CSC LEON
Putting Our Kids First

Small Investments for Program Success

Investment Summary

July 01, 2023-September 30, 2024

3 COHORTS - 23 PROGRAMS

$281, 054 total investment

Success in School & Life

6 Programs
579 Participants
95.3% from priority neighborhoods
$88,862

Healthy Children, Youth & Families

6 Programs
482 Participants
75.0% from priority neighborhoods
$83,750

Stable & Nurturing Families & Communities

6 Programs
286 Participants
60.1% from priority neighborhoods
$73,473

SPONSORSHIPS

4 Programs
510 participants
$20,000

FOOD DISTRIBUTION

1 program / 5 Locations
2,211 (duplicated) families served
$15,000

TOTAL IMPACT: 1,857 INDIVIDUALS + 2,211 MEALS

INDIVIDUAL PROGRAM PERFORMANCE

SIPS recipients were contracted for a six-month project period. The individual contracts set forth expectations for Program Delivery, Data Collection and Reporting, Financial Management, and Communication with CSC Leon. The goal of the investment was to help the recipient better serve children, youth and families in Leon County while also helping to strengthen the program's administrative infrastructure. Programs are ranked on a five-point scale in response to the following questions:

- **Program Delivery**: Did the program deliver services as intended in its proposal?
- **Data Collection & Reporting**: Did the program collect, store and report accurate data regarding the services provided and its recipients?
- **Financial Management**: Did the program use the awarded funds in accordance with the contract and maintain appropriate documentation to substantiate expenditures?
- **Communication with CSC Leon**: Did the program stay connected to CSC Leon, take advantage of training and technical assistance, and respond to requests in a timely fashion?

Cohort	Agency	Program	Data	Financials	Comms.	Total
2	Consulting Together Community Outreach, Inc	5	5	5	5	20
3	Diamonds in the Rough Sports, Entertainment	5	5	5	5	20
2	Inclusion Cafe	5	5	5	5	20
1	Javacya Arts Conservatory	5	5	5	5	20
2	KidSafe	5	5	5	5	20
1	TallyRobotics/Tallahassee LEGO Robotics Club,	5	5	5	3	18
3	DJ Demp Foundation, Inc.	5	4	5	3	17
1	Dream Builders Greatness Center, Inc.	5	4	5	3	17
1	North Florida Community Development Corpo	5	5	4	3	17
2	The Foundation for Wealth Building, Inc.	4	4	4	5	17
1	Divine Revelations Ministries, Inc.	4	4	4	4	16
1	Lincoln Center Foundation, Inc.	4	4	4	4	16
1	The 850 Kings	4	4	4	4	16
2	Domestic Violence Coordinating Council	3	4	4	3	14
1	Indaba, Inc.	3	3	4	4	14
1	STEMS4Girls, Inc.	3	4	3	4	14
2	Life Skills and Leadership Academy	4	3	4	2	13
3	Teenpreneur Foundation, Inc.	4	2	4	3	13
1	The Less Fortunate Still Matter Foundation	5	3	2	3	13
2	Youth Entrepreneur Program of Florida, Inc.	3	3	3	3	12
3	FWPC Community Development Corporation	5	1	1	2	9
1	The Project Bridge, Inc.	3	2	1	3	9
3	Blautism, Inc.	2	1	1	3	7
2	The Clean Start Initiative	1	1	1	2	5
2	Community Carpentry USA, Inc.	1	1	1	1	4

Likelihood of Future Success

HIGH	15	to	20
MEDIUM	9	to	14
LOW	4	to	8

Green: Met or exceeded expectations with little to no organizational challenges
Yellow: Barely met expectations and/or experienced some organizational challenges
Red: Failed to meet the expectation and/or experienced significant organizational challenges

Children's Services Council of Leon County

Small Investment for Program Success (SIPS)

Request: Continue the Small Investment for Program Success Initiative with specific modifications to enhance the skills, knowledge and operational capacity of small nonprofits focused on serving children, youth and families in priority communities. The initiative is divided into two main objectives:

1. Support small nonprofits to build their service capacity through a small investment and community collaboration.
2. Increase operational capacity of funded partners through tailored training and coaching, focused on fiscal accountability, strategic planning, data collection and board governance.

Rationale: During FY 2023-2024, the SIPS Initiative successfully engaged small nonprofits with investment opportunity and access to supports that were not previously available in the community. Many of the programs were able to use the awarded funding to grow their organizational capacity and acquire larger investments. The programs that took full advantage of available coaching learned valuable lessons related to board governance, fiscal management and data collection and reporting. However, some programs did not take full advantage of available opportunities and, as a result, struggled or failed to meet contract expectations.

Using a continuous quality improvement lens, CSC Leon staff Team Members made real-time adjustments to the application, contract, training and reporting processes with each cohort. The lessons learned prompted us to pause continuation of SIPS until clearer results were available. While there is evidence of success among the funded programs, positive results are not as widespread as intended. As such, CSC Leon Team Members are proposing significant modifications to SIPS to create a two-tier organizational capacity-building investment that will provide small community-based non-profits the opportunity to grow and sustain operations while reporting progress using defined metrics. Its goal is to leverage minimal resources to maximize outcomes, improve operational efficiency, and foster a collaborative approach among partners.

Suggested Modifications:

1. **Eliminate Categories**
   Recommendation: Reduce the number of categories from four to two. Applications can only be submitted for (1) Program Funding or (2) Developmental Funding. The Sponsorship" and "Match" funding categories will be discontinued.

- Program Funding – Investment in an existing project or program to expand or enhance service delivery that aligns with the CSC Leon mission/Theory of Change.
- Developmental Funding – Investment in the creation of a pilot or support for an emerging project or program that aligns with the CSC Leon mission/Theory of Change.

2. Prioritize Alignment

Recommendation: Instead of allowing applicants to identify any one of the eight priorities from the CSC Leon Theory of Change, Council Members will select which priorities are open for a given cycle.

3. **Expand Contract Terms (Dates of Service)**

Recommendation: Expand service agreements from six months to 12 months.

4. **Introduce Tiered Award System**

Recommendation: Develop a two-tier award model to support organizational progression toward sustainability (see below). To apply for SIPS 2.0, a program must have successfully completed a 1.0 cycle (including current SIPS recipients) or earned a certificate of completion from a recognized and vetted program (e.g., Jim Moran, UPHS, INIE, etc.).

	SIPS 1.0	**SIPS 2.0**
Maximum Award Amount	$15,000	$25,000
Disbursement Schedule	Quarterly*	Biannually*
Data Collection	Basic demographics and service counts for all families served	Detailed enrollment data and activity tracking using SAMIS
Financial Reporting	Monthly	Quarterly
Coaching Calls and/or Visits	Monthly	Quarterly
Application Window	July	January
Decision Date	September	March
Contract Terms	October-September	April - March

**Disbursements will only be made after successful completion of reporting criteria outlined in Contract.*

5. Clarify Eligibility

Recommendation: Eligible entities must not-for-profit organizations that are legally authorized to conduct business in the State of Florida, are not under the jurisdiction of the public-school, nor have a religious and worship requirement for program participants.

Additionally:

- An applicant's most current annual operating budget cannot exceed $150,000.
- Applicants must have been in business for a minimum of 24 months and submitted at least two (2) annual reports to the Florida Division of Corporations.
    - Applicants with less than the above requirements, must have a formal agreement with a fiscal agent that meets the above qualifications; the fiscal agent must assist and support budgetary compliance with CSC Fiscal Guidelines.
- Applicants cannot be currently involved in legal action related to similar service delivery, nor recently (within the last two years) determined "at fault" in a similar case.

6. **Mandated Training and Organizational Assessment**
   Recommendation: All SIPS recipients are required to attend pre-award training, as well as service training during the contract period, complete an organizational assessment at contract initiation, and develop a customized capacity-building coaching plan in collaboration with CSC Leon. The assessment will be readministered at the conclusion of the contract period to help determine progression toward sustainability.

7. **Allow Funds for Professional Learning and Membership**
   Recommendation: Encourage applicants to use a portion of request to funds for professional learning and/or membership to local capacity-building organizations like universities, chambers of commerce and/or human services membership/support organizations.

8. **Require Collaboration**
   Recommendation: Every awarded SIPS recipient is required to establish at least one MOU for service and/or resource sharing with an outside organization to reduce costs and increase efficiency.

9. **Include Common Performance Outcomes**
   Recommendation: While the expected outcomes for service recipients will be unique to each SIPS contract, each recipient should be held to common metrics related to organizational capacity measured using knowledge-based testing after trainings and pre-post organizational assessment comparisons.

10. **Develop Stronger Evaluation Guidelines**
    Recommendation: Instead of ranking applications on a three-point scale, develop more robust scoring criteria for Council Members to use independently to help guide the selection process. This should include bonus points for participating in informational sessions and capacity-building coaching (i.e., UPHS cohorts).