

# THE CHILDREN'S FUNDING PROJECT



How Local Governments are Enhancing Investments in Kids

# THE CHILDREN'S FUNDING PROJECT

## FIND. ALIGN. GENERATE. EVALUATE.

### **The Children's Funding Project is structured to:**

- Increase understanding of the *Find, Align, Generate, Evaluate* policy levers.
  - Showcase communities that map their resources, blend and braid funding, create new dedicated revenue, and assess effectiveness of funding.
  - Strengthen local capacity by providing training, tools, and coaching.
  - Build momentum for a more pro-active approach to children's funding.
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# The Policy Levers of the Children's Funding Project:



**FIND**



**ALIGN**

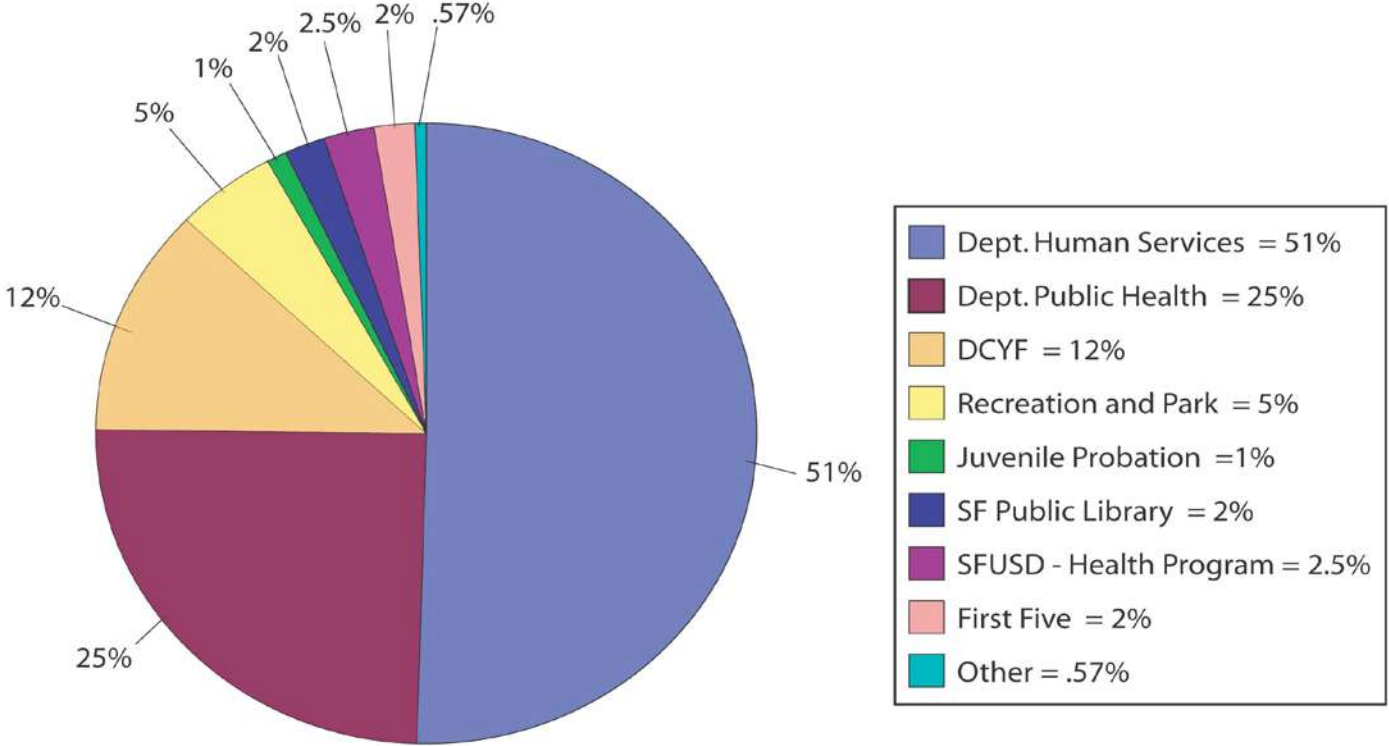


**GENERATE**



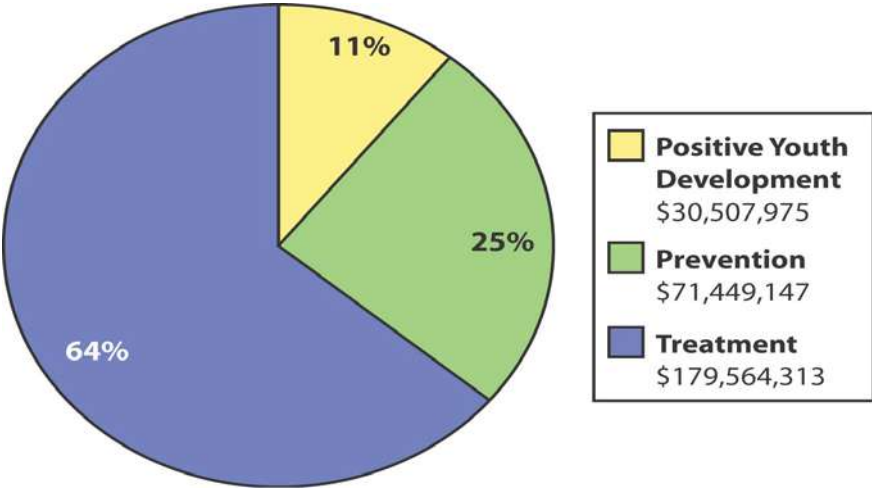
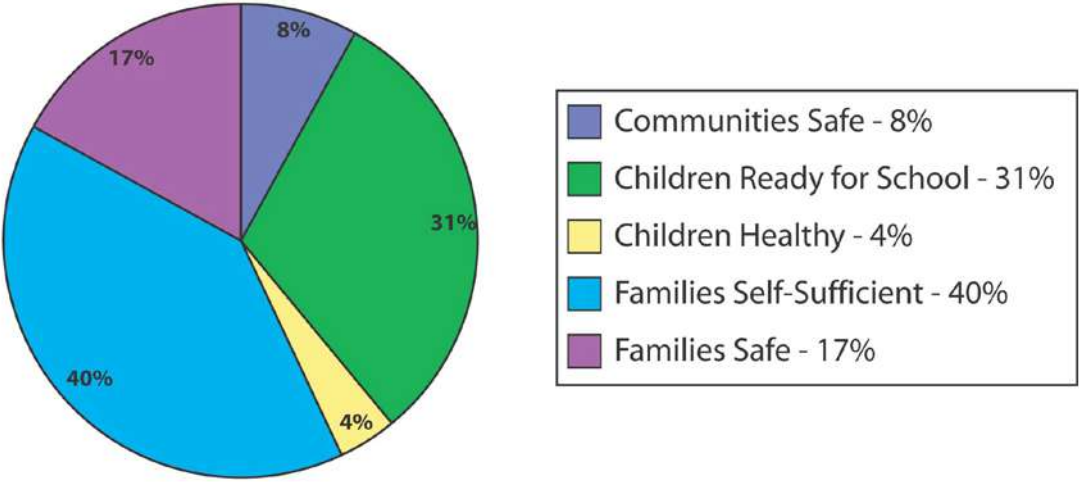
**EVALUATE**

**FIND** Local leaders must develop the capacity to rigorously identify, track, analyze, and forecast funding sources and funding needs for services that support children and youth.



Source: [www.dcyf.org/Pubs/csap/CSAP\\_final\\_1125.pdf](http://www.dcyf.org/Pubs/csap/CSAP_final_1125.pdf) (November 2003)

**FIND** Local leaders must develop the capacity to rigorously identify, track, analyze, and forecast funding sources and funding needs for services that support children and youth.



**ALIGN** Local leaders must be prepared to make adjustments in how funding is allocated, managed and accounted for within agencies to address gaps and overlaps in the existing funding landscape.

## What you can do.

- Use local dollars as flexibly as possible
- Reconcile different processes between departments (i.e. sign MOUs, align RFPs, change program requirements)
- Engage non-traditional departments
- Blend or braid multiple funding sources and/or apply for waivers
- Align any new funds with existing funding
- Invest in public/private partnerships that help maximize and leverage dollars

Align  
resources  
with goals

Coordinate  
supports and  
services

Maximize  
funding  
opportunities

Identify new areas  
for attention,  
efficiency and  
innovation

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# 7 Things to Know about Fiscal Mapping

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# 1: Defining Fiscal Mapping

- **Examines:**

- Where funds originate
- Where funds are directed
- What outcomes/services/interventions they support

- **Shows:**

- Resources that are currently available
  - Gaps in funding
  - How resources can be more effectively coordinated, maximized, or secured
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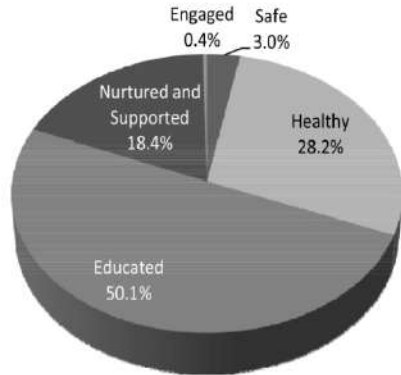


# Expenditures for Children in Tennessee

Information from TCCY's Resource Mapping Project 2014

## Expenditures by Primary Outcome Area

FY 2012-13



Source: Tennessee Commission on Children and Youth Resource Mapping Project

## Resource Mapping Statewide Overview

Fiscal Year 2012-2013

Number of Agencies	23
Number of Data Records	3,235
Number of Children Served	18,153,769
Total Expenditures	\$9,346,346,355

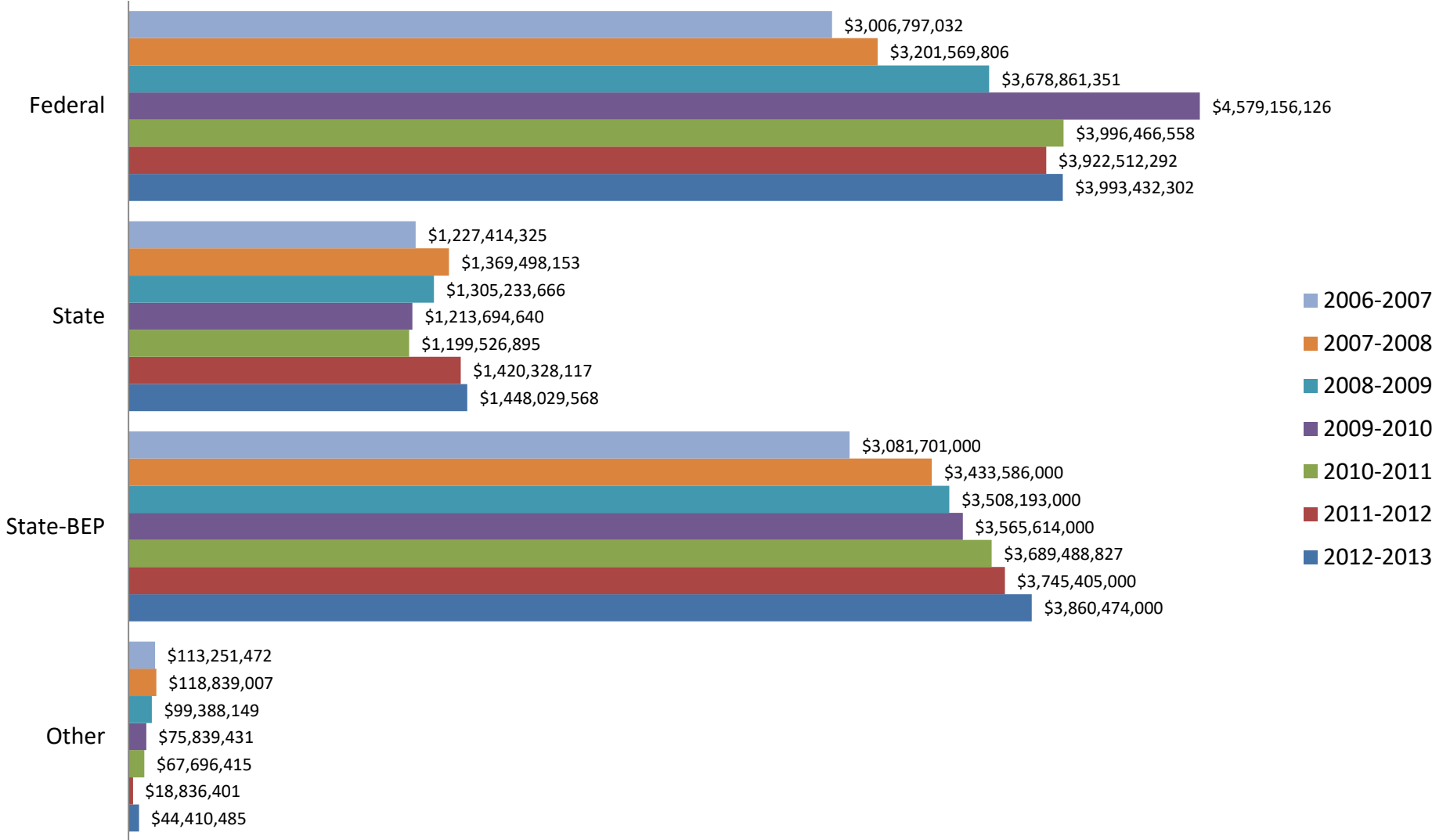
Source: Tennessee Commission on Children and Youth Resource Mapping Project

## Resource Mapping 2014 Recommendations

- Resource mapping reveals **prevention and early intervention services cost significantly less per child than more intensive intervention**. But these less expensive, more cost-effective programs often do not receive the resources necessary to prevent poor outcomes that eventually require more intensive intervention at a higher cost to taxpayers.
- The easiest and most beneficial way for Tennessee to **infuse substantial additional federal dollars into the state's economy would be to accept Medicaid expansion funding for TennCare**. The multiplier effect of additional TennCare expenditures is substantial. The benefits would accrue to children and families, the state's health care system (especially rural hospitals whose survival is in jeopardy) and the state's economy as a whole.
- This report presents the very **heavy reliance on federal funding for the provision of essential services and supports for children and families**. The state must continue to take advantage of all possible sources of federal funding.

# Total Expenditures by Source

Fiscal Years 2006-2007, 2007-2008, 2008-2009, 2009-2010, 2010-2011, 2011-2012, 2012-2013



Source: Tennessee Commission on Children and Youth Resource Mapping Project

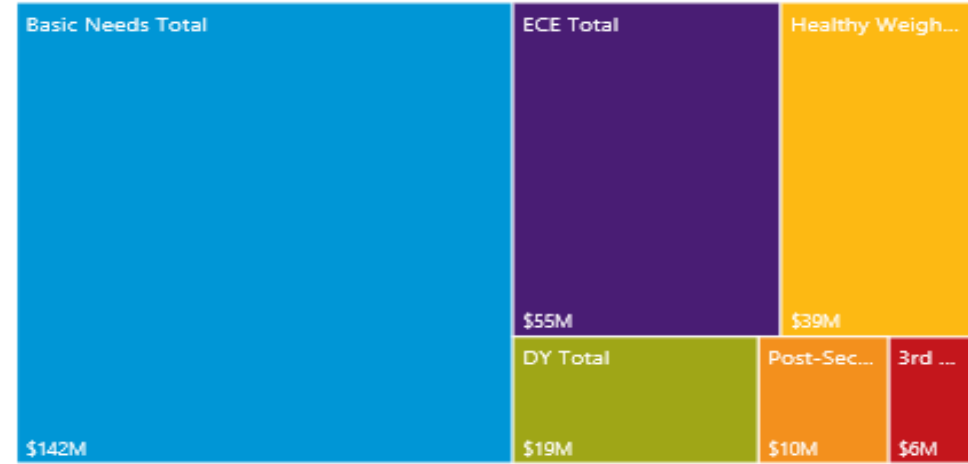
## 2: Align Current Investments

- In seeking funds for a program, program administrators will engage with an established network of cross-sector partners to leverage other resources beyond public-sector dollars.
- Your site will reflexively think to pool or blend resources—or leverage the support of cross-sector partners—to more effectively finance long-standing programs.

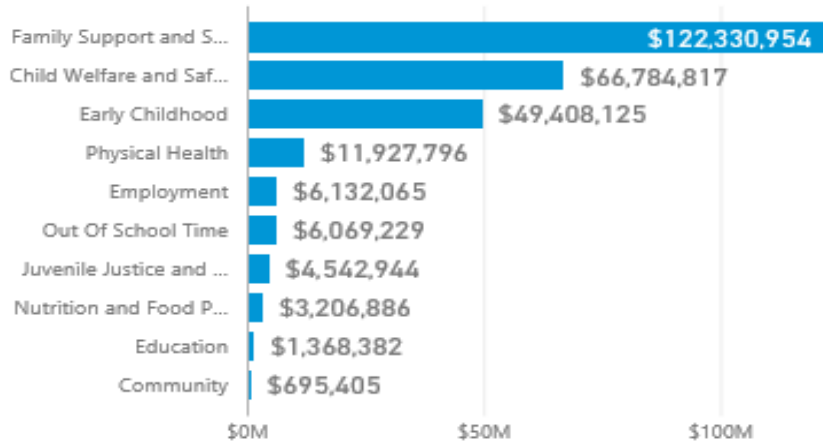
### Denver Children's Cabinet Fiscal Map of Child and Youth Spending

Agency	Program	Total Funding
Arts and Venues	Chance to Dance	\$13,000
Arts and Venues	Cultural Field Trips	\$4,000
Arts and Venues	Cultural Partner Program	\$20,000
Arts and Venues	Five Points Jazz Festival	\$7,000
Arts and Venues	Teacher Scholarships	\$6,000
Arts and Venues	Urban Arts Fund	\$73,250
Arts and Venues	Youth One Book One D...	\$22,100
Denver County Court	Child Care Center	\$216,135
Denver County Court	Juvenile Courtroom 4F	\$352,891
Denver Health and Hos...	AIM	\$255,025
Denver Health and Hos...	CCCAP	\$2,600,000
Denver Health and Hos...	Medical Career Collabo...	\$100,000
Denver Health and Hos...	School Based Health C...	\$8,361,411
<b>Total</b>		<b>\$272,466,603</b>

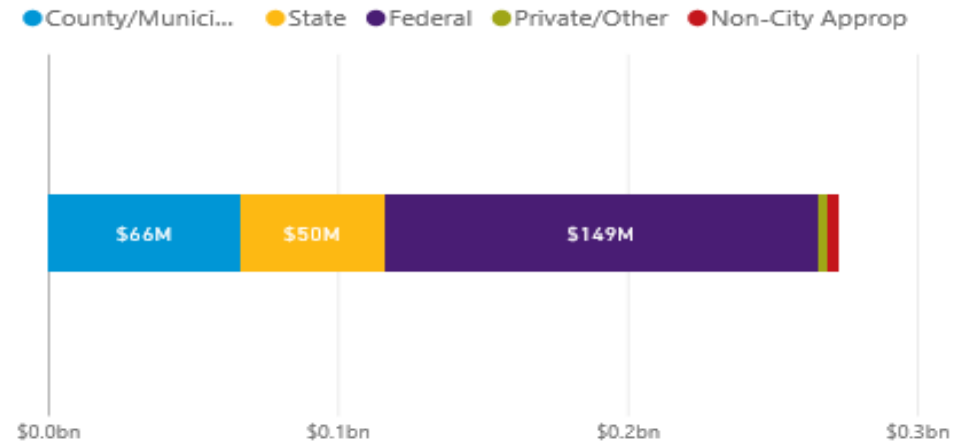
### Investments by Goal



### Total Funding by Primary Service



### Funding Source



Source: [Denver Children's Cabinet](#)

# 3: Identify Flexibility

- **Coordination**

- Use multiple funding sources together to support seamless services (“braiding”)
- Develop networks to act as fiscal agents and administrative leads that coordinate funds, lessening burden on individual providers

- **Pooling**

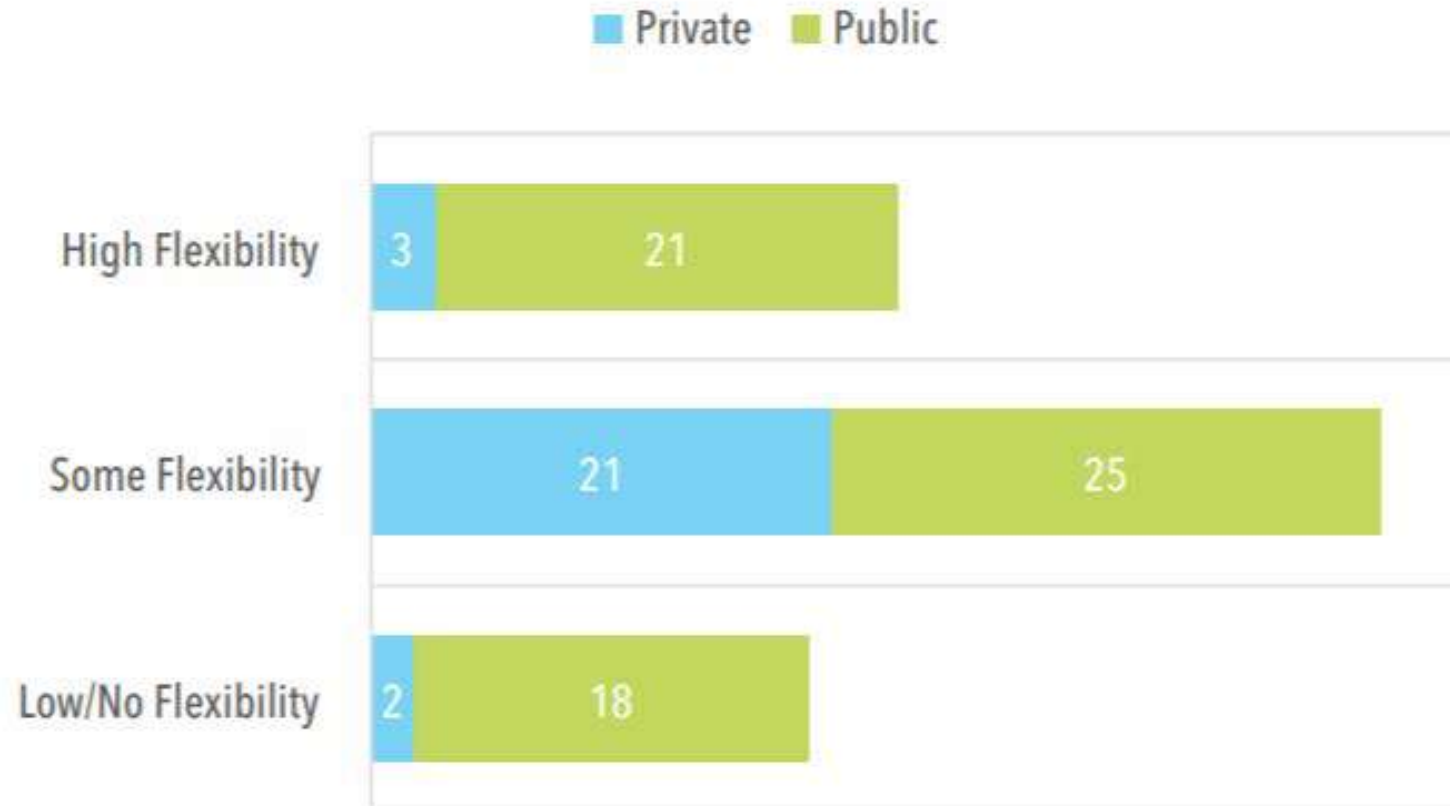
- Combine funds from several agencies or programs into a single, unified funding stream

- **Decategorization**

- Remove, reduce, or align requirements/regulations for relevant state and local funding streams

## Flexibility Among Funding Streams

Figure 8



# 4: Build Relationships

- Build relationships across service and funding area silos that enable deeper collaboration
- Expand knowledge of programs and supports already in place, and uncover opportunities to better coordinate existing funding and programs
- Make current investments more sustainable through stronger, collective action and impact

# Getting partners involved:

- **Missouri** - Advocates had access secured by governor and legislature
- **New Mexico** - Governor's Children's Cabinet agency heads
- **Tennessee** - called for in legislation and created an advisory body
- **Durham** - partners in collective impact partnership
- **Hennepin** - advisory body created
- **New Orleans** - funder facilitated interviews



# 5: Consider Options for Generating New Funding Sources

- Some communities use fiscal mapping data to make the case for generating new sources of funding
- Knowing how much is currently being invested and articulating the gap is an important starting point

## Funding Sources Currently Supporting the Early Childhood Education System

**Head Start**  
Provides funding for very low-income families

**Child Care Dev. Fund Block Grant**  
Supports CCR&R

**Title 1 Funds**  
Asheville City Schools use to support pre-k classrooms with eligible children in poverty

**NC Pre-K**  
Supports admin costs & slots for qualifying families at a higher income level

**State subsidies**  
Partially subsidizes child care for working families

**NC Public Schools**  
Provides a per-child grant allotment for the Developmental Day Center Program

**Smart Start**  
Helps working parents pay for childcare & supports quality improvement

**County funds**  
Support CCR&R through the Buncombe PFC and provide in-kind services and buildings

**NC Pre-K**  
Supports admin costs & slots for qualifying families at a higher income level

**Gifts & grants\***  
from private foundations, corporations, & other donors.

**Out-of-pocket tuition**

**1,778**

• **Proposed new, fully-funded slots with reduced provider requirements and expanded eligibility**  
Unserved preschool-eligible children likely to enroll in new, funded slots.

**2,719**

• **NCPC & Smart Start local partnership providers**  
• **NC Pre-K Providers**  
• **Southwestern Child Development Commission early education and pre school partners**  
• **Buncombe PFC Direct Service Providers & Community Partners**  
3, 4 & 5-year-olds currently enrolled in licensed pre-K, funded at least in part by a variety of federal, state and private dollars

**812**

• **Unlicensed local childcare providers**  
Children in unlicensed partial day care (paid for out-of-pocket)

# Filling the Gap

What it would take for the Asheville-Buncombe Preschool Planning Collaborative to fill the high quality preschool gap with local funds.

**Proposed new funding source to support an expanded early childhood education system**

**New Local Funds**  
Support new slots for children via the Asheville Buncombe Preschool Planning Collaborative

**1,778** target eligible, available 3, 4 & 5-year-olds

**x \$10,774** estimated cost per slot for ABPPC full day, full year quality pre-K

**\$19,159,022** estimated cost to expand high quality pre-K to 1,778 additional children

**+ \$25,000 / NEW CLASSROOM** estimated per classroom start-up cost

## 6: Identify New Areas for Attention, Efficiency and Innovation

- Is the current balance of funding priorities the right balance?
- Your site will continually evaluate and adapt a strategic financing and resource development plan, assessing if there are new funding mechanisms to support a program.





# King County, WA

## Best Starts for Kids

DATE ESTABLISHED  
**2015**

DEMOGRAPHY  
**Urban/Suburban**

WHAT IT FUNDS  
**Comprehensive**

ANNUAL REVENUE  
**\$65,000,000~**



POPULATION

**2,149,970** (2016)



PERCENT OF CHILDREN IN POVERTY

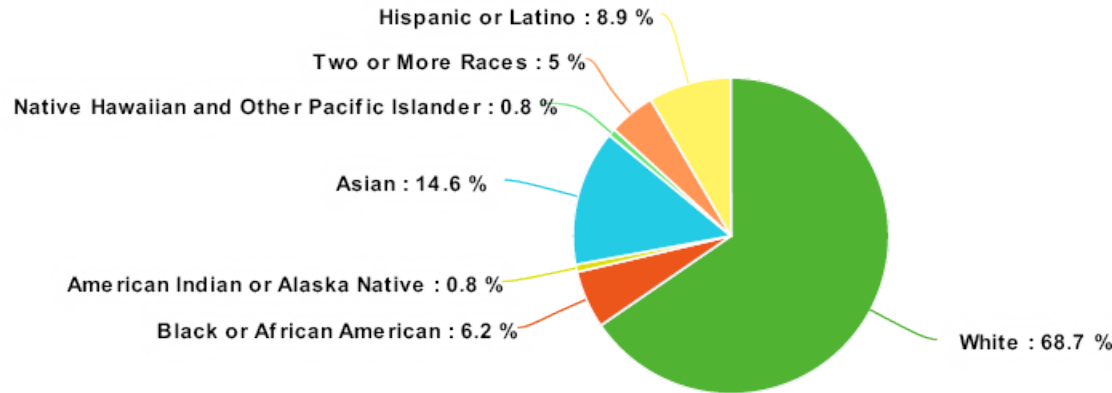
**13.6%** (2014)



\$ PER CHILD IN POVERTY

**\$1,162**

### RACIAL MAKE UP

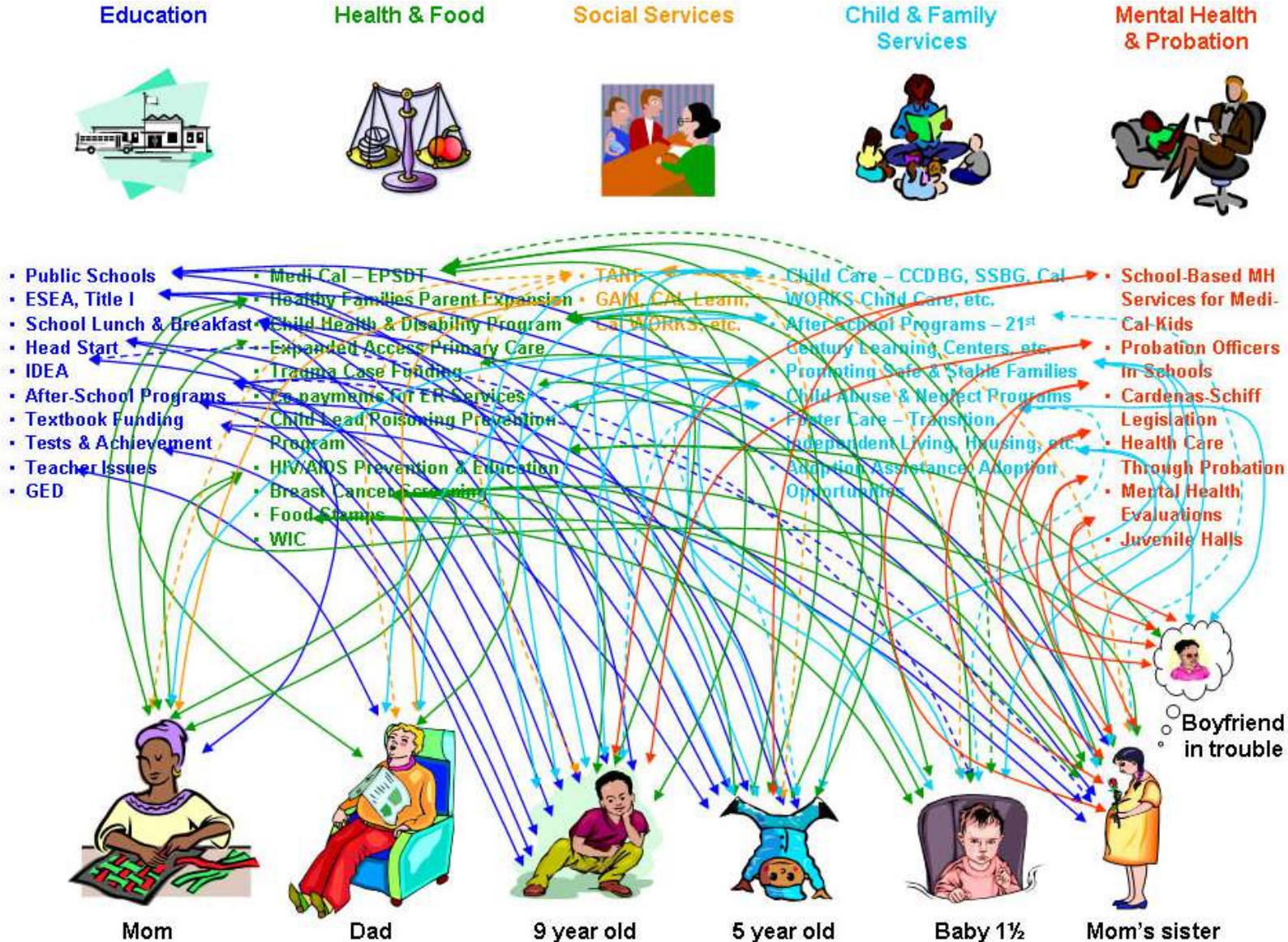


### BALLOT QUESTION

The King County Council passed Ordinance No. 18088 concerning funding to improve well-being of children, youth, families and communities. If approved, this proposition would provide funding for prevention and early intervention to achieve positive outcomes related to: healthy pregnancy; parental and newborn support; healthy child and youth development; the health and well-being of communities; and crisis prevention and early intervention for children and youth, including for domestic violence and homelessness. The measure would authorize an additional regular property tax of \$0.14 per \$1,000 of assessed valuation for collection beginning in 2016 and authorize maximum annual increases of 3% in the succeeding 5 years. Should this proposition be:

Approved  
Rejected

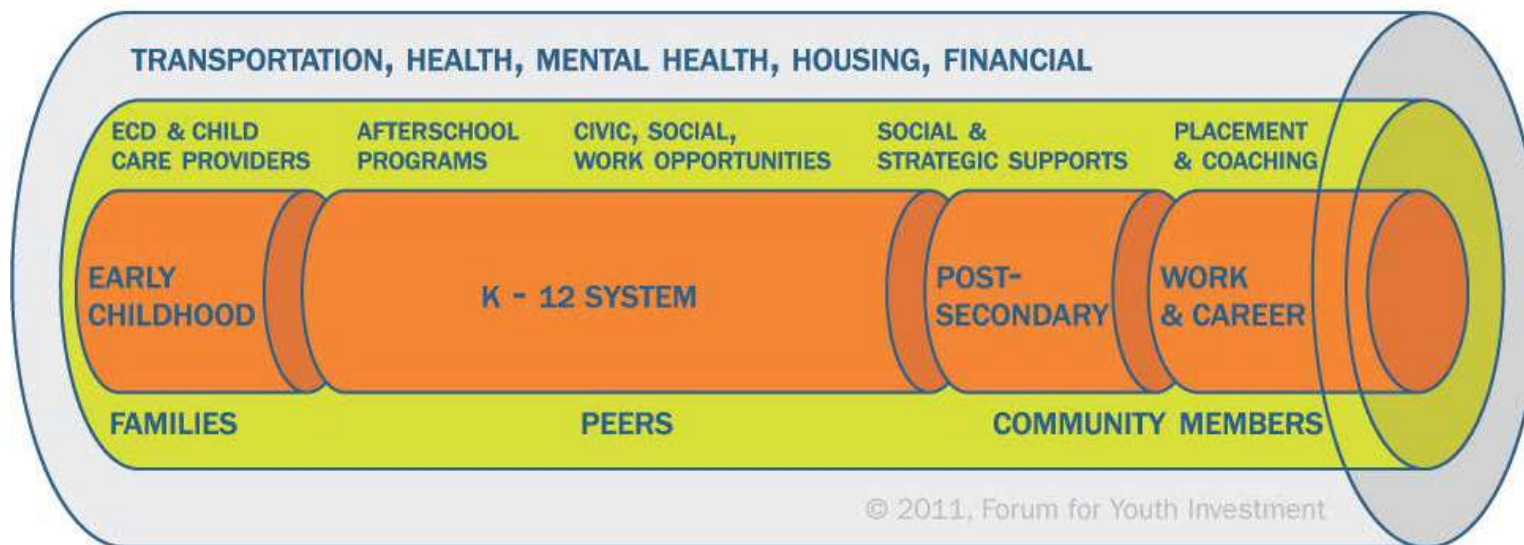
# 7: It Moves your Community From:



Graphic by Margaret Dunkle

# To This:

## The Insulated Pipeline



© 2011, Forum for Youth Investment

# Fiscal Mapping Process Steps

- **Determine Fiscal Mapping Goals**

- How will you use your fiscal mapping results? Will you track funding over time? Track spending by outcome? Align resources? Advocate for additional funding? Catalyze collective impact work?

- **Design the Study Approach**

- Gather key stakeholders
- Craft research questions
- Articulate scope and parameters
- Decide on data collection tool
- Determine collection period
- Define terms—ensure everyone is in agreement on parameters



# Fiscal Mapping Process Steps

- **Collect Data**

- Review key documents such as the state budget, A-133 audits and Catalog of Federal Domestic Assistance
- Gather qualitative and quantitative data from budget holders
- Document the process for next time!

- **Analyze Results**

- Note assumptions made during data analysis
- Review analysis with experts and stakeholders

# Fiscal Mapping Process Steps

- **Communicate Results**

- Create narrative and visual presentations of data
- Vet results with partners who contributed to the study
- Clearly cite sources of data

# The Federal Fiscal Mapping Hub

A Collection of Tools and Resources to  
Guide a Fiscal Mapping Project

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# Fiscal Mapping Toolkit

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This toolkit includes a set of resources and materials that any community can use to jump-start a fiscal mapping process, which include:

- A list of readiness questions that communities can use to determine their capacity to initiate a fiscal mapping process
- Worksheets to support stakeholder engagement, data collection/analysis, and the planning of a fiscal mapping process
- Sample templates to use when developing a fiscal mapping project plan and collecting data
- Three case studies that highlight the potential impact of flexible financing structures

## Planning Tool

FISCAL  
MAPPING  
PROJECT



JOBS FOR THE FUTURE

<b>A. Determine the Scale and Scope of Your Fiscal Mapping Project</b> Refer to the Determining Scale and Scope Worksheet					
Process Steps	Decisions Made (list responses to one or more of these process step questions.)	Person Responsible	Target Completion Date	Actual Completion Date	Notes and Learning
<p>KEY QUESTIONS TO CONSIDER:</p> <p><b>How do you plan to use the results?</b></p> <p><b>Who are the audiences for the study?</b></p> <p><b>What will be the scope of your study?</b></p> <p><b>On what timeline will you focus your data collection?</b></p>					

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# Connecting the Dots

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## Federal Fiscal Mapping Tool

This tool helps communities understand the purpose and key characteristics of over 130 programs, across 7 different federal agencies, that can support place-based cradle-to-career initiatives.

Depending on your needs, it can provide a starting point for mapping current resources, identifying additional funding streams, and providing details on whether and how to pursue those other opportunities.

To access the tool and read its user guide visit: <http://application.jff.org/lffs>.

**JOBS FOR THE FUTURE** **LEVERAGING FEDERAL FUNDING STREAMS**

Records: 146

Program #	Federal Agency	Administering Office	Program Name	Link to Most Recent Recipients	Type of Assistance	Distribution/Granting Schedule	Typical P
			New Funding Stream				
10.500	USDA	National Institute of Food and Agriculture	Cooperative Extension Service	<a href="#">click here</a>	Formula	Federal Fiscal Year (7/1)	Federal Agency State, US Terr Minority Orgar Private Nonpro Public Nonpro
10.551	USDA	Food and Nutrition Service	Supplemental Nutrition Assistance Program (SNAP)	<a href="#">click here</a>	Direct Payment for Specified Use	Federal Fiscal Year (7/1)	State, US Terr
10.558	USDA	Food and Nutrition Service	Child and Adult Care Food Program	<a href="#">click here</a>	Formula	Other	State and Terr Governments
10.559	USDA	Food and Nutrition Service	Summer Food Service Program for Children	<a href="#">click here</a>	Formula	Federal Fiscal Year (7/1)	Private Nonpro Public Nonpro US Territories
10.574	USDA	Food and Nutrition Service	Team Nutrition Grants	<a href="#">click here</a>	Project	Federal Fiscal Year (7/1)	State

**JOBS FOR THE FUTURE** **LEVERAGING FEDERAL FUNDING STREAMS**

Records: 146

Typical Recipient	How are Funds Distributed?	Target Age Range	Program Goal	P3 Program Use	PBI Program Use	Service Type Age Range
Federal Agencies, State, US Territories, Minority Organizations, Private Nonprofit, Public Nonprofit	Sub-office awards grants	5-24	Academic, Career Readiness, Mental/Behavioral Health, Physical Health and Nutrition, Vocational	Serve disconnected youth, Evaluation, Training and Employment	Building Neighborhood Capacity	K- 12
State, US Territories	State distributes funds received to sub-grantees	Yrs 0-5, Yrs 6-17, Yrs 18-24	Physical Health/Nutrition, Pediatric Health	Serve disconnected youth	Serve Promise Zone	K - Post-secondary
State and Territorial Governments	Department awards funds through letters of credit	Years 18 and under	Physical Health and Nutrition, Pediatric Health, Quality Early Care and Education	Serve disconnected youth	Serve Promise Zone	K- 12
Private Nonprofit, Public Nonprofit, State, US Territories	Department allocation	Years 18 and under	Physical Health/Nutrition, Pediatric Health	Serve disconnected youth	Serve Promise Zone	Pre-K; K - Post-secondary
State	Competitive and non-competitive	Years 18 and under	Pediatric Health, Physical Health and Nutrition	Serve disconnected youth	Serve Promise Zone, Building Neighborhood Capacity	K- 12





# LEVERAGING FEDERAL FUNDING STREAMS

HOME INSTRUCTIONS **TOOL**



Records: 146

Service Type	Service Approach	Other Allowable Uses	Eligibility Requirements	Funding Range	Duration of Funding Stream	Flex o
Child Care, Community Support Services			Land-grant institutions	\$1,133,542 to \$13,255,226	1-5 years	None
Community Support Services			Eligibility is based on household size, income, and expenses	\$127,693-107,375,490	Annual (until end of authorization)	Allowat
After-school programs, Child Care, Community Support Services			Disabilities, Income Requirements, Special Populations	Not Available	1-5 years	Other
After-school programs, Physical Health			Income Requirements	Not Available	Annual (until end of authorization)	Allowat
Provider Outreach Training & TA	Prevention	Training and Technical Assistance, Research	N/A	In FY 2016, State agencies were able to apply for up to \$500,000 in competitive grants	3 Years	None

Hide ✕

Sort/Toggle Sort

**Filters:**

ALL  
Column item contains ALL of the selected criteria.

ANY  
Column item contains ANY of the selected criteria.

View All

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Academic Support

After-school programs

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Basic Needs

Child Care



# LEVERAGING FEDERAL FUNDING STREAMS



Records: 146

Approach	Other Allowable Uses	Eligibility Requirements	Funding Range	Duration of Funding Stream	Flexibility and Amount of Administrative Allowances	Provision for Coordination	Matching Requirements
	Infrastructure & Facilities, Institutional Development	Land-grant institutions			None	Yes	Yes
	None	Eligibility is based on household size, income, and expenses		end of	Allowable Uses	No	No
	None	Disabilities, Income Requirements, Special Populations			Other	Yes	No
	None	Income Requirements		end of	Allowable Uses	No	No
	Training and Technical Assistance, Research	N/A			None	No	No
	Research	Income Requirements, Research Topics	\$997,759 to \$1,999,980, with the average being	60 months	Allowable Uses	Yes	No

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Sort/Toggle Sort

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**Filters:**

ALL  
Column item contains ALL of the selected criteria.

ANY  
Column item contains ANY of the selected criteria.

Alaskan natives

Any Adult - Priority towards low-income and basic skills deficient

Any youth or young adult ages 14 -24 - Priority towards low-income

Boys and Men of Color

# Adding it Up: Mapping Resources for Children, Youth and Families

## Adding it Up: Mapping Resources for Children, Youth and Families

- **The Brochure** - Highlights what a resource map can do
- **The Rationale** - Notes why the fiscal mapping process is necessary and how it gets done
- **The Guide** – Offers a set of tools, guidance and examples that can help you start the work

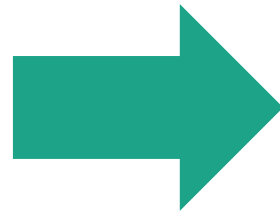
Read more here:

[http://forumfyi.org/files/Adding\\_It\\_Up\\_Rationale.pdf](http://forumfyi.org/files/Adding_It_Up_Rationale.pdf)

**GENERATE** Once localities identify gaps in their funding landscape they may choose to explore a wide variety of other funding options, though many leave the majority of these strategies for generating new funding on the table.

## Common

- City or County dollars
- State dollars
- Federal dollars
- Local United Way
- Local Foundation
- National Foundation
- Individual Donors
- Corporations
- Fee Based Services



## Innovative

- Pay for Success
- Community Reinvestment Funds
- Profit from publicly held assets
- Dedicated funding streams

# Public Local Dedicated Funding Streams



Public – allocated by government

Local – allocated at the city or county level

Dedicated – can only be spent on services to children, youth and families

Funding – specific amounts of money allocated in a budget process

Stream – ongoing funding, as opposed to year-to-year

**EVALUATE** Adopt methods to measure the impact of local investments.

## Making Smart Investments



### Portland, OR

95 cents of every dollar goes to proven, quality and cost-effective programs helping Portland's children.



### San Francisco, CA

One of every 3 children in San Francisco is served by the fund.



### St. Charles County, MO

Truancy is down, graduation rate is up and the county ranks #1 or 2 in the state every year compared to over 70th before the fund.



### Pinellas County, FL

With the flexibility of a local fund and getting at root causes they meet the needs of chronically homeless families and achieve permanent housing goals (and save money).



### Broward County, FL

Uses Results Based Accountability and a process of continuous improvement and evaluation to track their investments and outcomes over time.

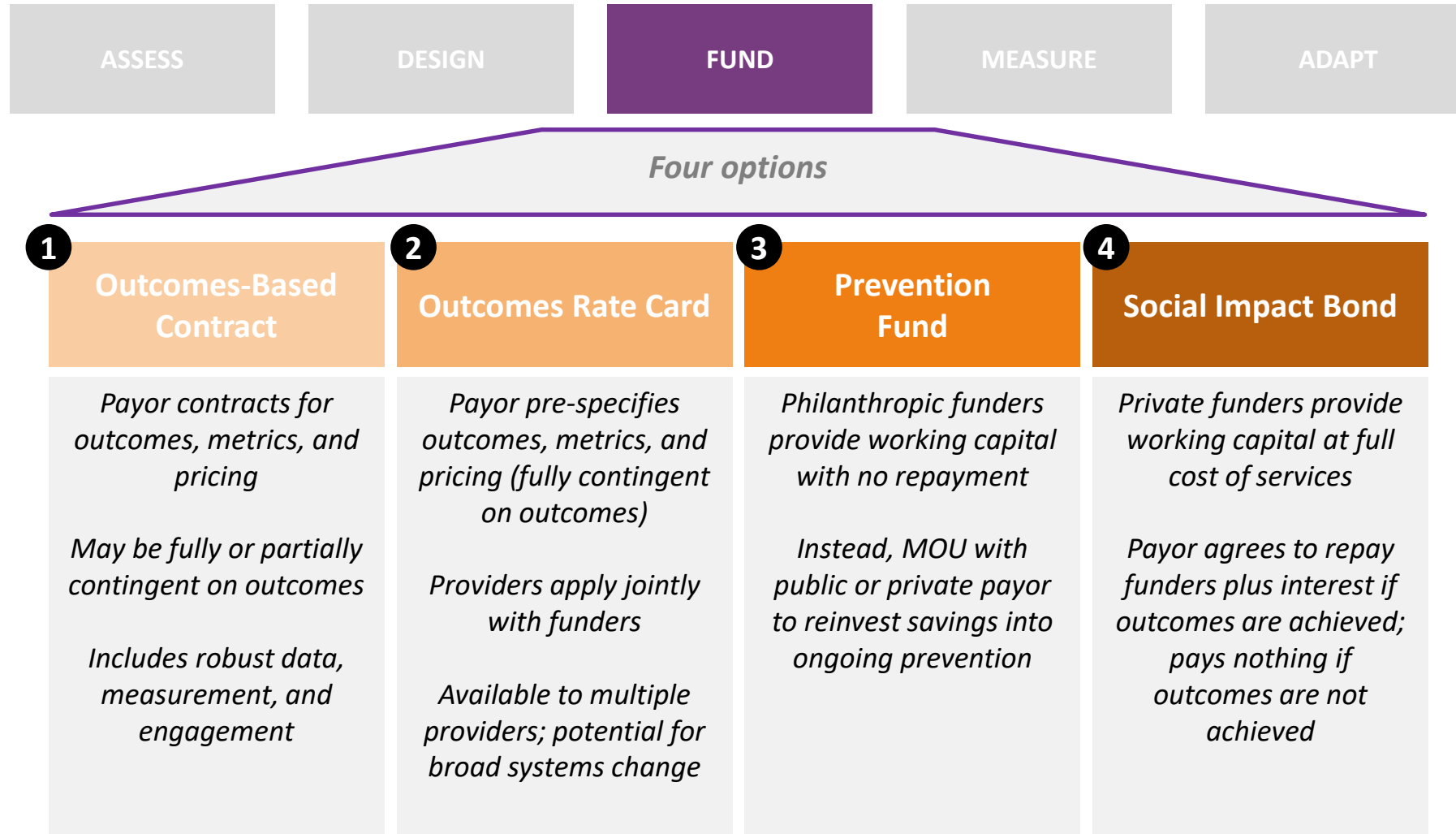


### Palm Beach County, FL

Performing better than comparison groups in studies.

## ▶ OPTIONS FOR OUTCOMES-BASED FUNDING

Innovative funding approaches can facilitate the shift to evidence-based policy approaches at scale



# The Children's Funding Project

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**INVESTING IN THE NEXT GENERATION**  
*A bottom-up approach to creating better outcomes for  
children and youth*