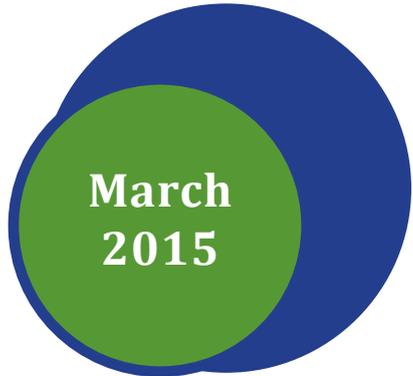




Essential Services and Responsible Stewardship

How the Nonprofit Human Services Sector Impacts Tallahassee and Leon County



March
2015



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Recognition

The first United Partners for Human Services (UPHS) report on the nonprofit human services sector, *Essential Services and Responsible Stewardship*, received generous support from James Moore & Co. James Moore is partnering with UPHS to promote knowledge-sharing among nonprofits. We believe in recognizing the value of nonprofits' work by investing in their organizations and their people. UPHS provides learning opportunities for board members, volunteers, and staff through an annual conference and other trainings; and in collaboration with the Strategic Nonprofit Alliance Partnership and the Tallahassee Chamber of Commerce Building Better Boards initiative. Other partners include the City of Tallahassee and Leon County.

Thanks

Many thanks to Ashley Turner who edited the report and Christina Catledge who did the layout and graphics.

***"Human Services
are about people
working together to
improve our community."***

Velma Stevens

Executive Director, Sickle Cell Foundation
President, Board of Directors, UPHS

Introduction

A strong and independent nonprofit human services sector is essential for weaving the social and economic fabrics of our community together. The nonprofit human services sector provides needed services, gives people a way to participate as citizens and volunteers, stands up for disenfranchised citizens, and pioneers solutions to major social problems. Nonprofits are a part of our community in many more ways than most people know and a daily part of all our lives. Over 100 nonprofit human service organizations in Tallahassee provide services to adults and children, from safety net services to child development, creating a better future through innovation and societal change. This sense of hope leads to creative approaches and new models that work.

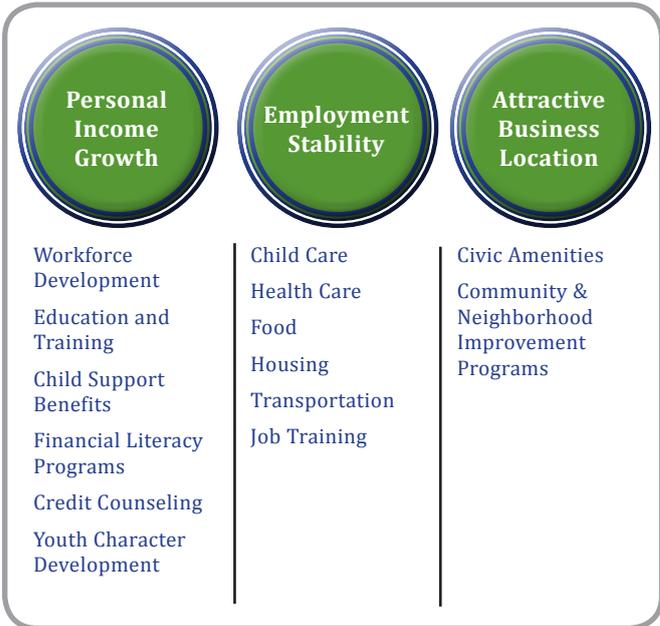
In 1996, the City of Tallahassee, Leon County, and United Way of the Big Bend (UWBB) collaborated and formed the Community Human Service Partnership (CHSP). CHSP serves as a joint planning and funding distribution process, which utilizes a standardized funding application, site visit format, and a review and recommendation process for nonprofit human services agencies seeking funding for the Tallahassee/Leon County area. CHSP uses citizen volunteers who review, rank, and award funding to applicant agencies. During the FY 2014-2015 cycle, 75 volunteers conducted 63 agency site visits and reviewed 101 proposals, totaling \$7 million in funding requests. Each volunteer committed an average of 36 hours to the process.

Where Values Meets Values

The human services sector is committed to collaborating with the local government as well as local businesses, to make a meaningful impact on Tallahassee/Leon County.

Human services impact the quality of life for individuals, families, and communities. Human services are a vital part of the community's civic infrastructure and support economic development strategies. Human services also assure that businesses have job-ready workforces, thereby making Tallahassee a desirable place to live and work.

Human Services as Civic Infrastructure



Nonprofit Basics

What is a nonprofit?

An organization that (1) does not have a profit objective, (2) exists for the public good, and (3) qualifies under 501(c)(3) of the Internal Revenue Code.

The nonprofits are accountable to all their constituents – their community, donors, board, staff, volunteers, collaborators, government, and, most importantly, to the people they serve.

How many nonprofits are in Tallahassee?

According to a Knight Foundation report, approximately 100 human service nonprofits provide services in Leon County/Tallahassee.

Executive Summary



The Community Human Service Partnership (CHSP) collaboration promotes greater coordination and cooperation between local funding sources; affords easier recognition of duplication and gaps in service delivery; and improves the human service system's ability to target funds accordingly.

Through CHSP, the total available funding for FY 2014-2015 was \$4,337,718. The total available funding was collected from the UWBB through their annual fund drive; the City from a combination of Community Development Block Grant, general revenue, and Change for Change dollars; and Leon County from the general revenue.

The total available funding represented a \$2.6 million funding gap relative to the \$7 million requested by the agencies. An analysis of the CHSP FY 2013-14 budget information determined that agencies had a collective budget of almost \$115 million in revenue from federal, state, and local governments, the UWBB, and private and corporation donations with 1,220 employees. The City of Tallahassee, Leon County, and UWBB provide \$4.3 million of the collected agencies' annual revenue. Not included in these CHSP figures are the budgets and payrolls for Apalachee Center, Big Bend Community Based Care, and DISC Village, which have a combined budget of \$70 million with 650 employees.

In 2012, the 21st Century Council compiled the following information from 2012 CHSP applications:

Annual Number of People Served

41,376 Seniors (Age 55+)
 88,349 Adults (19-54)
 57,623 Children and Youth (0-18)
 7,422 Families

Additionally, 130,000 individuals received information, education, referral, or other assistance from the nonprofit human services organizations. These numbers include duplicate counts in some cases (individuals or families receiving multiple services or help from several agencies), and are a snapshot representing only the agencies participating in the CHSP process. Additional nonprofits, clubs, churches, sororities, and agencies also provide outreach, education, and direct service to more individuals and groups.

The Community Human Service Partnership

	Available Funding	Funding Request Gap
2014-15	\$4.3 M	\$2.6 M

The Human Service Nonprofit Sector has a combined revenue of \$185 million and employs 1,870 people.

Another overlooked contribution is the significant value of community volunteers recruited by nonprofit agencies. The economic value of these volunteers' time and energy, totaling 683,000 hours, is over \$14 million, as reported by the City of Tallahassee. More significant than the dollar value is volunteers demonstrating care and concern for their neighbors in need— a benefit that benefits both the volunteer as well as the person being helped. Most importantly, when individuals work collaboratively to resolve local problems, their work enhances the quality of life for the larger community.

The nonprofit sector's return on investment is much more significant than just the revenue it brings into the region. The UPHS report shows that the impact of the nonprofit sector can be measured in at least five ways:

1 Outside Revenue
Nonprofits leverage public, corporate, and philanthropic assets to fulfill their missions.

2 Cost Savings to Society
Nonprofits deliver results for the people and communities they serve in fiscally prudent ways.

3 Learning and Earning
Nonprofits are increasingly critical to the delivery of meaningful education, from summer learning opportunities and after-school programs to mentoring and workforce development.

4 Multiplying Impact
Nonprofits supplement their funding sources with donated goods and services and by harnessing the power of volunteers and student interns.

5 Strengthening Community
Nonprofits provide a powerful return on investment by encouraging and engaging our communities to work together towards positive outcomes and meeting basic needs.

Nonprofits focus on mobilizing forces beyond their four walls, advocating for change through government policies, tapping into the power of free markets, nurturing nonprofit networks, and building movements of advocates— individual volunteers and supporters who advance their cause. This UPHS report reveals the many ways that the nonprofit human services sector raises the quality of life in the Big Bend region and acts as a lifeline to our most vulnerable neighbors.

The economic value of the time and energy of 683,000 volunteer hours provided is over \$14 million.



Human Services Need

The United Way of Florida recently published a study of financial hardship entitled ALICE (Asset Limited, Income Constrained, Employed), which highlights the number of households in each Florida county that earn more than the U.S. poverty level, but less than the basic cost of living for the county they are living in. The ALICE report found that almost half of the residents in the eight counties served by United Way of the Big Bend are struggling to afford basic necessities, even though many of them hold steady jobs with regular paychecks.

In Leon County:

Poverty	22,724 Households or 21% of total
ALICE	26,984 Households or 25% of total
Above ALICE	59,207 Households or 54% of total

The ALICE report shows that housing affordability in Leon County is very poor and job opportunities rank only as fair.

What does it cost to afford the basic necessities?

The ALICE report includes an example of a bare-minimum budget (survival budget) that does not allow for any savings or extraneous spending, leaving a household vulnerable to unexpected expenses. While affording only a very modest living, the budget proposed by the ALICE report is still significantly more than the U.S. poverty rate of \$11,170 for a single adult and \$23,050 for a family of four. (See graph on the left.)

A recent report by the Economic Policy Institute confirmed the ALICE assessment. Florida has a lopsided economy, in which the top 1 percent's average income is 43 times greater than the average income of the bottom 99 percent, according to the Economic Policy Institute. Only Connecticut, New York, and Nevada have greater disparities. A report issued by the Alliance for a Just Society, a national network of organizations focused on racial and economic justice, found that out-of-work Floridians face bleak job prospects. Six of 10 job openings in the Sunshine State pay less than the estimated living wage for a single adult— \$16.98 an hour in 2014. Even those jobs were not easy to get, with nine applicants for every opening, the report found.

The Tallahassee/Leon Commission on the Status of Women and Girls reported that women and men experience poverty at comparable rates in Leon County (22.0% for women and 21.3% for men). However, there is a large wealth gap between single mothers and single fathers. In Leon County, there are approximately 6,435 households with children living below the poverty line, and single mothers head 87% of these households.

Household Survival Budget

Leon County

	Single Adult	Family Infant or Pre-K
Housing	\$589	\$817
Child Care	\$0	\$992
Food	\$176	\$531
Transportation	\$350	\$699
Health care	\$107	\$426
Miscellaneous	\$138	\$360
Taxes	\$151	\$132
Monthly Total	\$1,516	\$3,958
Annual Total	\$18,196	\$47,493
Poverty Annual Total	\$11,170	\$23,050

Source: ALICE Report

Human Service Agencies act as a lifeline to our most vulnerable neighbors.

Outside Revenue

“To be a successful state, we must nurture successful children.”

— Governor Lawton Chiles

Nonprofits are a good investment for local government because they are uniquely positioned to tap into the community and leverage a wide range of financial resources. Nonprofits successfully combine multiple funding sources from federal, state, local, fee-for-service, and philanthropy and bring new monies to bear on issues and solutions for Tallahassee/Leon County residents.

The nonprofit sector, in many ways, is an invisible part of the local economy. The sector is usually not factored into the economic impact studies issued by local government and is omitted when local government measures factors such as growth in wages, employment and productivity.

An analysis of the CHSP 2013/14 budget information found that the human services nonprofit agencies have a collective budget of almost \$115 million in revenue with 1,220 employees. Not included in these CHSP figures are the budgets and payrolls for Apalachee Center, Big Bend Community Based Care, and DISC Village, which have a combined budget of \$70 million with 650 employees.

A 2007 survey of nonprofits indicated that 82% of all Leon County nonprofit operating revenues are expected in Leon County. Nonprofit employees also spend a majority of their salaries locally on housing, automobiles, clothing, furniture, and entertainment. Nonprofits also hire approximately 350 individuals who provide services as accountants, lawyers, construction workers, and office suppliers.

The Human Service Nonprofit Sector is an important part of the economic engine of Leon County.

Sources of Annual Operating Revenues*

Federal	State	Local	Other Outside Leon	Other Inside Leon
51.8%	22.3%	3.3%	6.5%	16.2%
Total Sources Outside Leon County		80.5%		
Total Sources Inside Leon County		19.5%		

* Source: Nonprofit Leon County 2007 Survey, Econometrics Consultants, Inc.

For every dollar of nonprofit funding given by government, individuals and businesses inside Leon County, leverages an additional \$4.13 of funding from sources outside of the county.

Based on a wide range of criteria gathered by the website Livability.com, Tallahassee scored best in healthcare, amenities, social and civil capital, and education. Tallahassee ranked No. 42 on the annual livability list, “Top 100 Best Places to Live.”



NONPROFIT RETURN ON INVESTMENT IN ACTION: Cost Savings to Society

Nonprofits deliver results for the people and communities they serve in fiscally prudent ways.

Big Bend Homeless Coalition

Big Bend Homeless Coalition saves up to \$75,000 annually per person placed in permanent housing. The cost of homelessness to the taxpayer is very high. Recent studies have shown that the costs for people who are chronically homeless can run as high as \$100,000 in costs related to emergency shelters, treatment, medical bills, and criminal justice. In contrast, the cost of providing someone a place to live and a caseworker is \$25,000. In 2014, Big Bend Homeless Coalition estimated that 44% of the individuals experiencing homelessness in Leon County have been homeless for a year or longer and 34% have been homeless four or more times in the past three years.

Leon County Single Adult Family

Preliminary reports for 2015 from the Homeless Coalition show that families are the fastest growing segment of the homeless population. Homeless children who are able to attend school have more problems learning in school. Compared with other children, homeless children are:

- Four times as likely to have developmental delays;
- Twice as likely to have learning disabilities; and
- Twice as likely to repeat a grade, most often due to frequent absences and moves to new schools (28% of homeless children go to three or more schools in a single year).

The Homeless Coalition's Housing, Opportunity, and Personal Empowerment (HOPE) Community is a short-term, transitional housing program that serves homeless families with children, as well as homeless single women and men. The HOPE program helps those who are committed to working their way out of homelessness and toward good

health, a stable income, and permanent housing. Each HOPE resident works with a case manager to develop an Individualized Service Plan, outlining goals, objectives, and necessary action steps to move out of homelessness and into housing and stability. The program provides shelter, basic needs, case management, tutoring for youth, subsidized childcare, support groups, access to employment training, and mental health care.

In FY 2012/2013, 453 individuals, including 139 children, were sheltered at the HOPE Community. Seventy-five percent of individuals exiting from the HOPE program moved into stable permanent housing.

Brehon Family Services

Brehon Family Services provides transitional housing and linkages to healthcare, education, and support services for homeless pregnant women and women with infants. The residential facility is the only maternity home of its kind between Jacksonville and Pensacola, and therefore serves the entire Big Bend region.

In 2013-2014, the Brehon Family Services program saved the Leon County community over \$10 million in hospital and educational costs alone. Brehon reduces risks by providing homeless pregnant women with a stable, nurturing, and safe environment, where they can bond with their newborns. In 2013-2014, all babies born to Brehon residents were healthy and within normal birth weight. Additionally, all Brehon residents who completed the program were successfully placed into permanent housing.

According to the March of Dimes, the average first-year medical costs, including both inpatient and outpatient care, were about 10 times greater for pre-term infants (\$32,325) than full-term infants (\$3,325). The average cost of delivering a full-term infant is \$7,500, as compared to the average cost of providing a pre-term infant neonatal intensive care, which is \$100,000. Not only is prevention in the best interest of families, but it is also cost effective. The costs of prematurity often continue after the babies leave the hospital.

About 25% of premature babies live with chronic health problems, including cerebral palsy and blindness. Children born prematurely tend to score lower on cognitive tests and are at a greater risk for behavioral problems when compared to full-term children. Special education programs and other interventions for pre-term children are also costly.

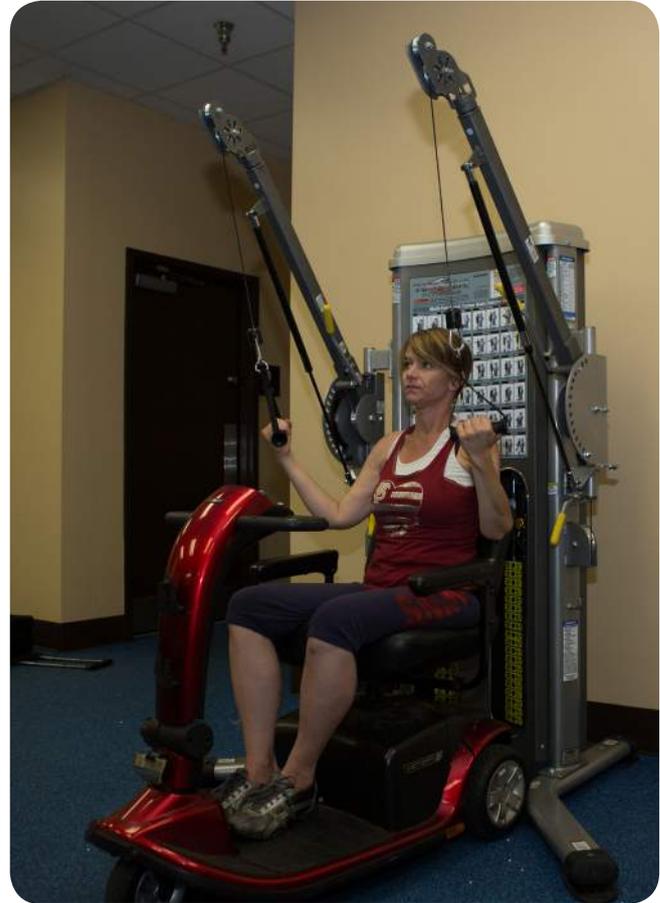
For more than 13 years, Brehon Family Services has had a zero infant mortality rate of the babies whose mothers received services from Brehon.

Florida Disabled Outdoors Association

Florida Disabled Outdoors Association works to improve health and wellness, reduce obesity, and enrich lives through accessible, inclusive recreation, including two central programs— SportsAbility and Miracle Sports. SportsAbility shows families how everyone can benefit from active leisure. The Miracle Sports program provides access to athletics for people of all abilities on a barrier-free, rubberized surface, where, whether it is rounding the bases, scoring a touchdown, or driving the lane, anyone can participate and succeed.

Investing in SportsAbility and Miracle Sports directly reduces the community's healthcare expenditures. According to Trust for America's Health, the obesity epidemic is one of the country's most serious health problems. Adult obesity rates have doubled since 1980, increasing from 15 to 30%, and childhood obesity rates have more than tripled. Childhood obesity can cost approximately \$19,000 more per child when comparing lifetime medical costs to those of a normal weight child, according to an analysis from Duke Global Health Institute and Duke-NUS Graduate Medical School. Annually, the average total health expenses under Medicaid for a child with obesity is \$6,730, while the average health cost for all children covered by Medicaid is \$2,446. The average total health expenses for a child with obesity covered under private insurance is \$3,743. More than one-quarter of all health care costs are now related to obesity.

Staying fit is especially important for people with disabilities, many of whom live sedentary lifestyles.



Legal Services of North Florida

Legal Services of North Florida (LSNF) has been providing free legal services to families with low-incomes for 35 years. LSNF offers services to support families; preserve homes; maintain economic stability; promote safety, stability, and health; and address populations with special vulnerabilities.

In 2008, Tax Watch studied free legal services programs throughout the state that provide no-cost civil legal services to low-wealth clients. Their study demonstrated an economic benefit of \$4.78 for every dollar spent on legal aid by state and local governments. Funding legal aid services is very beneficial and results in fewer costs for other services, including law enforcement, criminal court

proceedings, medical costs, and emergency services. According to a 2002 University of North Carolina report titled "A Cost Benefit Analysis of the Violence Against Women Act of 1994," a non-fatal domestic violence assault costs \$32,780 per female victim, including \$10,994 in direct costs of emergency response, court and probation, medical expenses, property damage, and lost-work productivity. Other studies have demonstrated that civil legal representation is one of the most effective ways to prevent future incidences of domestic violence. Last year, LSNF obtained 119 injunctions for protection and finalized 34 complicated dissolutions of marriage on behalf of domestic violence victims in Leon County, including 262 injunctions and 64 dissolutions of marriage.

In addition, legal services benefit the local economy. Attorney representation helps clients stay in their homes, solve debt-related problems, and manage issues such as unemployment and fraud. In the area of foreclosure alone, programs have a dramatic impact on the local community. Foreclosure causes not only a reduction in a home's value, but also impacts the property values of nearby homes. According to a 2013 report issued by the Center for Responsible Lending, families affected by nearby foreclosures lose an average of \$23,150 in wealth, representing 8.8% of their home value.

Local governments lose an average of \$19,277 for every house abandoned in foreclosure due to diminished tax and fee collection, utility bills, property upkeep, sewage, and maintenance costs. Last year, LSNF provided legal assistance to 122 families, allowing them to remain in their homes, and saved 25 homeowners from foreclosure in Leon County.

Preventing foreclosures and evictions is more cost-effective than sheltering people who have lost their homes. Additionally, legal representation increases resources to families. Last year, LSNF services resulted in \$206,354 in one-time benefits and \$609,102 in annualized benefits to low-wealth clients in Leon County and \$1,572,000 in one-time benefits and \$5,562,000 in annualized benefits program-wide.

Elder Care Services

Elder Care Services currently serves approximately 250 frail, elderly people in Leon County through In-Home and Nutrition Services. By allowing these people to age in one place, Elder Care Services prolongs life and helps them avoid costly long-term care alternatives. Compared to other costly alternatives, Elder Care Services provides the lowest cost for long-term care, resulting in the same or even increased quality of care.

Cost Savings

- Assisted Living Facilities averaged nearly \$42,600 per year.
- Nursing Home Placement averaged nearly \$82,125 per year.
- In-Home Services provided by a Certified Nursing Assistant (CNA) from an agency is approximately \$46,440 per year.
- Elder Care Services' Elder Day Stay currently costs \$15,480 a year (full-time attendance), which is 36% of the costs of an assisted living facility and roughly 19% of the costs of a nursing home placement. For some low-to-moderate-income families making less than \$40,000 a year, even \$15,480 (over 39% of their annual salary) is cost-prohibitive.

Big Bend Cares

We're not only saving lives. We're saving dollars as well.

HIV/AIDS has become less visible in the United States since the first cases were reported more than 30 years ago, but the crisis has not disappeared. Although new infections have dropped, there are about 50,000 new infections occurring each year in the United States. Today, more than one million people are living with HIV in our nation. AIDS-related deaths occur when people who are infected do not receive the testing, treatment, and care they need.

Treatment can help people with HIV live longer, healthier lives and reduce the chance of passing HIV on to others. People with HIV may live 24 years more from modern treatments, whose average monthly cost is about \$2,100.

Unfortunately, one in five people with HIV do not know they are infected. They find out that they are infected only when their immune system collapses. Beginning treatment at this late state costs an average of \$4,700 per month due to the high hospital costs. Many people with HIV are also uninsured.

Leon County is one of the top 15 counties in Florida with diagnosed HIV cases, according to the Florida Bureau of HIV/AIDS. Big Bend Cares provides direct client services, which include medical case management, mental health and substance abuse counseling, housing assistance, preventative education to limit the spread of the disease, support groups, transportation, and the AIDS Insurance Continuation program. In addition, the program addresses basic needs such as food, transportation, and utility assistance.

In 2014, the Big Bend Cares AIDS Insurance Continuation program provided direct client services to 907 clients. Ninety percent of those clients live below 200% of the Federal Poverty Guidelines and 75% live below 100%.

HIV/AIDS treatment provided by Big Bend Cares providing a cost avoidance benefit of lower hospital costs, and the increased quality of life and productivity of the individual receiving treatment. Additionally, treatment also is a preventative measure that reduces future new HIV/AIDS cases. Treatment reduces the levels of HIV in the blood. A number of studies have shown that reducing the viral load in a person reduces new infections particularly from mother-to-child. According to the CDC, the lifetime treatment cost is \$379,000 per person, therefore preventing new HIV/AIDS cases has a very high rate of return in societal costs.

Capital City Youth Services

Two central Capital City Youth Services (CCYS) programs are the Someplace Else program and Transitional Living program. The Someplace Else program serves youth ages 10 to 17 who are abused or neglected, truant, having school problems, runaways, threatening to run away, homeless, locked out of their homes, or in other crises. Someplace Else is currently the only shelter located in the eight-county area serving these issues. In accordance with the federal definition of homelessness, all youth in the shelter are considered homeless. The program provides food, shelter, clothing, educational services, reunification support, and a host of therapeutic interventions. Youth care specialists provide 24-hour supervision and guidance for the youth.

The Transitional Living program provides transitional supportive housing for homeless runaway youth ages 12 to 18. The program helps youths develop into self-sufficient, connected individuals who can provide for their own well-being and contribute to the well-being of others. Each youth participant has his/her own room and bathroom and shares a large common area, dining room, and kitchen. Each youth participant undergoes comprehensive screening; intake and assessment; and trauma screening. CCYS has two important program benchmarks: 100% of residents maintain enrollment in school or will complete vocational/educational program of their choice; and 80% of residents will obtain and maintain employment.

CCYS services resulted in impressive cost savings to local government. According to a Department of Juvenile Justice report, 75% of the 504 youth served in the two programs were not adjudicated or convicted of a crime, saving local law enforcement \$900 per arrest or \$340,000 total. In addition, 94% of the youth returned home or to another appropriate placement.

In the face of limited criminal justice resources, local criminal justice stakeholders have implemented cost efficient methods to effectively reduce recidivism rates, reduce law enforcement costs while maintaining public safety.

DISC Village

DISC Village with 150 staff located in Leon County provides a full array of substance abuse prevention and treatment services as well as manages a model juvenile civil citation and an adult civil citation program. In 2013, DISC Village pioneered the Adult Civil Citation program (the first of its kind in Florida), as a collaboration effort of the State Attorney, Chief Circuit Judge, Public Defender, Leon County Sheriff, Tallahassee Police Department and DISC Village. The initiative had strong support as well from both City and County Commissions.

Since its inception, the Adult Civil Citation Program has served over 600 people, saving Tallahassee/Leon County \$540,000 per year (600 x \$900 per arrest).

The Adult Civil Citation Program is a pre-arrest diversion program for low level misdemeanor offenses where local law enforcement now has a tool targeted for first time misdemeanor offenders with the objectives of:

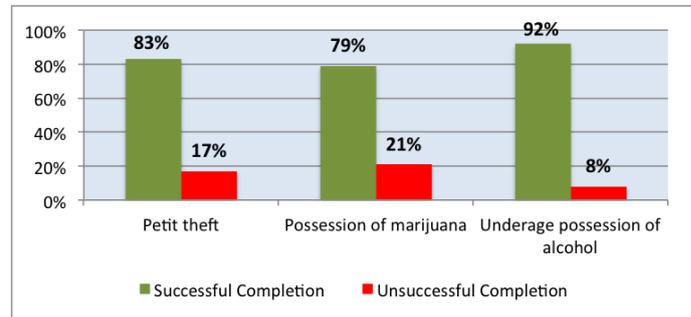
- Diverting adults that post no threat to public safety out of the justice system;
- Avoiding costs of processing minor offenses that take away limited resources from the court system; and
- Reducing recidivism for those minor offenses and using those limited resources to protect public safety.

The program is operated without direct cost to any government agency. Program costs are paid for by participating citation recipients. Fees paid by participants are equivalent to fees and fines they would pay to the court if criminally prosecuted. No one, however, is denied participation because they cannot afford to pay.

The program represents a better way of holding offenders who commit minor offenses accountable without destroying their lives. For first-time

misdemeanor defendants it is the arrest record that closes doors for future career success or that ends previously successful careers.

Case Outcomes By Offense Type

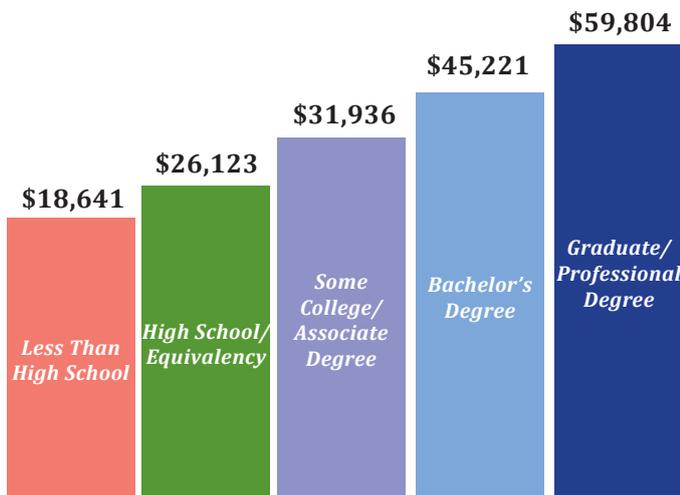


"Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and those ripples build a current which can sweep down the mightiest walls of oppression and resistance." — Robert F. Kennedy

NONPROFIT RETURN ON INVESTMENT IN ACTION: Learning and Earning

It has become increasingly necessary to complete a high school and higher education degree. High school dropouts earn less than high school graduates, who earn less than those with college degrees. Moreover, studies show that those with high school and/or college diplomas exercise indicators of social engagement, such as voting and volunteerism, at a higher rate, while costly social problems, such as incarceration and teen pregnancy, decrease.

Earnings by Educational Attainment



Big Brothers Big Sisters of the Big Bend

Big Brothers Big Sisters (BBBS) is the largest, most comprehensive one-to-one youth mentoring organization in our region, serving over 1,000 mentors and youth per year ages 6 to 16. Students meet with their mentor in the community by participating in the Community-Based Program or in the Enhanced School-Based Mentoring Program at one of the six active sites within the Leon County School system:

- Astoria Park Elementary School
- Hartsfield Elementary School
- Oak Ridge Elementary School
- Cobb Middle School
- Griffin Middle School
- Nims Middle School
- Godby High School

School success is an important outcome measure for BBBS. Eighty percent of students enrolled in the Enhanced School-Based Mentoring Program are promoted to the next grade level. Due to an increase in BBBS mentor involvement, partner schools are also positively affected. More volunteers attended and/or volunteered at school-sponsored functions, such as the Mid-Year and End-of-the-Year Mentor Appreciation Breakfast and Luncheon, field days, and field trips.

Academic Outcomes Summary for School-Based Mentoring Program

- 90% Maintained/improved academic performance
- 73% Maintained/improved school attendance
- 82% Maintained/improved behavior
- 80% Promoted to next grade level

Long-term mentoring services save millions of dollars in future societal costs by preventing alcohol and drug use, reducing juvenile crime and court cases, and increasing school attendance, graduation rates, and lifetime earnings.

Kids Incorporated

Did you know...

- The critical window for a child's emotional development occurs between birth and 18 months?
- The majority of a person's vocabulary is established by age 3?
- Neurological foundations for math and logic are formed by age 4?
- Fifty percent of a child's intelligence is formed by age 5?

Kids Incorporated is the only organization providing comprehensive services to at-risk families with infants and toddlers and prenatal women in Leon, Jefferson, and Madison counties.

The Kids Incorporated Early Head Start program serves low-income families with children ages zero to three, as well as low-income prenatal women. Kids Incorporated serves 500 infants and toddlers and their families, including 24 mothers, who received prenatal support and all of whom delivered healthy babies. The program is comprehensive and builds on four cornerstones: child development, family development, community building, and staff development. In addition, the program also enrolls families with special needs children; children born to teen mothers; families receiving Temporary Assistance for Needy Families assistance; foster care children; and parents impacted by layoffs and recent unemployment. The program also prioritizes families living in the South City and Frenchtown areas.

Kids Incorporated accepts children and families on the basis of need, rather than on a first-come, first-served basis. This enables the most at-risk families to be served first. Each classroom maintains a 1:4 teacher-to-student ratio and has high quality, developmentally appropriate curriculum and on-going screening and assessments. Health services are provided, including well-child physicals, vision and hearing screenings, mental health and nutrition services.

The Boys' Choir of Tallahassee

The Boys' Choir of Tallahassee (BCT) is a community outreach program for males ages 8 to 18 enrolled in schools throughout Tallahassee and the surrounding area. BCT's goal is to help young males living in low-to-moderate-income households realize their full potential by proactively building character, restoring self-esteem, reducing risky behavior, and promoting academic success. The program provides access to high-quality services at no cost to the participant. Strategies include creating a safe, supportive afterschool setting that includes adult and peer mentoring for both academic and social skills and using performance to encourage greater connection with peers, adults, and the Tallahassee community.

Boys' Choir Character-Building Activities

- Supervised study hall
- Tutors & mentors
- Academic guidance
- Guest speakers

Boys' Choir Meaningful Outcomes

- 90% of participants were promoted to the next grade level
- 100% of Seniors graduated from high school
- 100% of graduates attend either Tallahassee Community College or FAMU
- 100% of participants had no involvement with juvenile justice



PACE Center for Girls, Inc.

With a demonstrated record of success, PACE Center for Girls uses a holistic, strength-based, and asset-building model specifically responsive to the needs of girls. The program is recognized as among the most effective in the country for keeping girls from entering the juvenile justice system. PACE provides a variety of services: academic education, career preparation, case management, counseling, and transition services.

PACE addresses the problems encountered by school-aged girls labeled truant, runaway, ungovernable, dependent, or delinquent. Each of these young women shares a common history of abuse, neglect, poverty, and dysfunctional families. Overall, the program focuses on increasing their abilities in academic settings and improving self-esteem in order to break the cycle of delinquency, poverty, teen pregnancy, and substance, physical, and sexual abuse.

PACE's outcomes are impressive. Of the girls served through the Spirited Girls component of the program, 86% improved their education performance, as indicated by grades, earning credits, GPA, and promotions.

94%

of girls improve academically as a result of PACE

79%

of girls were failing one or more classes before coming to PACE

92%

of girls have no involvement with the justice system as a result of PACE

31%

of girls had prior criminal involvement before coming to PACE

Boys and Girls Club of the Big Bend

The organization, through its afterschool and summer programs, focuses on the positive development of children and youth, particularly those from disadvantaged conditions, by focusing on four elements proven necessary for successful youth development: a sense of belonging; a sense of usefulness; a sense of competence; and a sense of influence. The clubs provide activities in five core areas, as follows: (1) character and leadership development, focusing on community services; (2) educational and career development, focusing on tutorial, homework assistance and computer training; (3) health and life skills, focusing on drug abuse resistance, pregnancy prevention, health awareness and family support; (4) arts and crafts, including dance, drama, choral and photography; and (5) sports, fitness and recreation, including team sports, camping and nature studies. In Leon County, approximately 600 youth participate in the Boys and Girls Club every year.

Florida Tax Watch conducted a study in 2013 that found that Florida Boys and Girls Clubs make a positive impact on their participants' academic performance.

Educational Impact

- Participants' median achievement level in the Math and Reading FCATs are equal to the median performance of their peers in Math, and higher than their peers in Reading.
- Club members were absent from school half as often as their comparison group.
- Participants had a higher percentage of Grade Promotion than their comparison group.
- Club members had a much lower percentage of Grade Retention than their comparison group.
- Club member dropout rates were significantly lower than that their comparison group.

Taxpayers realize a \$9,000 benefit for each student that is not held back a grade.

CareerSource Capital Region

8,979
Job Placements

27,256
Job Seekers Served

297,232
Job Seeker Services Provided

2,342
Employees Served

20,212
Employer Services Provided

CareerSource Capital Region (CSCR) provides comprehensive employment and workforce services for our region, connecting employers with qualified Big Bend residents and employment and career development opportunities.

CSCR placed 8,979 people in jobs last year, which resulted in \$240 million in wages. All services offered by CSCR are at no cost to employers or the job seeker.

It goes without saying, that when we are able to connect employers with trained, qualified job seekers...WE ALL WIN!

In 2014, CareerSource initiated Startup Quest®, a new, entrepreneurial training program for the unemployed and underemployed. Startup Quest® is a nationally recognized entrepreneurship training program that connects teams of qualified participants with successful CEOs and entrepreneurs. Together, participants learn the steps needed to transform their ideas into a product for the marketplace. The program gives professionals the training and skills to become entrepreneurs or implement their new entrepreneurial skills to an existing company.

Program Objectives:

- Improve the prosperity of workers, businesses, and communities by providing unemployed and underemployed job seekers with training, knowledge, skills, confidence, and community support, including access to capital from outside sources;
- Promote the state and local workforce systems that support self-employment as a viable career choice for job seekers;
- Provide short-term, focused entrepreneurial training and support services to Veterans; and
- Improve workforce strategies by increasing business services, aligning job seeker readiness, and disseminating existing best practices.

Multiplying Impact

Many nonprofits are cost-effective because they can tap into the community and leverage a wide range of resources. Nonprofits are strategic and creative, always looking for opportunities to combine multiple funding sources, volunteer expertise, and donated goods and services.

The Corporation for National and Community Service's 2013 report, *Volunteering as a Pathway to Employment* provides empirical research that establishes an association between volunteering and employment. The report confirmed that those who volunteered had a 27% better chance of finding a job than those who did not. Volunteers who use their skills and knowledge demonstrate higher levels of capacity, making the volunteer more attractive for potential employers.

Capital Medical Society

In 1992, the physicians of the Capital Medical Society initiated the We Care Network. This network provides organized approaches to managing the specialty care needs of low-income, uninsured populations. A prospective client can have no applicable insurance, cannot be eligible for any alternative program (such as Medicaid or Medicare), lives at or below 150% of the Federal Poverty Level, and has no other means of receiving care. Specialty care includes dental care and treatment for cancer and other serious diseases. Since 1992, the We Care Network's physicians, hospitals, and other providers have donated more than \$37 million in free care to patients who cannot qualify for alternative programs.

In partnership with the Tallahassee Memorial Hospital, Tallahassee Community Hospital, and additional ancillary medical providers, over 400 local physicians and dentists currently volunteer their time and expertise to We Care Network. In 2014, this network of volunteers provided more than \$5.27 million in free medical care to 651 qualified patients. We Care Network also paid \$18,852 for patient prescription and transportation

vouchers. Moreover, 472 patients received short-term medical case management services, including guidance when applying to various medical and prescription assistance programs. Overall, 1,123 Leon County residents received medical support through the We Care Network during 2014.

"America is great because she is good. If America ceases to be good, America will cease to be great." – Alexis de Tocqueville

Elder Care Services

The Retired and Senior Volunteer program is a program that recruits, trains, and matches people ages 55 and older with volunteer opportunities in nonprofit and government settings.

During 2014, 677 seniors participated in the Retired and Senior Volunteer program. In Leon County, 131 senior participants volunteered at 10 agencies. Using the Independent Sector value of \$21.36 per hour, these volunteers contributed over \$1 million in contributions. Volunteers also delivered 75,552 meals to 517 frail homebound elders. Additional volunteer efforts include transporting disadvantaged seniors to medical appointments, distributing USDA food supplements at designated sites, and assisting area nonprofits with daily operations.

Ability1st

Ability1st believes that each individual with a disability should live independently and participate actively in the community. Alongside the community, Ability1st is striving to eliminate all significant barriers which prevent people with disabilities from achieving their desired level of independence. Ability1st receives donations and loans out durable medical equipment, such as wheelchairs, walkers, and shower benches. This program also utilizes community volunteers to construct wheelchair access ramps for persons with physical disabilities.

During 2013 Ability1st:

- Constructed 102 wheelchair ramps for low-income persons with disabilities with the support of 500 volunteers.
- Leveraged \$60,000 in donated equipment and building supplies.
- Provided over 1,000 pieces of durable medical equipment to persons with mobility impairments.
- Provided over 50,000 disposable medical supplies to very low-income persons experiencing incontinence.

VolunteerLeon

VolunteerLeon, a division of Leon County, leverages the vast talents and resources of the community's residents for the benefit of the entire community. More than 4,500 citizens have volunteered through VolunteerLeon, and their internships and volunteer services have contributed over 100,000 hours of time, talent, and skills.



Photo courtesy of Leon County

During the 9/11 National Day of Remembrance and Service, a VolunteerLeon-led effort, the Leon County community came together with 100 volunteers and employees and coordinated the rehabilitation of more than 35 homes, with more than 20 project assignments in the Crown Ridge Estates Neighborhood.



Photo courtesy of Leon County

Leadership Tallahassee (LT)

A division of Greater Tallahassee Chamber of Commerce, Leadership Tallahassee is dedicated to cultivating a diverse group of leaders and matching prospective board members with interested agencies through an online database called LeaderBoard which is available at the Leadership Tallahassee website: leadershiptallahassee.com. LeaderBoard is a place where organizations can find community leaders interested in serving on a nonprofit board. LeaderBoard hosts profiles for non-profits and individuals interested in joining a board. After building a profile, a person can search for potential board openings that suit their interests and skill sets. Launched in 2014, LeaderBoard has 84 community leaders and 27 organizations registered.

NONPROFIT RETURN ON INVESTMENT IN ACTION: **Strengthening Community**

Nonprofits provide powerful returns on investment by encouraging and engaging communities. Nonprofits respond to entrenched and emergent needs with compassion, creativity, and tenacity, while uniting people who want sustainable change.

Second Harvest

Second Harvest solicits, collects, stores, and distributes food and grocery products to nonprofit agencies and church groups. The agency utilizes several programs for distributing food to those in need: Brown Bags for Seniors, Our Child Nutrition, After School Snack, Disaster Relief, and Summer Food Service. Many local nonprofits, particularly homeless shelters and feeding programs, secure resources from Second Harvest for distribution to their clients.

***Fighting Hunger.
Feeding Hope.
Over 1 million meals provided***



During 2014, 75,280 Leon County residents received food support due the work of Second Harvest staff and their volunteers. The amount of food distributed in Leon County totaled 2,890,173 pounds, which is equivalent to 1,169,400 meals. The amount of produce delivered in Leon County totaled 1,515,740 pounds, and an additional 388,996 pounds of protein items were distributed. Overall, the food distributed in Leon County represents a savings to partner agencies and the community of \$4,272,488.

Refuge House

Refuge House serves people affected by domestic violence and sexual assault in the eight Big Bend counties. Domestic violence and sexual assault affect thousands of women, children, and men in our community every year. Nationally, one in five women and men in the United States has been raped in her lifetime, and nearly half of all women have experienced some form of sexual violence. One in three women has experienced rape, physical violence, or stalking by an intimate partner.

Annually Refuge House responds to 2,800 domestic violence-related hotline calls and 750 sexual assault calls. In 2014, 385 women, children, and men sought safety in Refuge House's emergency shelters. Additionally, 1,302 survivors reached out for assistance in securing protective orders through the Refuge House Leon County Courthouse office.

"It's on us, all of us, to create a culture where violence isn't tolerated, where survivors are supported and where all our young people, men and women, can go as far as their talents and their dreams will take them." – President Barack Obama, February 2015 (itsonus.org)

Capital Regional YMCA

The Capital Regional YMCA strengthens the community through youth development, healthy living, and social responsibility. The YMCA has many programs that positively impact community, including swimming lessons and drowning prevention programs. Drowning is the leading cause of accidental death of children under the age of four. On any given day, 11 children will die from drowning in the United States. During the summer of 2014, Capital Regional YMCA provided reduced-cost swimming lessons to 458 Tallahassee children and provided free swimming lessons to 94 Tallahassee children.



“The health of a democratic society may be measured by the quality of functions performed by private citizens.”
– Alexis de Tocqueville

Capital Area Action Agency

Since 1965, the Capital Area Action Agency mission has been to provide a comprehensive system of services and resources that will reduce the effects of poverty; empower low-income citizens with skills and motivation; and improve the overall quality of lives and the community. The agency offers a variety of state, federal, and local programs, including the Emergency Shelter/Homeless Prevention program and the Head Start program.

The Emergency Shelter/Homeless Prevention program serves homeless or near-homeless households who need immediate assistance transitioning to affordable housing or other services to prevent homelessness.

This homeless population includes those who have been evicted, experienced foreclosure, are unemployed, or are without housing due to physical or mental illness. The program prioritizes families with children. Immediate, short-term shelter and supportive services are provided, and individuals needing intensive support are referred to the Family Self-Sufficiency program.

The Head Start program is a comprehensive child development program for preschool children whose families fall below the Federal Income Guidelines. The participating children, ranging from ages three to five, and their families receive early childhood development services, health services (including dental, nutrition, and mental health services), and other supportive services. In 2014, 186 individuals, including 56 families, received emergency assistance. All 56 families received rental and/or utility assistance to move into stable housing.

Last year, Head Start served 376 children in the six Leon County based centers. Of those participants, 80% of children ages three and four progressed to Level II in language development. In addition, 100% of the participants had higher assessment scores on the final outcomes report in eight learning and developmental domains for school readiness.

Neighborhood Medical Services

A Federally Qualified Health Center, Neighborhood Medical Services provides an array of health care services to Big Bend residents. Eligible clients must be uninsured, low-income adults. The clinic is open 59 hours per week. The clinic’s services include primary health care, medical case management, transportation, and specialty clinics, including dental, vision, mental health, hypertension, gynecology, orthopedics, cardiology and nutrition. In 2014, the clinic served 7,528 Leon County residents and provided 15,592 patients encounters.

Sickle Cell Foundation

The Sickle Cell Foundation is the only Big Bend agency providing education and awareness about Sickle Cell disease. The agency’s services include screenings and testing information; genetic counseling; educating persons on management and maintenance strategies; and providing financial assistance for medications and other basic necessities. Furthermore, the agency offers client support groups and provides an opportunity for children living with Sickle Cell disease to attend a medically staffed summer camp.

In 2014, 50 people diagnosed with Sickle Cell disease received ongoing support services through the Disease Management Program. The individuals served are chronically ill, and most live below 150% of the Federal Poverty Guideline.

Emergency Care Help Organization

Emergency Care Help Organization (ECHO) provides emergency services to people in crisis, restoring individual and family self-sufficiency and fostering feelings of self-worth, independence, and productivity. ECHO provides weekend meals, emergency resources, and family services programs. The organization also operates the Renaissance Community Center, a service center that assists individuals and families impacted by homelessness and poverty. In 2014, The Renaissance Community Center served over 5,000 homeless Tallahassee residents. On average, over 32 individuals utilized the facility's shower, laundry service storage, computers, and phone service daily. The center also assisted residents with housing options, mental health counseling, and Social Security and food stamps benefits.

2-1-1 Big Bend

Big Bend operates a hotline open 24 hours a day, seven days a week that provides crisis intervention, suicide prevention, counseling, and referral information to Big Bend residents. In 2014, 2-1-1 responded to 22,739 calls. The 2-1-1 is also a comprehensive community resource directory that contains more than 1,000 local human service programs.

Staff members at 2-1-1 Big Bend include both paid professionals and volunteer paraprofessional counselors. Most daytime calls are answered by paid counselors, and many of the evening, weekend, and overnight calls are answered by trained volunteer counselors.

The agency trains more than 80 counselors each year and has trained more than 3,300 volunteers during the past 44 years. After completing their volunteer commitment at 2-1-1, many volunteers eventually move on to serve the community in other organizations.

2-1-1 collaborates with more than a dozen coalitions, including those serving people who are homeless, preparing our community for disasters and several others that serve children. In February 2015, 2-1-1 launched a new program called Help Me Grow to help improve early detection and intervention for behavioral and developmental challenges. 2-1-1 offers specialized information to parents who are concerned about their child's physical or emotional development. The Help Me Grow program enriches the agency's services to include specialized care coordination and advocacy to parents with children ages zero to eight.

The Shelter

- Feeds 500 hungry people every day
- Provides overnight safety for 220 men, women, and children
- Meets the basic health needs of at least 150 people every night

Over 1,000 people are homeless on any given night in Tallahassee. The Shelter serves as the entry point into homeless assistance for individuals and families with children.

The Shelter responds to people's emergency needs and provides shelter, food, personal hygiene, clothing, medical assistance, medications, and crisis intervention services, without charging fees. The Shelter staff also offers support services and referrals to other area agencies.

Some problems are best tackled through collaboration.

Long-Standing Partnerships with The Shelter:

- Ability 1st provides case managers six times a week for The Shelter 24-Hour Services Program to assist clients with disabilities.
- The Department of Veterans' Affairs now provides on-site social services for clients who are military veterans. The homeless coordinator for veterans has access to an array of extra services, particularly medical care and housing assistance for qualified clients.
- DISC Village Transitional Unit (substance abuse) provides weekly case management to Shelter clients, also on-site at the facility. The case worker visits weekly to meet with clients and also makes appointments for clients to meet at DISC Village Headquarters – just four blocks from The Shelter. The counselor assists with alcohol and drug problems, employment and housing.
- GED – Literacy classes at the Leon County Library
- Legal Services of North Florida for civil matters
- HIV related services from Big Bend Cares; tuberculosis testing from the Leon County Health Department; crisis stabilization services from the Apalachee Center for Human Services; and free medical care from Neighborhood Health Services.
- Apalachee Center Mental Health Crisis and Detox Center now accept uninsured Shelter clients with referrals.
- Legal Services and the Legal Aid Foundation visit regularly to consult with clients on civil issues such as disability applications for SSI benefits.

Big Bend Community Based Care

Big Bend Community Based Care (BBCBC) was created in 2002 as a direct response to Florida's Legislature and Department of Children and Families initiative to improve child welfare services. BBCBC serves as the central location from which partner agencies can draw resources, providing the highest quality child welfare and substance abuse and mental health services to children, adults, and families.

Information collected and analyzed by BBCBC's Quality Management Team during FY 13/14 indicated that:

- Children in out-of-home care were kept safe from abuse and neglect in 99.9% of all cases served by BBCBC, exceeding both the state goal and statewide performance for the fiscal year.
- 151 children served by the BBCBC Network were adopted over the course of the fiscal year. Of those 151 adoptions, 52% were finalized less than 24 months after the children entered foster care, exceeding the state goal of 36.6%.



Ellen Piekalkiewicz,
Executive Director

I hope you have enjoyed reading the first annual United Partners for Human Services (UPHS) report, *Essential Services and Responsible Stewardship*. I want to thank the Report Steering Committee - Louis Garcia, Lee Wagner, Jim McShane and Jim Croteau for helping me with editorial decisions and general support.

I am honored to represent such a strong coalition of human service providers and supporting partners in Tallahassee. UPHS has a membership base consisting of over 70 agencies, associations, and companies. In 2015, UPHS and its members are advocating for the people they serve, providing a unified voice in the following four areas:

- Improved Access to Healthcare
- Increased Funding for the CHSP Grant Program
- Expanded Access to Public Transportation
- Safe and Affordable Housing for Extremely Low-Income Households

A strong nonprofit human services sector is essential for Tallahassee. Not only does the sector bring in over \$185 million in outside revenue and employ 1,870 people- the sector empowers people as citizens of their community; provides needed services and stands up for the disenfranchised.

Please continue to support UPHS and its members as we work with you and create a better future.

Ellen

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UPHS Advocacy Forums on Housing for Extremely Low Income (ELI)* Households

Two UPHS forums addressing the housing needs of ELI households were held in October and November 2014. The forums featured presentations by staff from the City of Tallahassee, Leon County, Big Bend Homeless Coalition, and AREA Tallahassee. The forums focused on the shortage of affordable, safe, and permanent housing for ELI households in Tallahassee/Leon County.

The Housing First approach was also discussed. Housing First is a best practice being promoted by the United States Department of Housing and Urban Development and the Florida Housing Finance Authority. The practice is centered on ending homelessness by providing people experiencing homelessness with housing as quickly as possible and then providing services as needed.

UPHS is committed to influencing local housing policies affecting ELI households to increase the availability of safe and affordable housing stock as a way to reduce homelessness and to prevent homelessness.

Forum Key Imperatives

Tallahassee/Leon County needs to have:

- A focus on helping individuals and families access and sustain permanent rental housing as quickly as possible without time limits;
- A variety of services delivered to promote housing stability and individual well-being on an as-needed basis;
- A housing planning process that includes advocates for housing for ELI households;
- Capacity building - nonprofits need to see model projects of what has worked to reduce and prevent homelessness; and
- An analysis of local housing policies and land use codes to assess whether reform is needed to support the development of housing for the homeless and special needs populations.

*ELI - less than 30% of area median income.

About UPHS

UPHS is a coalition of human service providers and supporting partners working together to improve the delivery of human services in the Big Bend. Membership driven, UPHS is committed to providing a unified voice for human service agencies in our community. We are rapidly expanding with a membership base consisting of over 70 agencies, associations, and companies. Our members meet several times each year in a variety of formats, to discuss important issues facing not-for-profits and human service providers. UPHS members are proud of our strong collegial relationships and are committed to maintaining that atmosphere.

Vision: *Integrating Partnerships to Strengthen Our Community Prosperity.*

Mission: *To educate, support, and advocate for public and private not-for-profit human service agencies of the Big Bend.*

Objectives

1. Work collaboratively and cooperatively in providing the maximum benefit to all people.
2. Increase the effectiveness of human services through high quality instruction on cutting edge topics.
3. Strengthen accountability to the community.
4. Increase knowledge, awareness and dialogue through advocacy regarding the impact of human services on social justice and quality of life in our community.
5. Demonstrate the economic impact of our agencies and services on the community.

Values Statement

UPHS believes that human services shall be:

1. Comprehensive — adequate to ensure the physical, emotional, intellectual, economic and spiritual integrity of all people;
2. Universal — available to all people in need, without discrimination;
3. Ethical — respecting the self-direction, empowerment, dignity, human rights and privacy of all people served; and
4. Accountable and Autonomous — meeting appropriate, relevant best practice standards while promoting fair and rational contractual relationships and funder expectations.

UPHS Members

- 2-1-1 Big Bend
- 21st Century Council
- Ability1st
- Aging With Dignity, Inc.
- Alzheimer's Project
- American Red Cross Capital Area Chapter
- America's Second Harvest of the Big Bend
- Area Agency on Aging of North Florida
- Bethel Community Development Corp.
- Big Bend Cares
- Big Bend Community Based Care, Inc.
- Big Bend Habitat for Humanity
- Big Bend Homeless Coalition
- Big Bend Hospice
- Big Brothers Big Sisters of the Big Bend
- Bond Community Health Center, Inc.
- Boys & Girls Club of the Big Bend
- Boys Town of North Florida
- Boys' Choir of Tallahassee
- Brehon Family Services
- Capital Area Community Action Agency
- Capital Area Healthy Start Coalition
- Capital City Youth Services
- Capital Medical Society Foundation
- Capital Region YMCA
- CareerSource Capital Region
- Children's Home Society of Florida
- Dick Howser Center
- Disability Rights Florida
- DISC Village
- Early Learning Coalition of the Big Bend
- ECHO
- Elder Care Services
- Epilepsy Assoc. of the Big Bend
- Florida Alliance for Assistive Services
- Florida Disabled Outdoors Association
- Florida Hospices and Paliative Care, Inc.
- Florida Society of Association Executives
- Girl Scout Council of the FL Panhandle
- Good News Outreach
- Guardian Ad Litem Program 2nd Judicial
- Imani Dance Program, Inc.
- Kids Incorporated of the Big Bend
- Leadership Tallahassee
- Lee's Place
- Legal Aid Foundation of the Tallahassee Bar
- Legal Services Of North Florida

- Leon Advocacy & Resource Center
- Lighthouse of the Big Bend
- Literacy Volunteers of Leon County
- Lutheran Social Services of North FL
- Mind Over Money Consulting, Inc.
- Neighborhood Health Service, Inc.
- Oasis Center for Women & Girls
- Office of Public Guardian, Inc.
- PACE Center for Girls
- Refuge House
- Senior Citizen Council of Madison
- Sickle Cell Foundation
- Tallahassee Lenders' Consortium
- The Shelter
- United Way of the Big Bend
- VolunteerLeon
- Whole Child Leon
- Wisdom's Wellspring, Inc.
- Workshop for Adult Vocational Enrichment

UPHS Supportive Partner Members

- Be Free for Good, LLC
- Hancock Bank
- Institute for Nonprofit Innovation and Excellence
- James Moore & Co.
- Krizner Group
- Prime Meridian Bank
- Stansbury Consulting, LLC



Tallahassee, a great place to live!



Vision: Integrating Partnerships to Strengthen Our Community Prosperity

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Sickle Cell Foundation
Rob Renzi, *President-Elect*
Big Bend Cares
Rick English, *Treasurer*
America's Second Harvest of the Big Bend
Jeri Bush, *Secretary*
VolunteerLEON
Anna-Kay Hutchison, *Immediate Past President*
Capital Region YMCA

Board Members

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ECHO
Meg Baldwin
Refuge House
Mandy Bianchi
Epilepsy Association of the Big Bend
Barbara Boone
Leadership Tallahassee
Haley Cutler
Oasis Center for Women & Girls
Darryl Jones
Bethel Community Development Center

Jackie Malone
Brehon for Family Services
Charles McDonald
Children's Home Society
Dan Moore
Ability 1st
Kevin Priest
Capital City Youth Services
Rob Renzi
Big Bend Cares

Supportive Partner Member

Inzlea Smith-McGlockton
Be Free For Good, LLC

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Jessica Lowe-Minor
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Bob Powell
SNAP

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