Population	Requirements	Estimated Cost	Key Outcome Measure Link
PR campaign	Engage a PR or marketing firm to collaborate with local partners to launch a campaign and raise awareness of existing community services and CSC Leon's presence in the community.	Universal	<ul style="list-style-type: none"> Established firm with knowledge of the community and strong local partnerships Experience with developing and leading campaigns inclusive of branding, developing and strategic distribution of marketing materials and monitoring and tracking campaign reach 	\$50,000	All
Capacity Building for Providers	Identify a provider to develop and implement a comprehensive plan for capacity building services for CSC Leon funded providers	Universal	Individual or organization with expertise on provider capacity building and established relationships with service providers.	\$50,000	All
Emergency Funds	Allocate funds for emergencies that may arise, such as natural disasters and family stabilization.			\$100,000	All
Reserves	Q1 allocation for Fall grant cycle	N/A		\$1.45M	All