



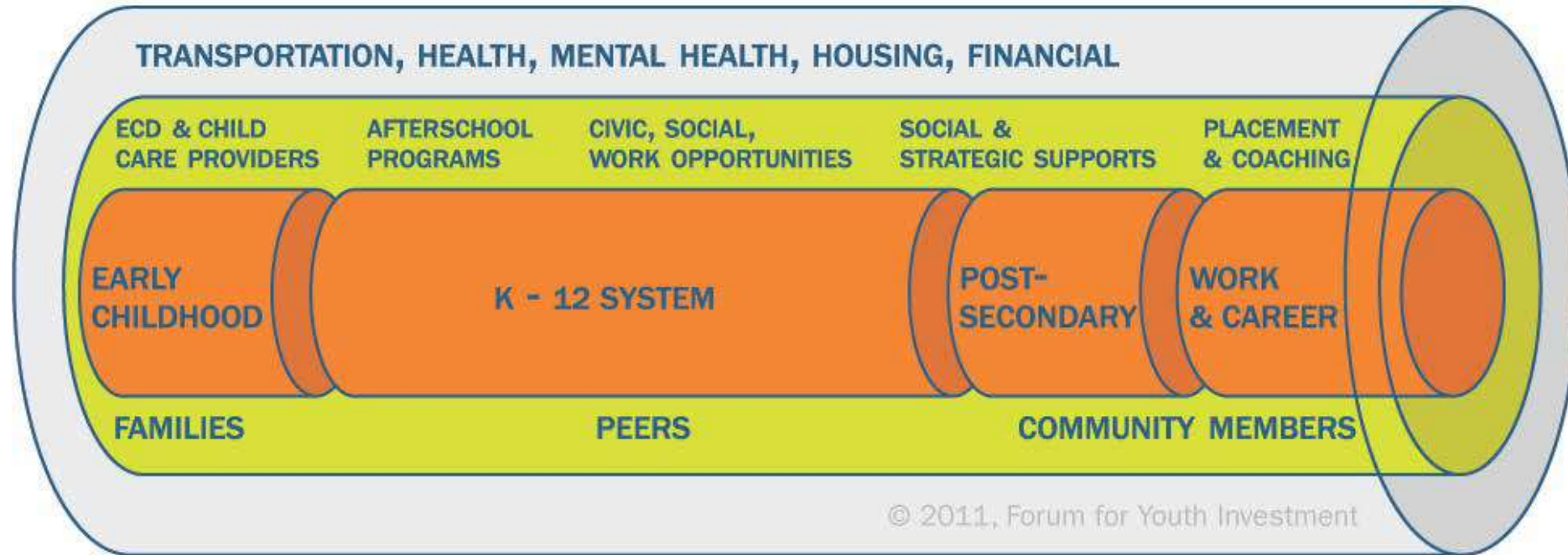
Raising Resources: Preparing to Pursue a Local Children's Levy

Panelist: Elizabeth Gaines, Senior Fellow, Forum for Youth Investment

Moderator: Lynne Sacks, Associate Director, Programs and Research, Education Redesign Lab

The Insulated Pipeline:

Cradle to Career Investments: What do they cost? Who pays?





The Forum for Youth Investment is a nonprofit, nonpartisan “action tank” dedicated to helping communities and the nation make sure all young people are Ready by 21 -- ready for college, work and life.

Working in partnership with government, business, education and nonprofits, we provide a framework, coaching and tools for leaders who care about youth and care about change.

The Ready by 21 Theory of Change



The Children's Cabinet Network

A national network of state and local policy coordinating bodies for children and youth



CHILDREN'S CABINET
NETWORK

Managed by the Forum for Youth Investment

- Monthly peer calls
- Updates on federal policy
- Publications on hot topics
- An annual convening
- Technical assistance:
 - Start Up and Staff Training
 - Partnership and Structure Development
 - Key Informant Interviews
 - Facilitated Retreats
 - Fiscal Mapping and Policy Scans
 - Data Profiles
 - Strategic Planning
 - Revenue Strategies

THE CHILDREN'S FUNDING PROJECT



How Local Governments are Enhancing Investments in Kids

FIND. ALIGN. GENERATE. EVALUATE.



FIND

Develop the capacity to rigorously identify, track, analyze, and forecast funding sources and funding needs for services that support children and youth.



ALIGN

Address gaps and overlaps in the existing funding landscape; local government must be prepared to make adjustments in how funding is allocated, managed, and accounted for within agencies.



GENERATE

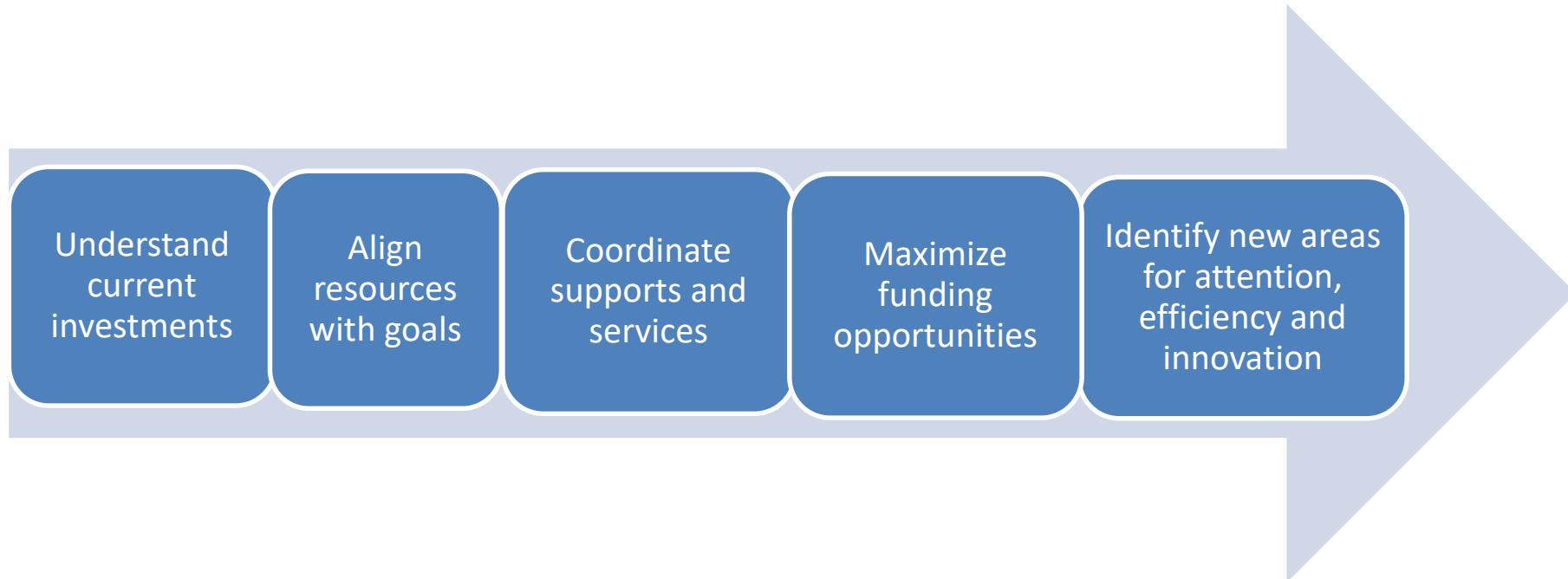
Assess need, explore feasibility, facilitate community engagement, launch a campaign, and plan the administration of new locally-generated funds to address gaps in meeting the needs of all children and youth.



EVALUATE

Adopt methods to measure the impact of local investments.

Why Create a Fiscal Map?

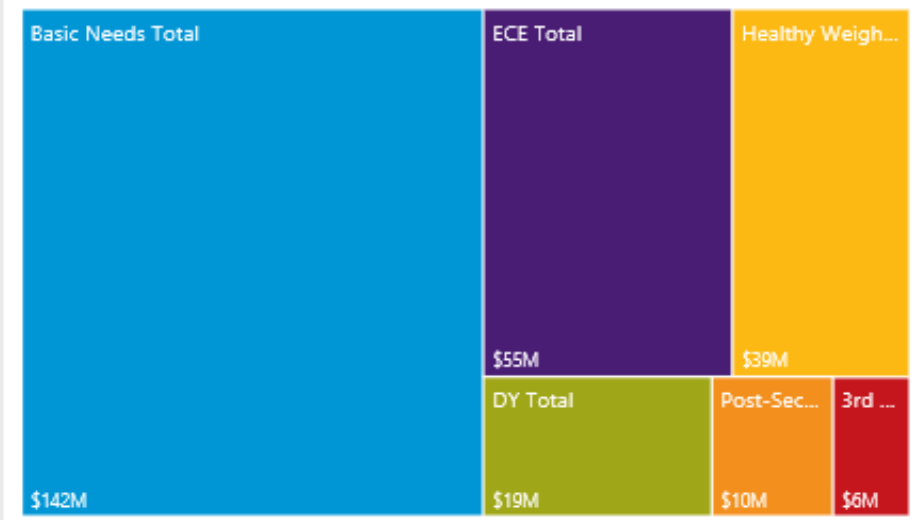


Denver fiscal mapping

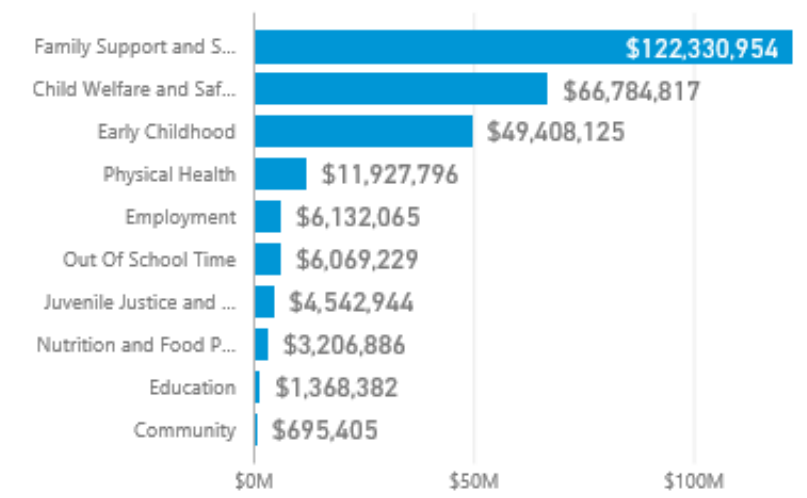
Denver Children's Cabinet Fiscal Map of Child and Youth Spending

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
Total		\$272,466,603

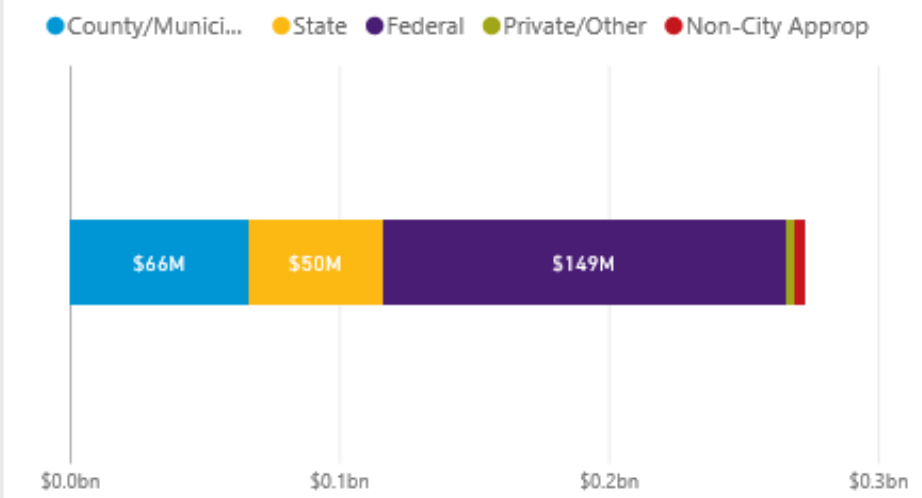
Investments by Goal



Total Funding by Primary Service



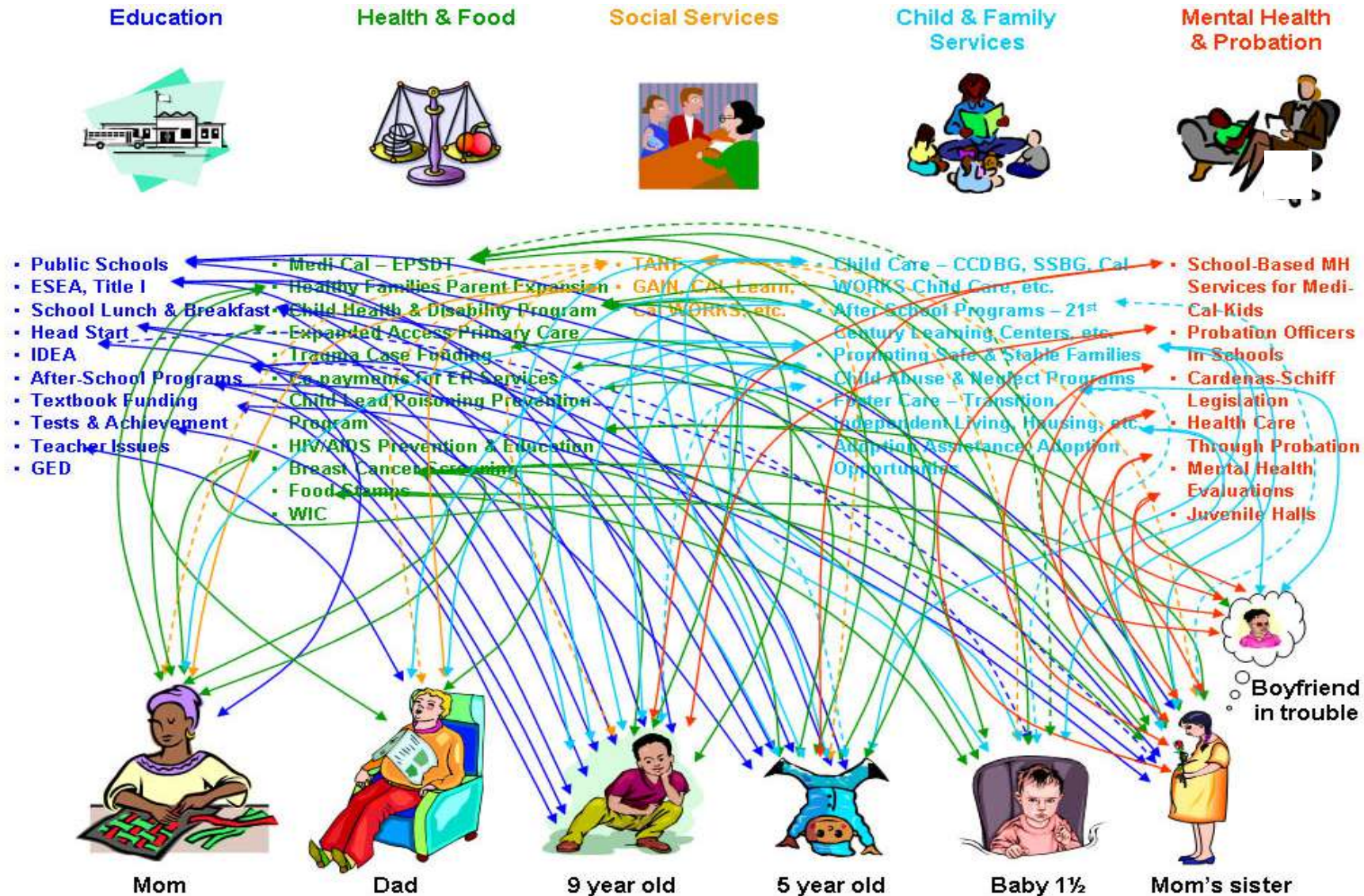
Funding Source



Find: Checklist for Action

- Convene and/or engage key budget holders
- Create a uniform reporting process
- Define the parameters and scope of the effort
- Identify relevant budget lines
- Assess local capacity to manage the effort
- Cultivate a broad coalition for children and youth
- Build understanding of the budget process
- Determine how information will be shared
- Make a plan for updates

A Fragmented Set of Funding Streams:



Children's Services in Los Angeles County

SOURCE:
Margaret
Dunkle

Denver Mayor Hancock's Goals For Children



Access to Quality
ECE



3rd Grade
Reading Level



Healthy Weight



Post-Secondary
Pathway



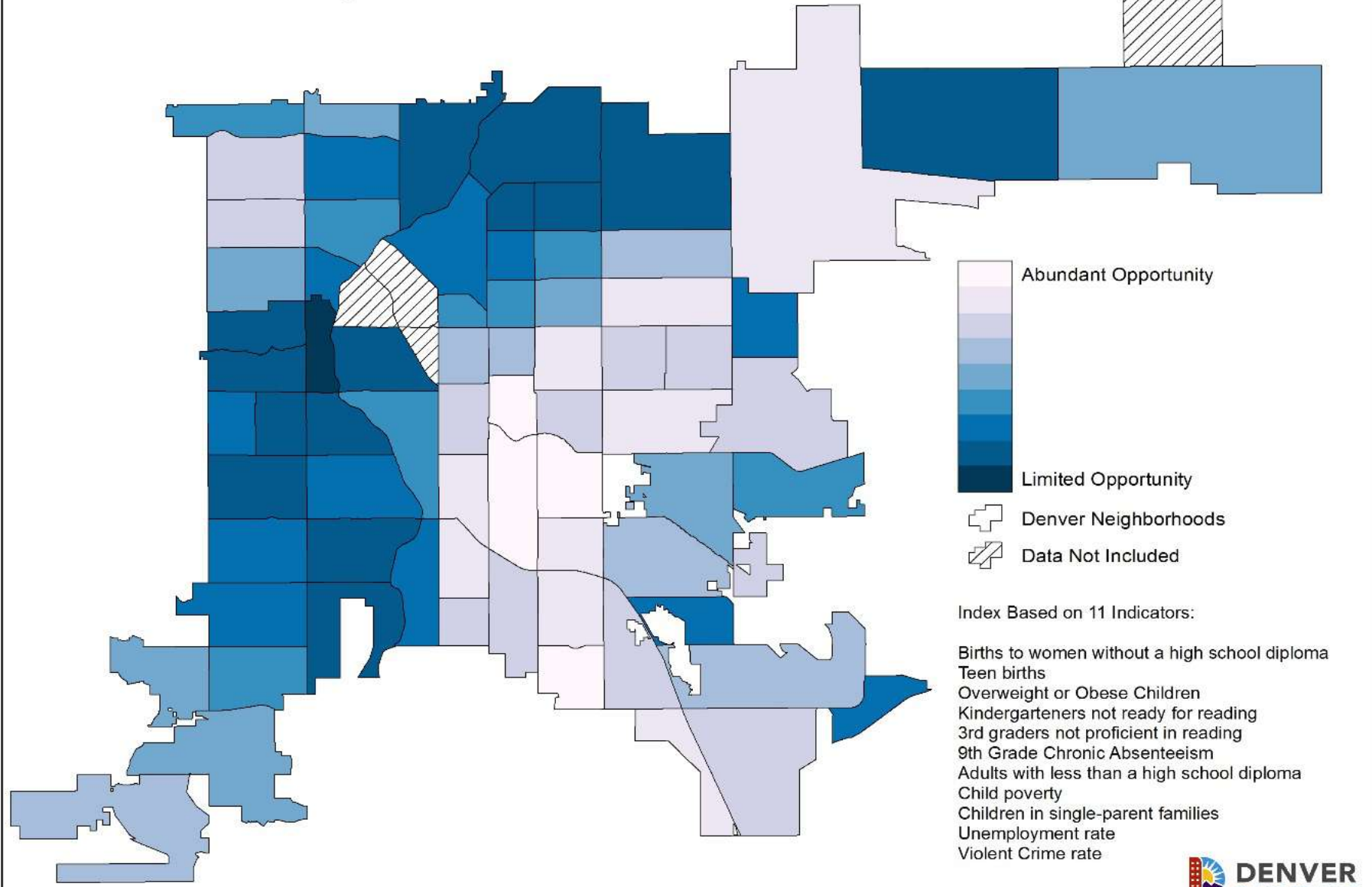
Disconnected
Youth



Basic Needs



2016 Child Well-Being Index



Abundant Opportunity

Limited Opportunity

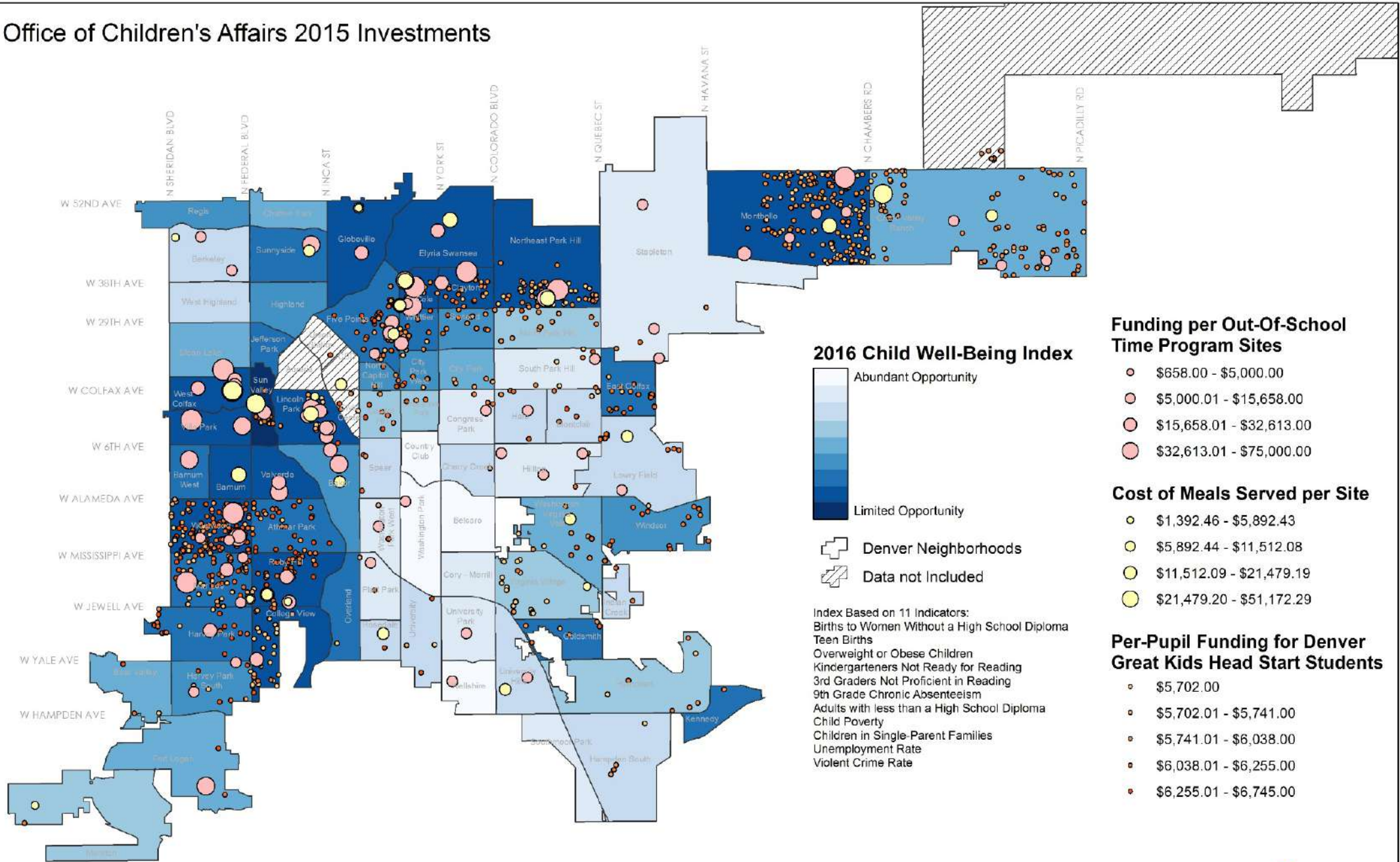
Denver Neighborhoods

Data Not Included

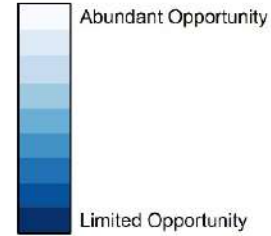
- Index Based on 11 Indicators:
- Births to women without a high school diploma
 - Teen births
 - Overweight or Obese Children
 - Kindergarteners not ready for reading
 - 3rd graders not proficient in reading
 - 9th Grade Chronic Absenteeism
 - Adults with less than a high school diploma
 - Child poverty
 - Children in single-parent families
 - Unemployment rate
 - Violent Crime rate



Office of Children's Affairs 2015 Investments



2016 Child Well-Being Index



- Denver Neighborhoods
- Data not Included

Index Based on 11 Indicators:
 Births to Women Without a High School Diploma
 Teen Births
 Overweight or Obese Children
 Kindergarteners Not Ready for Reading
 3rd Graders Not Proficient in Reading
 9th Grade Chronic Absenteeism
 Adults with less than a High School Diploma
 Child Poverty
 Children in Single-Parent Families
 Unemployment Rate
 Violent Crime Rate

Funding per Out-Of-School Time Program Sites

- \$658.00 - \$5,000.00
- \$5,000.01 - \$15,658.00
- \$15,658.01 - \$32,613.00
- \$32,613.01 - \$75,000.00

Cost of Meals Served per Site

- \$1,392.46 - \$5,892.43
- \$5,892.44 - \$11,512.08
- \$11,512.09 - \$21,479.19
- \$21,479.20 - \$51,172.29

Per-Pupil Funding for Denver Great Kids Head Start Students

- \$5,702.00
- \$5,702.01 - \$5,741.00
- \$5,741.01 - \$6,038.00
- \$6,038.01 - \$6,255.00
- \$6,255.01 - \$6,745.00

Align: Checklist for Action

- Communicate broadly about opportunities and gaps in existing resources
- Reconcile different reporting processes between departments
- Engage non-traditional departments
- Blend or braid multiple funding sources
- Build transparency, accountability and trust
- Use community needs assessments
- Use local dollars as flexibly as possible
- Assess feasibility of applying for and/or creating flexibility waivers
- Create agreements to enhance coordination between funding streams
- Plan for how new funds will be aligned with existing funding
- Establish technical assistance to help providers leverage, blend, and braid funding
- Invest in public/private partnerships that help maximize and leverage dollars

How many of these 10 potential sources have you actively pursued? Any Success?

- Local Dollars
- State Dollars
- Federal Dollars
- Local United Way
- Local Foundations
- National Foundations
- Individual Donors
- Corporations
- Fee based services
- Dedicated Funding Streams

What is a public local dedicated funding stream?

- **Public** – allocated by government
- **Local** – allocated at the county, city or school district 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



**MORE THAN
\$1 BILLION
IN ANNUAL REVENUE**

States with Local Dedicated Funds for Children and Youth

Why now? A unique window of opportunity

1) The opportunity divide \$\$\$\$\$\$\$\$\$\$

Investing 8 to 1 in enrichment from wealthy to poor

2) No new federal or state resources

14% decline in federal spending since 2010

3) Prevention and youth development works

But the lion's share of resources go to fix problems

4) Use of evidence takes time, money and stability

Communities with long term sustainable funding are able to invest in what works

5) Collective impact partnerships are ready

More sophisticated partnerships and backbone organizations to organize and implement

6) Voters are willing

11 of 14 Nov 2016 ballot measures on children's funds passed

STEPS 2 SUCCESS

STEP 1: IDENTIFY THE NEED & FUNDING MECHANISM

STEP 2: READY THE COALITION

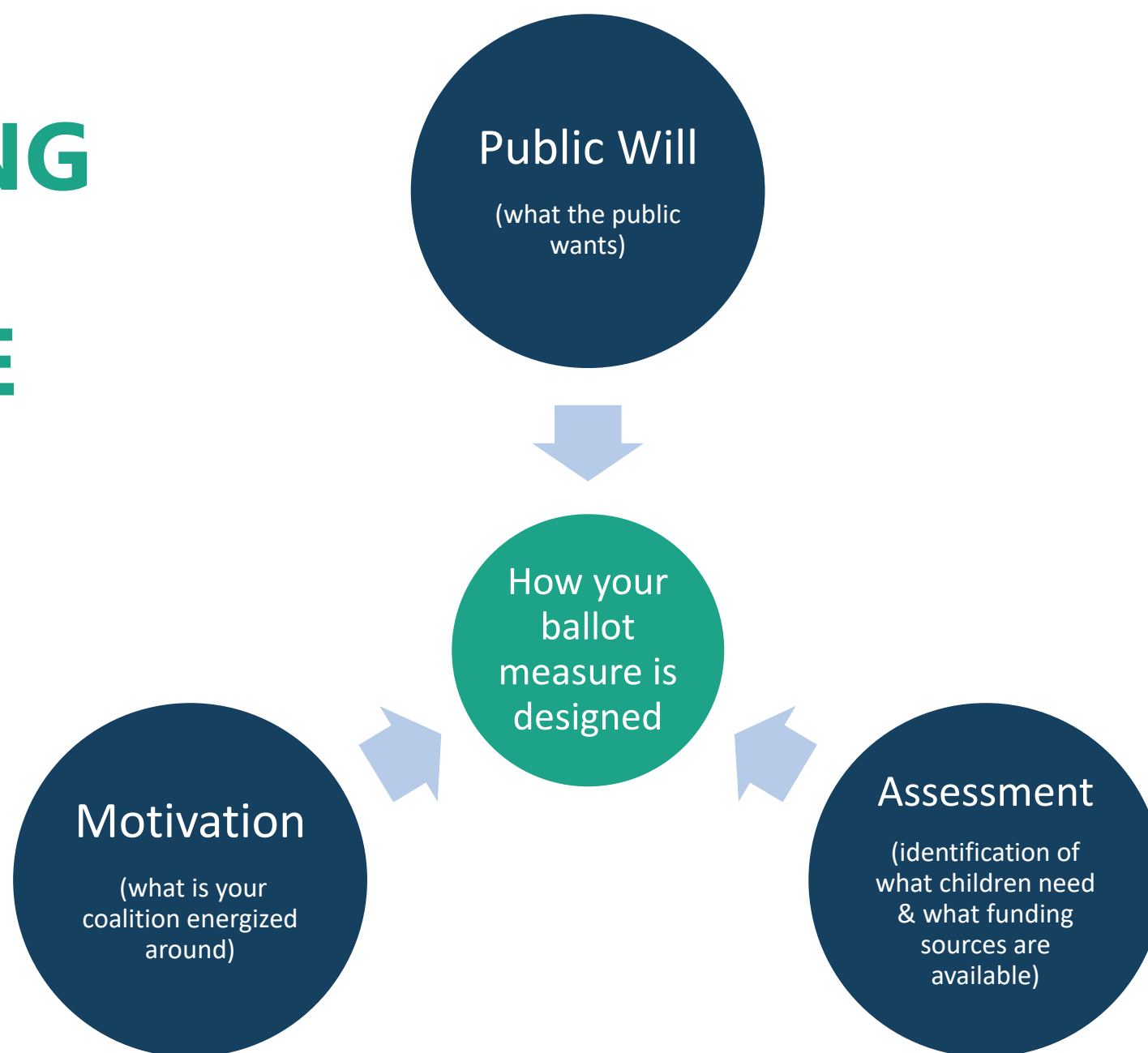
STEP 3: ENGAGE THE PUBLIC

STEP 4: CONDUCT THE CAMPAIGN

STEP 5: ESTABLISH THE FUNDING STREAM

What does it mean to be ready?

DESIGNING YOUR MEASURE





IDENTIFY THE NEED & AVAILABLE FUNDING MECHANISMS

Strategy	\$ Amount/ Flexibility	How to enact*	Political challenge	Examples
Special Taxing Districts	High \$ High Flexibility	Voters	High	Florida: 8 counties with special taxing districts for Children’s Services Funds (separate property millage)
Set-asides/ guaranteed minimum funding or Set-asides of revenue increases	High \$ High Flexibility	Voters and legislation	High	San Francisco, CA: Children’s Fund created by set-aside of property taxes Oakland, CA: Children’s Fund created by set-aside of unrestricted general fund Baltimore, MD: set aside a percent of the City Budget from property tax assessment
New or increased taxes including: <ul style="list-style-type: none"> Income, property, sales parcel, hotel, utility, business license , use meals, wheels, sweetened beverages, tobacco, marijuana 	High \$ Flexibility varies	Voters and legislation	High	King County, WA: Property tax for Best Starts for Kids San Antonio, TX: Sales tax for Preschool Missouri: 9 counties increased sales tax levy Santa Rosa, CA: Sales tax increase; dual purpose prevention & public safety Oakland, CA: Violence prevention \$ included in parcel tax and parking lot surcharge
Fees, fines or service charges including: <ul style="list-style-type: none"> admission User developer impact 	Moderate \$ Low flexibility	Legislation and voters	Moderate	San Francisco and Sacramento, CA: Developers impact fee for early care Berkeley, CA: Soda tax/business license fee California: Marriage license fee for domestic violence programs Colorado: divorce filing fees for child welfare
Opportunity compact or social impact bonds/Pay for Success	Unknown /Low \$ Low flexibility	Legislation/ Administrative	Unknown	Maryland: Opportunity Compacts re: foster care, incarceration Massachusetts: Pay for Success projects Utah: Early Childhood Pay for Success
Trust funds	Low \$ Flexibility varies	Legislation	Low	Many States: child abuse prevention
Competitive preference in bidding	\$ Varies Low flexibility	Legislation/ Administrative	Moderate	San Francisco: Housing for families given extra points in bid for \$’s
Check-offs on tax, utility bills	Low \$ Low flexibility	Legislation	Low	Some California Counties: Check-off on local tax bill for children’s agencies Missouri Children’s Trust Fund income tax check off



READY THE COALITION

Key Stakeholders – *expanding from column 1 to column 2*

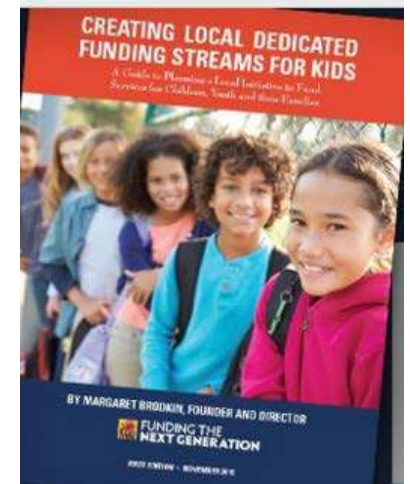
At the outset – small group of “dedicated committed citizens” – true believers	At the end – large coalition of hundreds
<ul style="list-style-type: none">• Non-profit service providers• Advocates• Community foundation• Political champion• Public agency directors	<ul style="list-style-type: none">• Parents and Youth• Grassroots organizing groups• Civic and service organizations• Pediatricians• Business leaders• Labor/unions• Faith leaders• Senior citizen groups• Foundations• Neighborhood associations• Education organizations• Professional associations• League of Women Voters

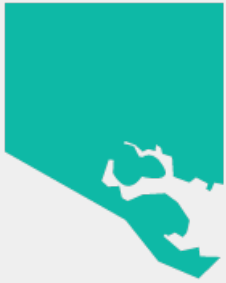
PUBLIC ENGAGEMENT

Polling can tell you many things

- How much people care
- How much they are willing to pay
- Which services they want
- What is the relative importance
- What funding mechanisms voters prefer
- What messages and messengers are most effective
- Who are the supporters and opponents
- How vulnerable are you

Source: *Creating Local Dedicated Funding Streams for Kids Guide*, Margaret Brodtkin





City of Baltimore, MD

Children and Youth Fund

DATE ESTABLISHED
2016

DEMOGRAPHY
Urban

WHAT IT FUNDS
Comprehensive

ANNUAL REVENUE
\$11,000,000+



POPULATION
621,849 (2015)

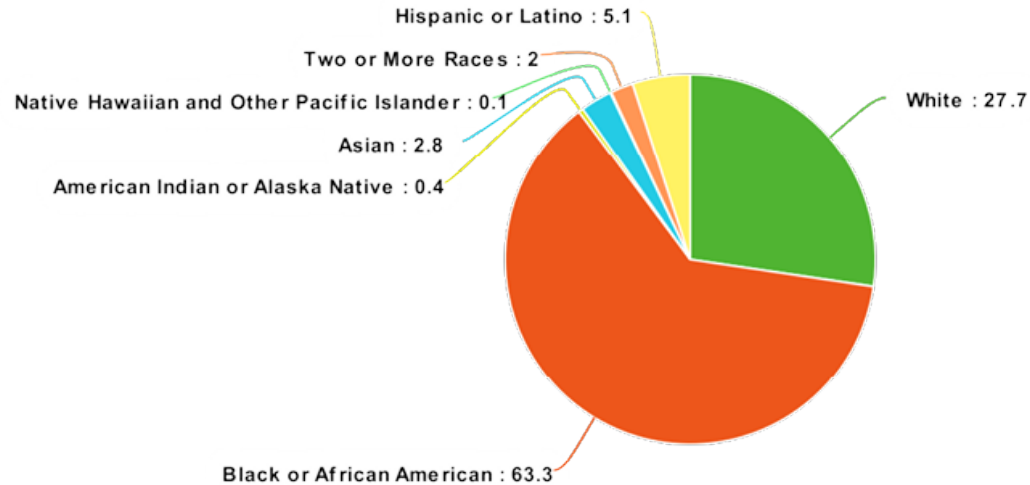


PERCENT OF CHILDREN IN POVERTY
35% (2015)



\$ PER CHILD IN POVERTY
\$240

RACIAL MAKE UP



BALLOT QUESTION

Resolution No. 16-26 is for the purpose of amending the Baltimore City Charter to establish a continuing, non-lapsing Children and Youth Fund to be used exclusively to provide supplemental funding to broadly defined services for children and youth. The Fund may not be used to substitute or replace funding for children and youth programs and services that are provided for in the FY17 ordinance of estimates. A mandatory amount of \$0.03 of every \$100 of assessed value of real property in the City must be appropriated to this Fund annually. This allocation is permanent and not subject to discretion in the budget process, other fiscal priorities or constraints imposed by revenue limitations. The Resolution authorizes the Mayor and City Council, by Ordinance, to provide for the oversight, governance, and administration of the Fund.

For the Charter Amendment
Against the Charter Amendment

HISTORY OF THE BALTIMORE YOUTH FUND

2015

Launched by City Council President Bernard “Jack” C. Young

November 2016

Ballot Question E approved by voters with more than 80 percent support

Present

\$12 Million set aside annually from property tax revenue specifically to aid Baltimore’s Youth





City of San Antonio, TX

Pre-K 4 SA

DATE ESTABLISHED
2012

DEMOGRAPHY
Urban

WHAT IT FUNDS
Early Childhood

ANNUAL REVENUE
\$36.5 million (FY 2015)

TYPE OF TAX
Sales Tax



POPULATION

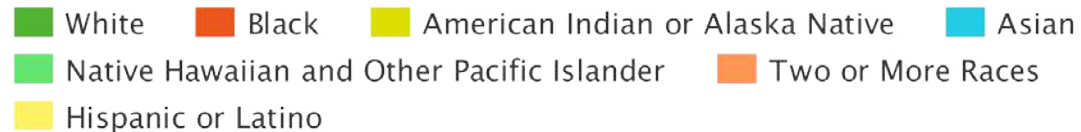
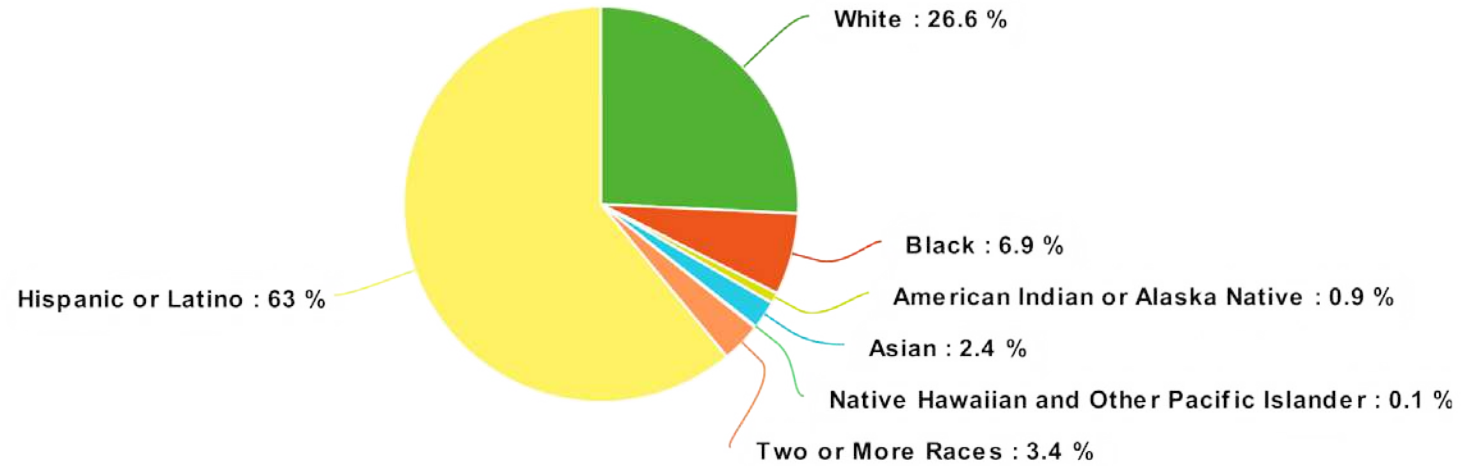
1,493,000 ⁽²⁰¹⁶⁾



PERCENT OF CHILDREN IN POVERTY

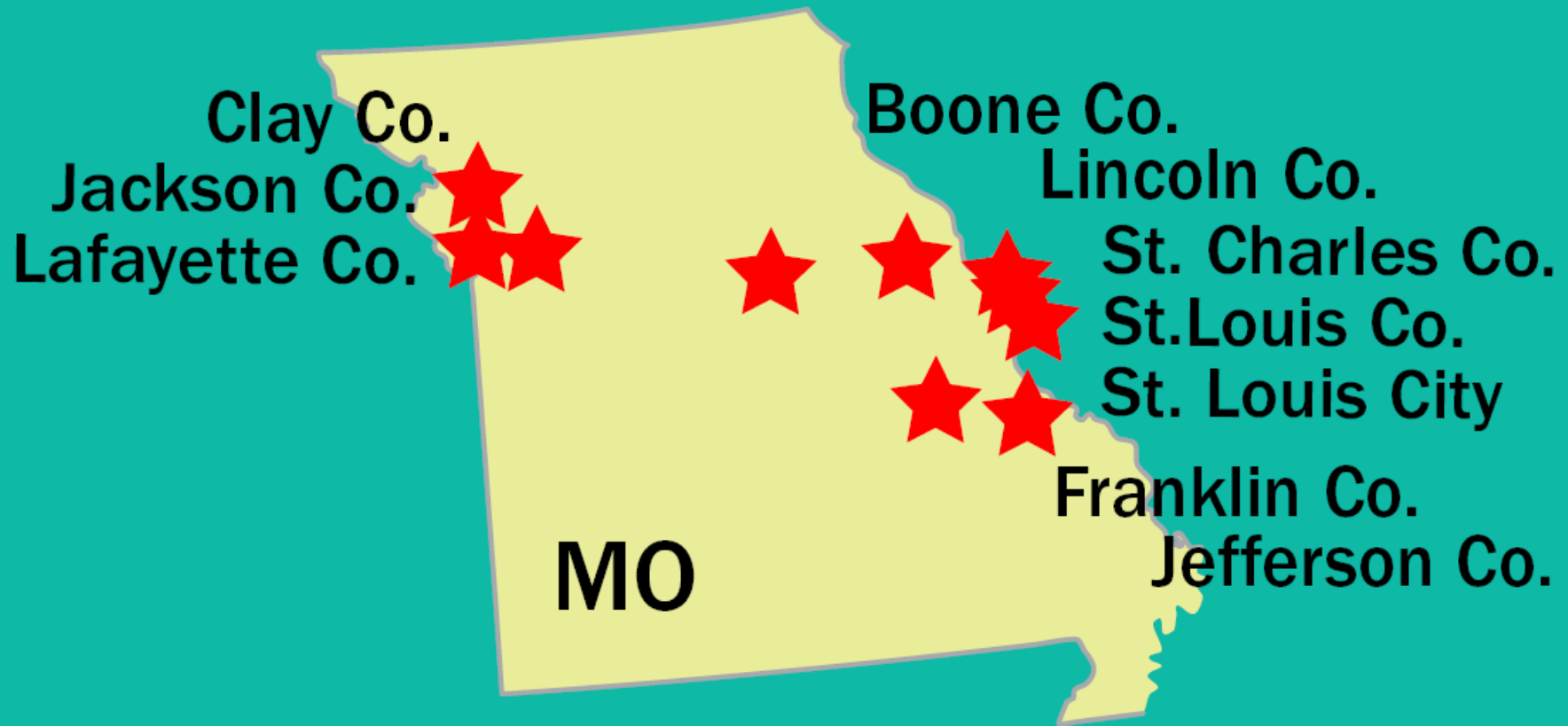
27% ⁽²⁰¹⁵⁾

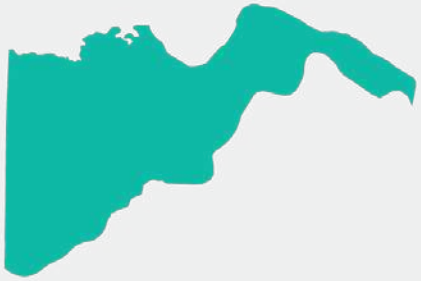
RACIAL MAKE UP



Executive Leadership in San Antonio, TX







St Charles County, MO

Children's Services Levy

DATE ESTABLISHED

2004

DEMOGRAPHY

Rural

WHAT IT FUNDS

Children's Mental Health

ANNUAL REVENUE

\$5.4 to \$6.3 million⁽²⁰¹⁵⁻²⁰¹⁶⁾

TYPE OF TAX

Sales Tax



POPULATION

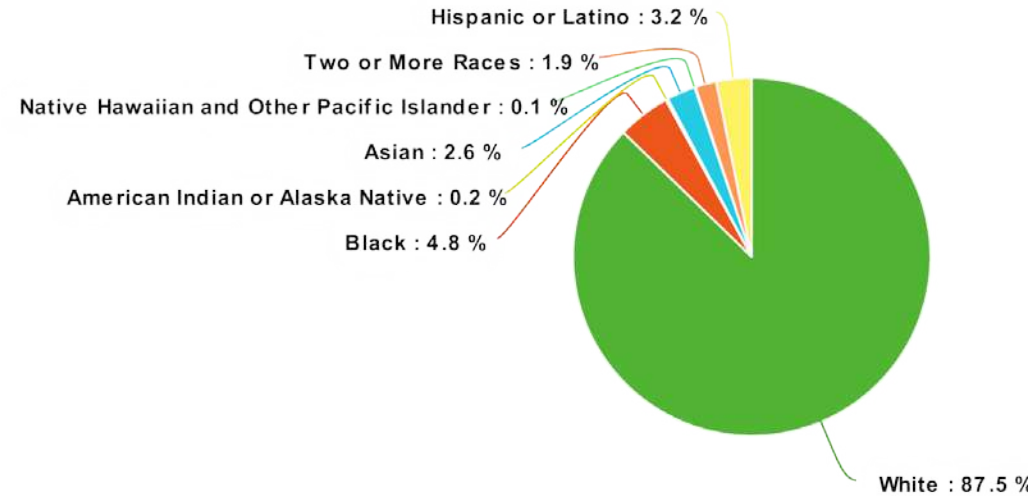
69,293⁽²⁰¹⁶⁾



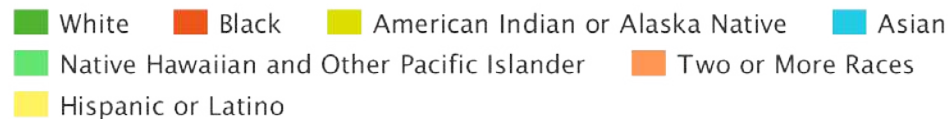
PERCENT OF CHILDREN IN POVERTY

8.9%⁽²⁰¹⁴⁾

RACIAL MAKE UP



BALLOT QUESTION





Jackson County, MO

The Children's Services Fund

DATE ESTABLISHED
2016

DEMOGRAPHY
Urban/Suburban

WHAT IT FUNDS
Children's Mental Health

ANNUAL REVENUE
\$15,000,000~

TYPE OF TAX
Sales Tax



POPULATION

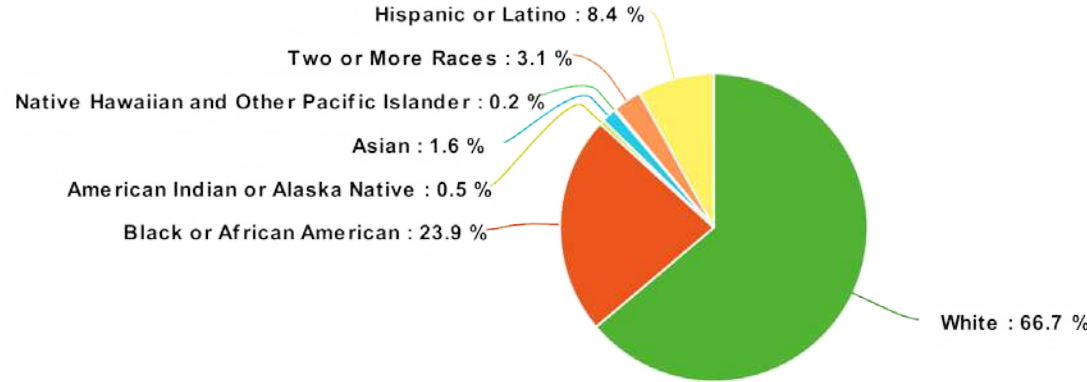
691,801 (2016)



PERCENT OF CHILDREN IN POVERTY

23.9% (2014)

RACIAL MAKE UP



BALLOT QUESTION

Shall Jackson County, solely for the purpose of establishing a Community Children's Services Fund for the purpose of providing services to protect the well-being and safety of children and youth nineteen years of age or less and to strengthen families, be authorized to levy a countywide sales tax of one-eighth of one percent for a period of seven years?

This fund will be transparently administered in a manner independent of County government, by a diverse, geographically representative, nine-member citizen board appointed by the County Executive, with at least one member residing in each Jackson County legislative district. Revenues will be solely used to benefit the residents of Jackson County.

How Does it Work?

An independent board of Jackson County residents would be created to disperse and oversee the funds.

- Minimum 9 member board
- Appointed by the governing board of the county
- Strictly volunteer, members will not receive compensation for their service
- Board may only contract with public or not-for-profit agencies licensed and certified to provide the services outlined in law
- Members cannot serve on the governing body/
be employed by/or have a financial interest
in a recipient of funds
- Board may audit expenditures at any time



Pinellas Co.
Hillsborough Co.

FL

Okeechobee Co.
St. Lucie Co.
Martin Co.
Palm Beach Co.
Broward Co.
Miami-Dade Co.



Broward County, FL

Children's Services Fund

DATE ESTABLISHED
2000

DEMOGRAPHY
Urban/Suburban

WHAT IT FUNDS
Comprehensive

ANNUAL REVENUE
\$62,000,000~

TYPE OF TAX
Property Tax



POPULATION

1,910,000 (2016)



PERCENT OF CHILDREN IN POVERTY

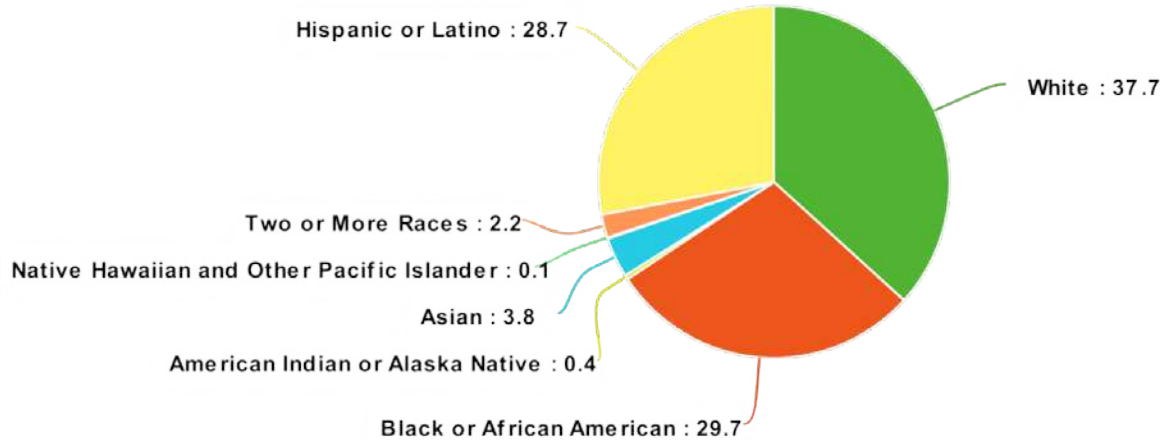
19.7% (2014)



\$ PER CHILD IN POVERTY

\$815

RACIAL MAKE UP



BALLOT QUESTION

“Shall the Children’s Services Council of Broward County, which provides early learning and reading skills, after school programs, developmental health, preventive and other children’s support services in Broward County, be reauthorized to continue in existence as a district with voter-approved taxing authority, with independent oversight and accountability as required by law, and shall not subsequently be subject to reauthorization by referendum.”

What Does CSC Cost?

The \$65 million CSC carefully allots to 150 programs to support 150,000 children each year costs each Broward homeowner less than 2 cents in every dollar of property tax.

To put it in perspective, that's one large cup of coffee a week to invest in the future of one in every four children in Broward.

**A cup of coffee
a week gives us:**

- 
- A white coffee cup with a black lid and a brown paper sleeve. The sleeve has a list of six programs, each preceded by a red checkmark. The programs are: Maternal and Child Health, Family Strengthening, After-School and Out-of-School Time, Kinship Care, Youth Leadership, Advocacy and Employment, and Support for Youth and Families with Special Needs. The cup is positioned below the text 'A cup of coffee a week gives us:' with a red arrow pointing from the text to the cup.
- Maternal and Child Health
 - Family Strengthening
 - After-School and Out-of-School Time
 - Kinship Care
 - Youth Leadership, Advocacy and Employment
 - Support for Youth and Families with Special Needs

...and the benefits are worth it.

- 1) Expansion of services – new populations, neighborhoods, eliminate waiting lists, leverages DOUBLE resources
- 2) Innovation and flexibility – school-based system, detention diversion, anchor institutions, youth initiated projects
- 3) System building – capacity building, evaluation, coordination, accountability
- 4) Constituency building – community ownership and support – 75% vote “yes” for re-authorization

Generate: Checklist for Action

- Staff and fund the campaign
- Research the history of local ballot measures
- Know what's needed to meet kids needs and what it costs
- Determine where there are existing allies and build on it
- Determine the public will to support a fund
- Understand the limitations and opportunities in state law
- Align dedicated funding campaign to community priorities
- Determine which specific revenue generation options are feasible
- Plan for the accountability structure
- Develop targeted messages to raise awareness and support
- Cultivate champions
- Create a baseline budget for children and youth
- Develop a plan for continued public engagement

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

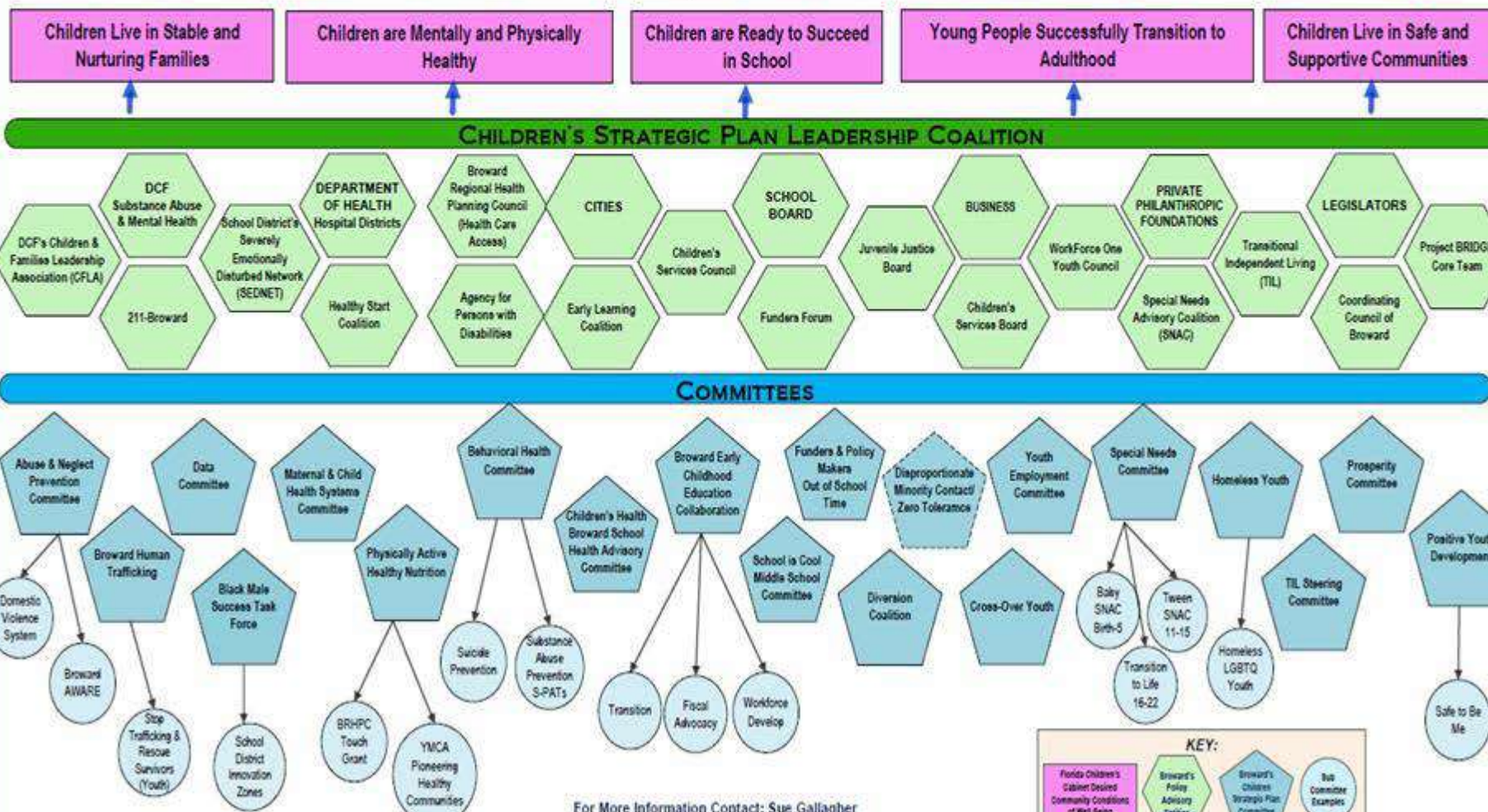
Performing better than comparison groups in studies.

ARTS & CULTURE • HOUSING • SUSTAINABILITY



BROWARD CHILDREN'S STRATEGIC PLAN

Powered by



For More Information Contact: Sue Gallagher

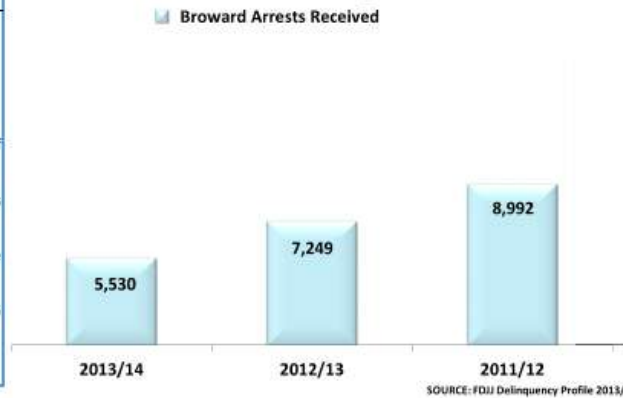
HEALTHY LIVING • JUSTICE SYSTEM

CSC GOAL: Reduce the recidivism rate of low risk juvenile offenders and prevent the escalation of crime.
RESULT: Youth will successfully transition to adulthood.

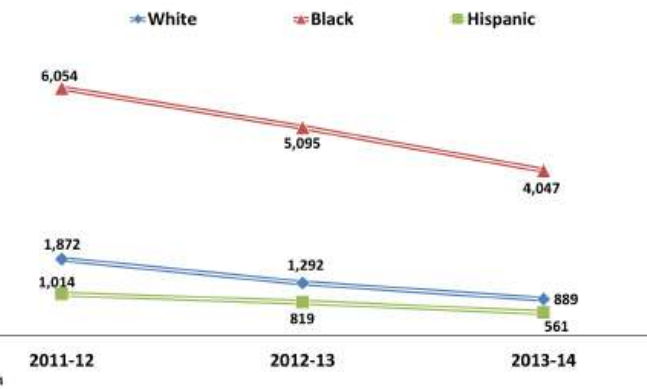
POPULATION ACCOUNTABILITY FY 13/14 - Community Overview

Indicators of Community Needs
Delinquency Diversion -
In SFY 13/14, there were:
• 5,530 delinquency offenses involving 3,083 juveniles ages 10-17.
• 2,052 misdemeanor offenses involving 1,109 youth, of these 687 (62%) were diverted. 38% of misdemeanor offenses were diverted.
• 2,531 felony offenses involving 1,794 youth, of these 379 (21%) were diverted. 15% of felony offenses were diverted.
• 947 'other offenses' involving 180 youth, of these 52 (20%) were diverted. 11% of other offenses were diverted.
• 150 Broward "Crossover" youth (both delinquency & dependency involvement) as of Feb 27, 2015 (ChildNet).
• 1,022 Broward youth were issued a Civil Citation (July 2013- June 2014) (Civil Citation Dashboard).

Number of Juvenile Arrests Ages 10 to 17



Number of Juvenile Arrests by Race/Ethnicity



PERFORMANCE ACCOUNTABILITY FY 13/14 - CSC's Contribution

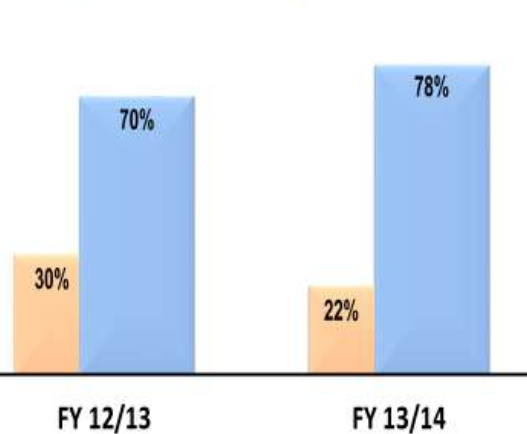
How Much Did We Do?

CSC Program	Annual Program Budget % of CSC's Total Budget	Contract Utilization	Actual # Served	Jobs Directly Supported
New DAY	\$2,597,514 4.52%	98%	1,582	53
Legal Advocacy Works (LAW)	\$311,560 0.54%	100%	221	6
Firesetting Prevention	\$40,000 0.07%	70%	79	0.5
Juvenile Assessment Center Collaborative	\$350,000 0.61%	98%	4,316	6
Total	\$3,299,074 5.74%	92%	6,178	65.5

How Well Did We Do It?

PROGRAM MONITORING

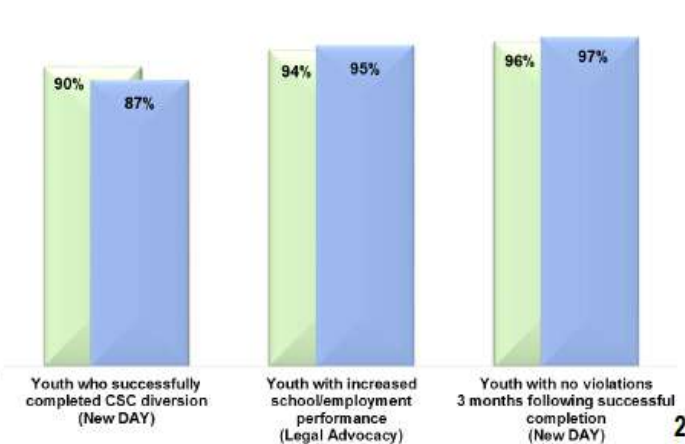
PERFORMING WELL EXEMPLARY



Is Anybody Better Off?

PERFORMANCE MEASURES

FY 12/13 FY 13/14





Palm Beach County, FL Children's Services Council
FY2014 Child Outcome Measures vs. Comparison Group
 ESTABLISHED 1986

Measure	FY2014 ²		
	CSC	Comp.	CSC vs Comp.
↓ % of Babies Born Low Birthweight (<2500g or 5 lbs. 8 oz.)	7.2% (N = 1,990)	8.7% (N = 1,990)	-1.5%
↓ % of Preterm Births (<37 weeks)	12.6% (N = 1,990)	14.1% (N = 1,990)	-1.5%
↑ % of Kindergarteners Ready for School	73.3% (N = 3,495)	57.1% (N = 3,495)	16.2%

↓ Indicator improves when decreases

↑ Indicator improves when increases

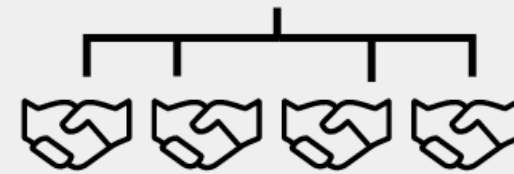
GOALS

- Born healthy**
- Safe from abuse and neglect**
- Ready to learn when they enter kindergarten**
- Have access to quality afterschool and summer programs**

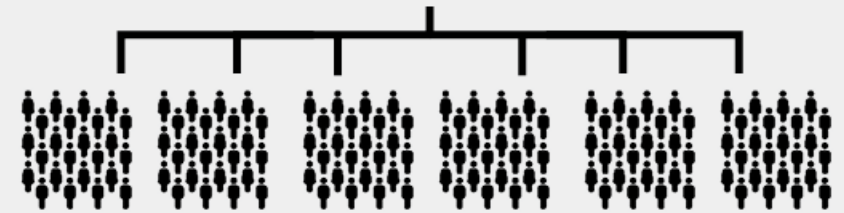


ANNUAL BUDGET

\$102 million



49 PREVENTION & EARLY INTERVENTION PROGRAMS



154,000

CHILDREN SERVED IN FY2014

* Duplicated count

Evaluate: Checklist for Action

- Tie investments to clear, long-term goals
- Establish a system for tracking short-term outcomes
- Engage community stakeholders in informing accountability mechanisms
- Build and use evidence
- Develop a manageable system for reporting and tracking performance
- Track how well investments are reaching highest need populations
- Establish technical assistance to help providers serving the most vulnerable gain access to funding sources
- Consider opportunities for Pay for Success initiatives to build new evidence and test interventions