

Catholic Charities  
Diocese of St. Petersburg, Inc.

# A Participatory Strategic Grant-making Approach In Hillsborough County, Florida

American Evaluation Association  
Annual Conference

2004



- Philosophical Shift
- Non-Traditional Use of Funds
- Participatory Partnership Model
  - Building Capacity
  - Continuous Quality Improvement (CQI)
- Commitment to Process

# The Children's Board

- Established in 1988
- Up to .5 mil, at cap 1<sup>st</sup> time
- 10 Board members, 8 appointed in 2002.
- 5 by position, 5 gubernatorial
- Four Directors in 8 years
- One Director since 1997
- Discretionary budget of \$30 million

# The Evolution of Strategic Funding



# The Charity Model: What is it?

- Short term, immediate impact
- Scattered vs. focused giving
- Process vs. outcome oriented
- Addresses high priority, basic, immediate needs and symptoms
- Focus on individual recipient
- Contractor/contractee relationship
- Monitor for compliance

# The Investment Model: What is it?

- Resources are “investments”
- Broader impact vs. individual recipient
- Long term vs. immediate strategies
- Targets underlying or prerequisite issues
- Partnership model
- Leverages resources

# The Investment Model requirements:

- Define value to be added
- Create a clear focus and boundaries on that value
- Establish a diversified portfolio
- Measure return on investment
- Make strategic investments, i.e, the practice of strategic grant making

# Strategic Grant Making Principles\*

- **Selecting the Best Grantee**
- **Signaling Other Funders**
- **Improving the Performance of Grant Recipients**
- **Advancing the State of Knowledge and Practice**

\*Porter & Kramer (1999). Philanthropy's New Agenda: Creating Value. *Harvard Business Review*, 77, 121-130.

# Evaluating the Impact of Investment Strategies

# Investment Strategies

- Analysis: Planning studies designed to explore critical issues impacting children and families
- Match (Leveraging): Local match provided so that grantees can access national, state and local awards
- Technical Assistance: Funding for organizational capacity building and improvement of grantee performance

# CBHC Investment Strategies

- Three strategies anchored to Strategic Grant Making Principles
  - Analysis Funding
    - *Advancing the State of Knowledge and Practice*
  - Match Grants
    - *Signaling Other Funders*
  - Technical Assistance Awards
    - *Improving the Performance of Grant Recipients*

# Study Rationale

- Justify use of time and resources in evaluating non-traditional funding strategies versus use of dollars for direct services
- Assess effectiveness of flexible dollars
- Examine achievement of strategic grant making goals
- Retrospective approach adopted

# Assessment Methodology

- Study Design: Impacts assessed through survey instruments and phone/email follow up
- Assessment:
  - Funding Assessment
  - Outcome Assessment
    - Similar areas of impact assessed for each fund
- Study Periods:
  - Analysis 1996-2003
  - Match 1998-2003
  - Technical Assistance 2000-2003

# Data Collection

- Analysis:

- 41 Funded Projects for total investment of \$845,749
- 27 completed projects
- 24 survey responses received (89% return rate)

- Match

- 96 awards for 41 funded projects for total investment of \$10,605,700
- 36 completed surveys (88% response rate)

- Technical Assistance

- 202 Funded Projects for total investment of \$2,112,019
- 154 direct agency contacts with 149 responses (97% response rate)
- 36 additional responses received from staff

# Results: Return on Investment

- Analysis:
  - 7 projects obtained \$6.8 million from initial investment of \$150,000
    - **4,533% ROI**
- Match:
  - 90 awards leveraged \$86,270,525 for an initial investment of \$10,406,375
    - **813% ROI**
  - 3 projects obtained in excess of \$2.5 million from an initial investment of over \$500,000
    - **Additional 474% ROI**
- TA:
  - 20 projects obtained \$1.9 million from initial investment of \$250,000
    - **760% ROI**

# Analysis Outcome Results

<b>IMPACT AREA</b>	<b>% OF RESULTS*</b>
Dissemination/Training	29%
Additional Planning/Collaborative Efforts	20%
New Programs/Enhanced Services	16%
Systems Improvements/Policy Changes	12%
Dollars Leveraged/New Funds Generated	12%
Program Practice Improvements	10%
Other Results	1%

\*Results based on total of 225 reported outcomes from 27 funded projects

# Project Examples

Fund	Project	Investment	Strategy
Analysis	Florida Mental Health Institute, University of South Florida, <i>Social and Emotional Needs of Young Children and their Families in Hillsborough County</i>	\$20,000 over 1 year	Advancing the State of Knowledge and Practice
Match	Hispanic Services Council, <i>ENLACE of Hillsborough County</i>	\$203,000 first 2 years \$220,894 (Kellogg Foundation)	Signaling Other Funders
TA	Catholic Charities, Diocese of St. Petersburg, Inc., <i>Training and Accreditation Project</i>	\$6,558 Over 6 months	Improving the Performance of Grant Recipients

# Analysis Study: Social and Emotional Needs of Young Children and Their Families in Hillsborough County

## **Analysis Study Purpose**

- Convene and galvanize key stakeholders
- Develop and conduct study of issue
- Implement action plan

## **Study Goals**

- Develop a description and analysis of existing supports and services for children 0-5 years with emotional and behavior challenges and their families
- Identify evidence-based practices, effective delivery strategies and model programs for promoting healthy social-emotional development and remediating identified problems
- Develop a set of recommendations and an action plan for strengthening the system

## **Findings: No Surprises!**

- Available services do not meet need
- Families experience difficulties accessing services
- Multiple systems, funding streams & eligibility criteria create barriers
- Few services incorporate system of care principles or evidence-based practices
- Lack of personnel with appropriate training and competencies

# Study Benefits

- On going planning and collaboration
- Florida Association for Infant Mental Health (3<sup>rd</sup> Annual Conference)
- Early Childhood System of Care Meetings
- Positive Behavioral Support (PBS) Pilot
- Central Intake with Early Childhood Council (Hillsborough County)

# Match Outcome Results

<b>IMPACT AREA</b>	<b>% OF RESULTS*</b>
Organizational/Program Improvements	33%
Social Marketing/Training	27%
New Programs/Enhanced Services	19%
Partnerships/Collaborative Efforts	15%
New Funds Obtained/Dollars Leveraged	6%

\*Results based on a total of 245 reported outcomes from 36 funded projects

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# Match Project

## Hispanic Services Council – ENLACE

- National ENLACE Initiative (One of 13 sites chosen)
  - ENgaging LAtino Communities in Education
    - ENLACE is derived from "enlazar" to link together, to weave so that the whole is stronger than the sum of it's parts
- Hillsborough County educational coalition received 4 year \$1.75 million W.K. Kellogg Foundation Award
  - Partners:
    - Hispanic Services Council (Non-profit community agency)
    - University of South Florida (lead agency)
    - Hillsborough Community College
    - School District Hillsborough County
- Hispanic Services Council Match Award:
  - Received \$110,447 each year for 4 years from Kellogg matched annually by \$100,000 from Children's Board

# Match Project Results

## Hispanic Services Council – ENLACE (ENgaging LAtino Communities in Education)

- **Organizational/Program Improvements**
  - 3 Family Support Specialists, 2 parent peer navigators
  - Allowed HSC to work with families to navigate within school district to address issues impacting Hispanic youth and academic success
- **Training**
  - Increase staff familiarity with school system policies; increase awareness of barriers families face interacting with schools
  - Leadership training provided to parents to increase involvement in schools and advocacy skills
- **New Programs/Services**
  - Allowed HSC to work with middle and high school students and families
- **Partnerships/Collaboration**
  - HSC strengthened relationship with School District and developed Memorandum of Agreement to define relationships

# TA Outcome Results

<b>IMPACT AREA</b>	<b>% OF PROJECTS*</b>
Organizational Improvement	34%
Training/Staff Development	27%
Social Marketing	13%
Organizational Support	13%
New Funds Obtained/Dollars Leveraged	13%

\*Results based on a total of 185 funded projects

# Project Examples

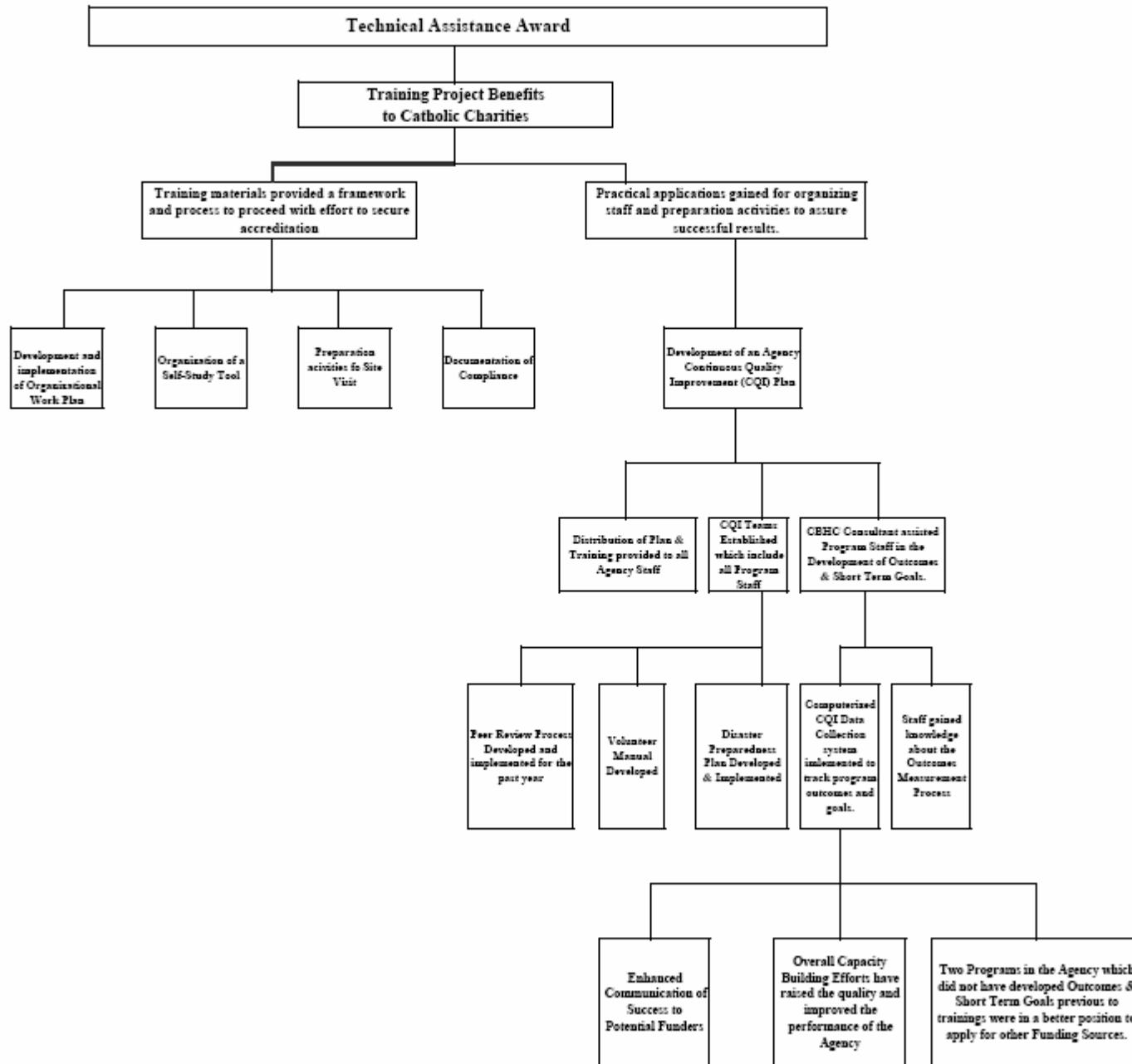
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# Technical Assistance Project

Catholic Charities, Diocese of St. Petersburg, Inc.  
Intensive Training and Accreditation Project

- Training Provided By:
  - The Council on Accreditation for Children and Family Services (COA)
- Training Objectives:
  - Development of an Organizational Work Plan
  - Organization of a Self-Study Tool
  - Documentation of Compliance
  - Practical applications for organizing staff and preparation activities

Children's Board of Hillsborough County



# Training Project Benefits

**Training materials provided a framework and process to proceed with efforts to secure accreditation.**

- Development of an Agency Continuous Quality Improvement (CQI) Plan
- Distribution of Plan and staff training
- CQI Teams Established

**Practical applications gained for organizing staff and preparation activities to assure success results.**

- Development of Outcomes and Short Term Goals for all programs in the Agency
- Gains in Staff knowledge
- Computerized CQI Data collection system implemented
- Peer Review process developed and implemented
- Volunteer manual developed
- Disaster Preparedness Plan developed and implemented

# Overall Impact

- **Enhanced communication of success to potential Funders**
- **Increase in quality of care**
- **Improvement in Agency performance**
- **More opportunity to apply for other Funding Sources**

# Next Steps

- Strategies have been successful – more than \$86 million generated
- Outcomes discussed at [www.childrensboard.org](http://www.childrensboard.org)
- Flexible strategies achieve grant making goals
- Moving from retrospective to ongoing assessment
  - Continuous Quality Improvement
  - Data-driven decisions on funding allocation for these investment strategies
- Impact assessment tool (see handout)
  - Consolidated impact areas
  - Data collection through IT system

# Embracing the Principles of Empowerment Evaluation

## Desired Outcomes:

- Increase capacity of strategic grant-maker to assist it's grantees in evaluating their programs.
- Increase capacity of grantees to evaluate their own programs.
- Increase capacity of strategic grant-maker to evaluate it's own agency outcomes and impacts in the community.
- Fully implement and utilize a web based IT environment.

# Empowerment Evaluation (EE)

- Latest evolution of participatory approach.
- Uses evaluation concepts to develop skills for on-going self-assessment (build capacity).



Dr. David M. Fetterman  
Stanford University



## Three Steps

- Establishing the mission (values and focus).
- Taking stock (prioritization & consensus building).
- Planning for the future (matrix as a blueprint for action).

# “Traditional” Evaluation vs. Empowerment Evaluation

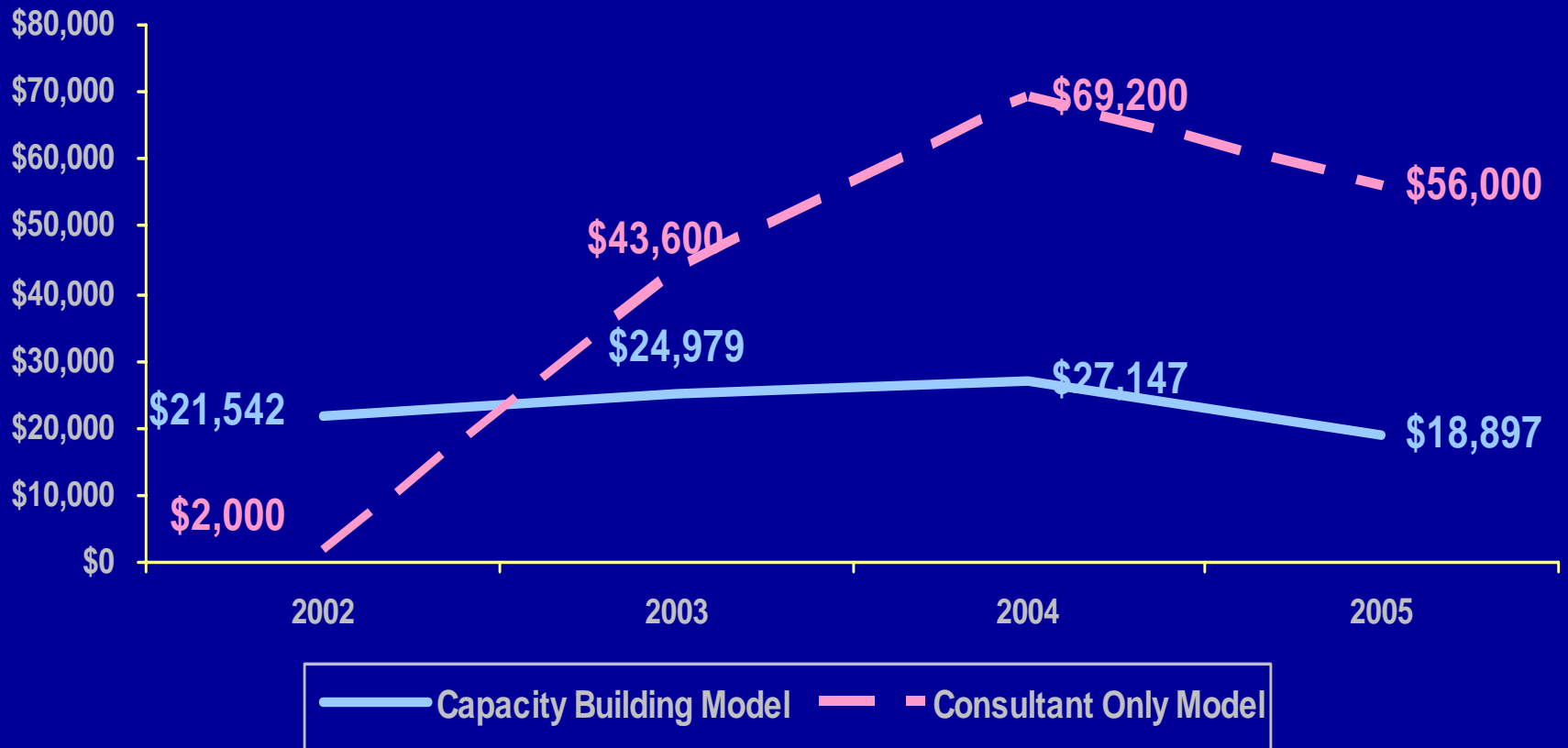
Traditional	Empowerment
External	Internal
Expert	Coach or Critical Friend
Dependency	Self-determination & Capacity Building
Independent Judgment	Collaboration

*Fetterman & Filer:*

<http://www.stanford.edu/~davidf/EmpowermentWorkshopCSAP/sld005.htm>

# Capacity Building Model Costs

## Costs By Model Type - by Year



# Goals of Utilizing EE Approach

## Grantees

- Provider staff increase ownership of EE
- Identify issues early through quarterly EE reviews
- Mediate modifications to matrices to reflect issues and changes
- Enhance outcome achievement, data management and tracking
- To recognize the benefit of linking EE to CQI

## Strategic Grant-maker

- Utilize EE model in strategic planning & strategic grant-making
- Job descriptions are created through EE processes
- Increased staff competencies and ownership
- Implementation of EE driven IT System
- Process grant applications through IT system
- On-going grant management through IT system

# “EE Matrix”

Goal:

Program Design & Task Mngt.

*(Columns 1-4)*

Eval. Design & Data Collection

*(Columns 4-7)*

1

2

3

4

5

6

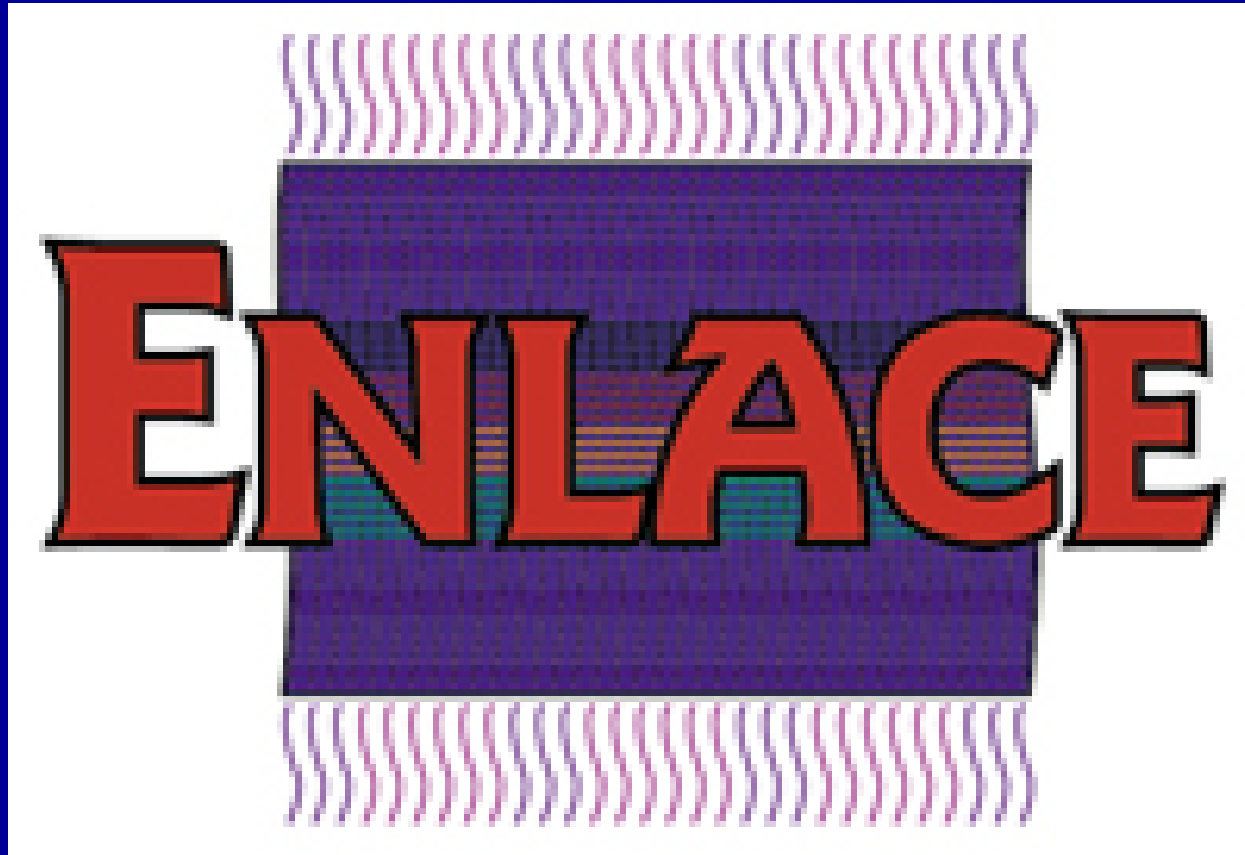
7

Process Objective WHAT	Program Activities HOW	Responsible Parties WHO	Expected Outcomes WHY	Indicator Measurements EVIDENCE	Data Source WHERE	Time of Measurements WHEN
Objective 1			A minimum of one per objective	A minimum of one per outcome, two is better		
Objective 2						
Objective 3						

# Children's Board of Hillsborough County

**Goal:** The Children's Board will make strategic investments that promotes the health and development of children birth through 8 years old to prepare them for school success.

Process Objective WHAT	Program Activities HOW	Responsible Parties WHO	Expected Outcomes WHY	Indicator Measurements EVIDENCE	Data Source WHERE	Time of Measurements WHEN
A minimum of 67 grantees will be provided training and t.a. regarding strategic alignment with CBHC 2012 Plan.	<ul style="list-style-type: none"> <li>•Regularly meet with grantees to review performance on the outcomes indicated in the EE matrix.</li> <li>•Provide technical assistance as needed to improve performance.</li> <li>•Review Quarterly Budget to Actuals</li> <li>•Investigate research on best practice/ models.</li> </ul>	<p>Outcome Teams</p> <p>Outcome Teams</p> <p>Accountants</p> <p>Research/ Evaluation Team</p>	A minimum of 80% of grantees align with the 2012 Plan and demonstrate evidence of meeting CBHC priority outcomes.	<ul style="list-style-type: none"> <li>•#/% of programs that meet their stated outcomes</li> <li>•#/% of programs with less than #/% lapse funds.</li> <li>•#/% of programs with leveraged resources</li> </ul>	<p>Program Reports</p> <p>Observations/ Site Visits</p> <p>Financial Audits</p> <p>Grantee Surveys</p> <p>System of Care Practice Reviews</p>	<p>September 2005</p> <p>September 2005</p> <p>September 2005</p>



**AGENCY:** Hispanic Services Council  
**PROGRAM:** ENLACE

# PROGRAM: ENLACE

**Goal:** To promote services that enhance the capacity of Hispanic families to become better informed of resources, reduce barriers and improve access to programs and services that will promote their children's success in school.

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To assist 275 families with issues and challenging situations by increasing their capacity to secure needed services which impact on their children's learning	<ol style="list-style-type: none"> <li>1. Offer services to families.</li> <li>2. Identify needs.</li> <li>3. Assess families.</li> <li>4. Conduct Individual Plan of action.</li> <li>5. Provide support services</li> <li>6. Provide translation services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Parent Navigator</li> <li>2. Family Support Specialist</li> </ol>	70 % of families who receive intervention services will report satisfaction with assistance they received in reducing barriers and increasing access to needed services.			

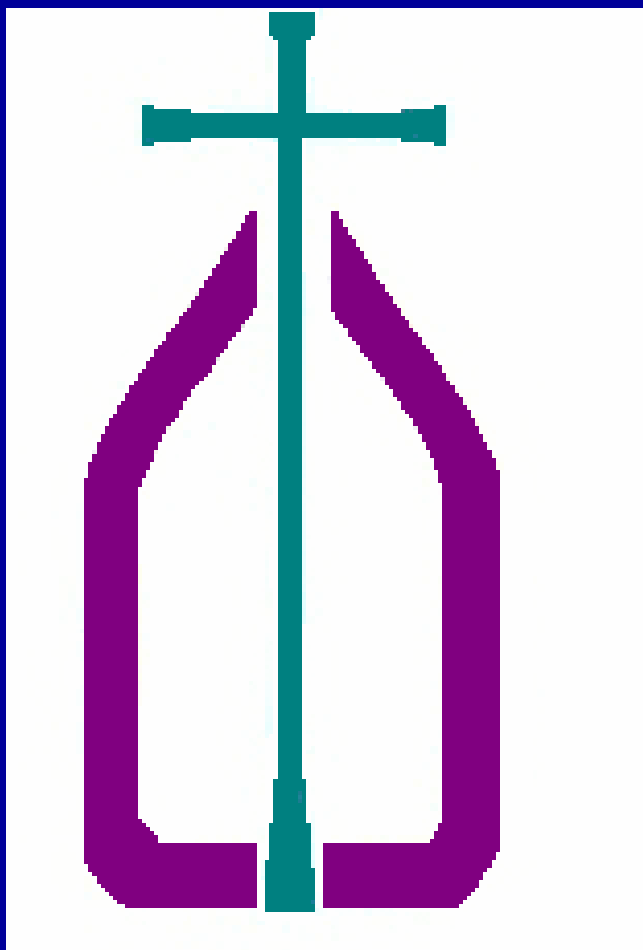
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# EE Process Benefits

- **Stronger relationship w/funders**
- **Funders have a better understanding about the agencies' services**
- **EE Matrix gives clear goals and objectives**
- **Organizations using the same measurement tools, helps to identify changes**



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**PROGRAM:** Family Outreach & Support Program

# PROGRAM: Family Outreach & Support Program

**Goal:** To promote and increase/enhance family stability, empowerment and self-sufficiency to preserve & strengthen families.

Process Objective WHAT	Program Activities HOW	Responsible Parties WHO	Expected Outcomes WHY	Indicator/ Measurements EVIDENCE	Data Source WHERE	Time of Measurements WHEN
Develop a service plan and provide comprehensive case management to consumers completing initial assessment for program services.	1. Develop, service plan with consumer. 2. Assist consumers to access needed resources. 3. Provide interventions through sessions and home visits. 4. Provide mentoring & education	Counselor staff, consumer & other family members.	85% of the consumers completing the program will demonstrate progress toward meeting their service plan goals	Service plan is developed within 30 days of enrollment & reviewed, updated and approved every 90 days.  Case notes & Service Plans show progress towards goals  Families show increased stability at discharge	Service plans in place and approved. Supervisions & Case File  Supervisions , Case File & Progress Notes  Case File & progress Notes	30 days within enrollment  Ongoing - Reviews every 90 days and upon discharge

CHILD

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ABUSE COUNCIL

**PROGRAM:** Rainbow Family Learning Program

# PROGRAM: Rainbow Family Learning Program

**Goal:** To provide families who are enrolled in the Rainbow Programs with identified services based on their needs.

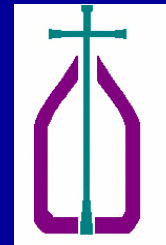
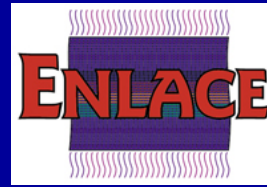
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Parent Education will be provided to 72 parents at the Rainbow sites who have been referred to the program. Of the 72 served, 48 will have the opportunity to complete, as the program runs 5 months.	Solicit referrals, conduct home visits as indicated, assess participants, and provide parenting education (Nurturing Parenting Program Curric.) to parents/caregivers enrolled in the program.	Site Manager, Rainbow Staff and Child Care Administrator.	80% of the 48 parents who complete the program will demonstrate improvement in both their parenting knowledge and parenting expectations.	A 2-point increase in “sten” score for those scoring 3 or less in any construct area on the Post-AAPI (Adult Adolescent Parenting Inventory)	Pre & Post tests  Client file	Pre-tests given within first month of enrollment in program.  Post-tests given within the last month of treatment.

# Next Steps

- Fully Implement Web-based IT system
- Credentialing
- Transition all contracts into use of matrices
- Continue train the trainer sessions
- Implement internal development sessions to further the principles of empowerment evaluation and to refine and streamline internal matrices.
- IT system refined to track ROI.

# Closing

- Philosophical Shift
- Non-Traditional Use of Funds
- Participatory Partnership Model
  - Building Capacity
  - Continuous Quality Improvement (CQI)
- Commitment to Process



Catholic Charities  
Diocese of St. Petersburg, Inc.

## Contact Information

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