



Ready by 21[®]

all youth ready for college, work & life

Finding and Creating Funding

Elizabeth Gaines, Senior Fellow, Forum for Youth Investment

Workshop agenda

- Who's in the room?
- Fiscal Mapping: Why do it?
- Fundraising Basics
- Potential Revenue Streams
- Creating Local Dedicated Funds
- Readiness Assessment
- Resources and Tools



Who's in the room?

- Part of a community partnership?
- Responsible for fundraising/grantwriting?
- Manager? Direct Service Provider?
- Non profit?
- Government? State or Local?
- Rural? Suburban? Urban?
- Other?



Fiscal Mapping: Why do it?

KNOWING THE RESOURCES YOU HAVE



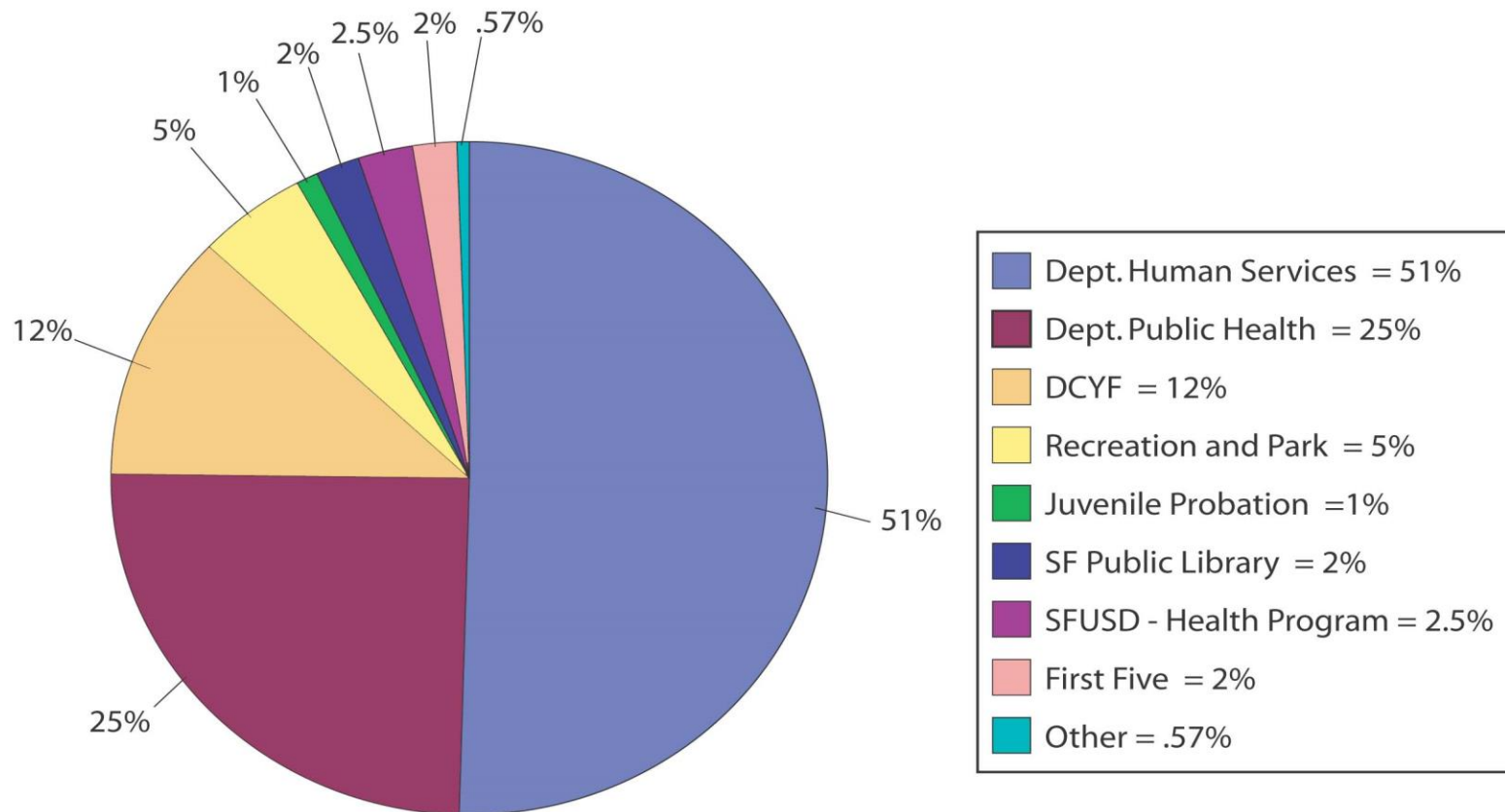
You Can Use a Fiscal Map to:

- Balance a portfolio of investments
- Coordinate supports and services
- Maximize funding opportunities
- Advocate for additional investments



The Typical Government Centered Approach: what portion of our funds are spent on young people?

Allocation of Funds by City Department
Allocation by City Department

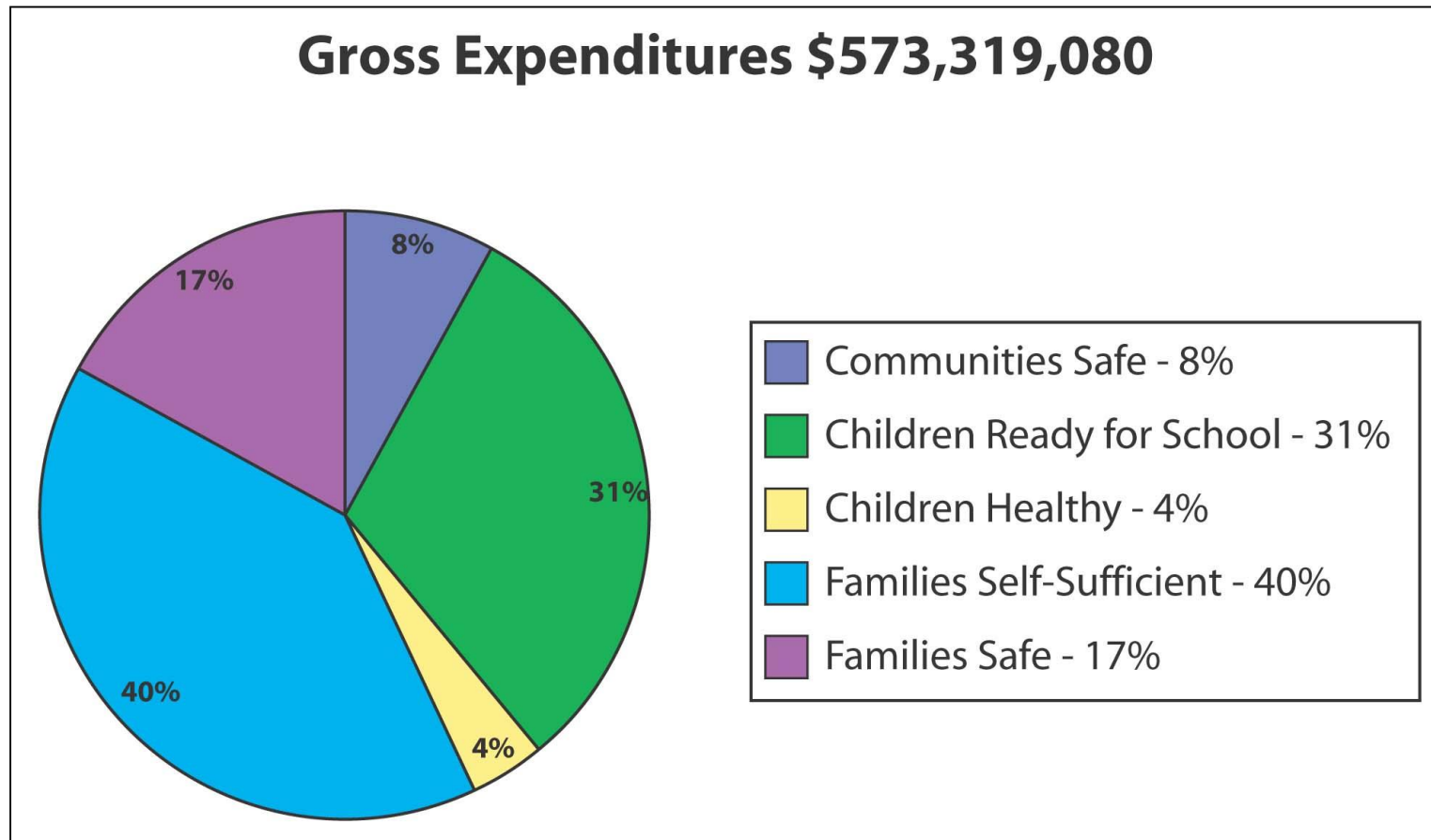


Source: www.dcyf.org/Pubs/csap/CSAP_final_1125.pdf (November 2003)



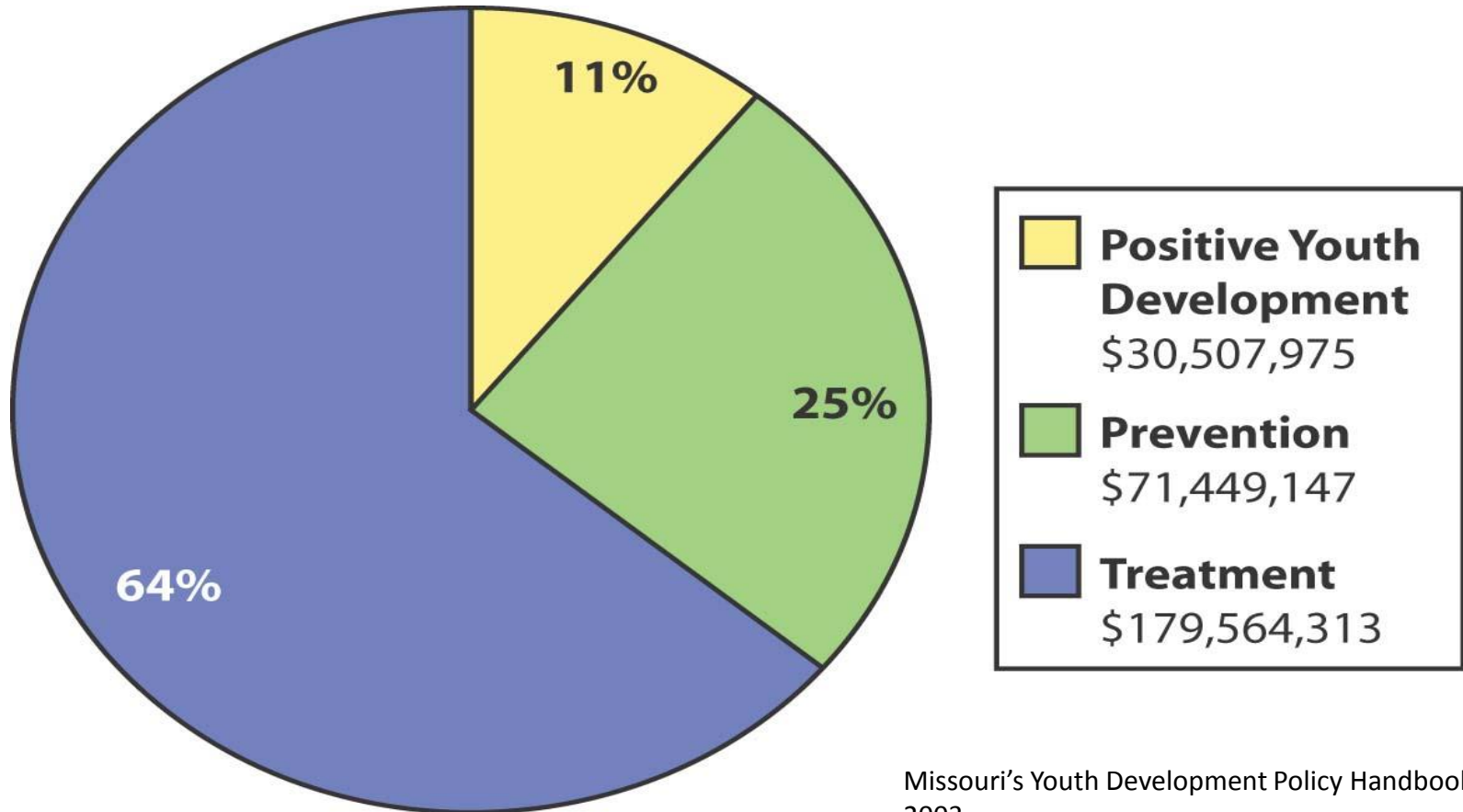
Expenditures by Outcome Area

How diversified are the funding streams by outcome area?



Identify and align spending with priorities:

How is the budget spent on young people distributed by segment (i.e. spending on youth development, prevention or treatment)?

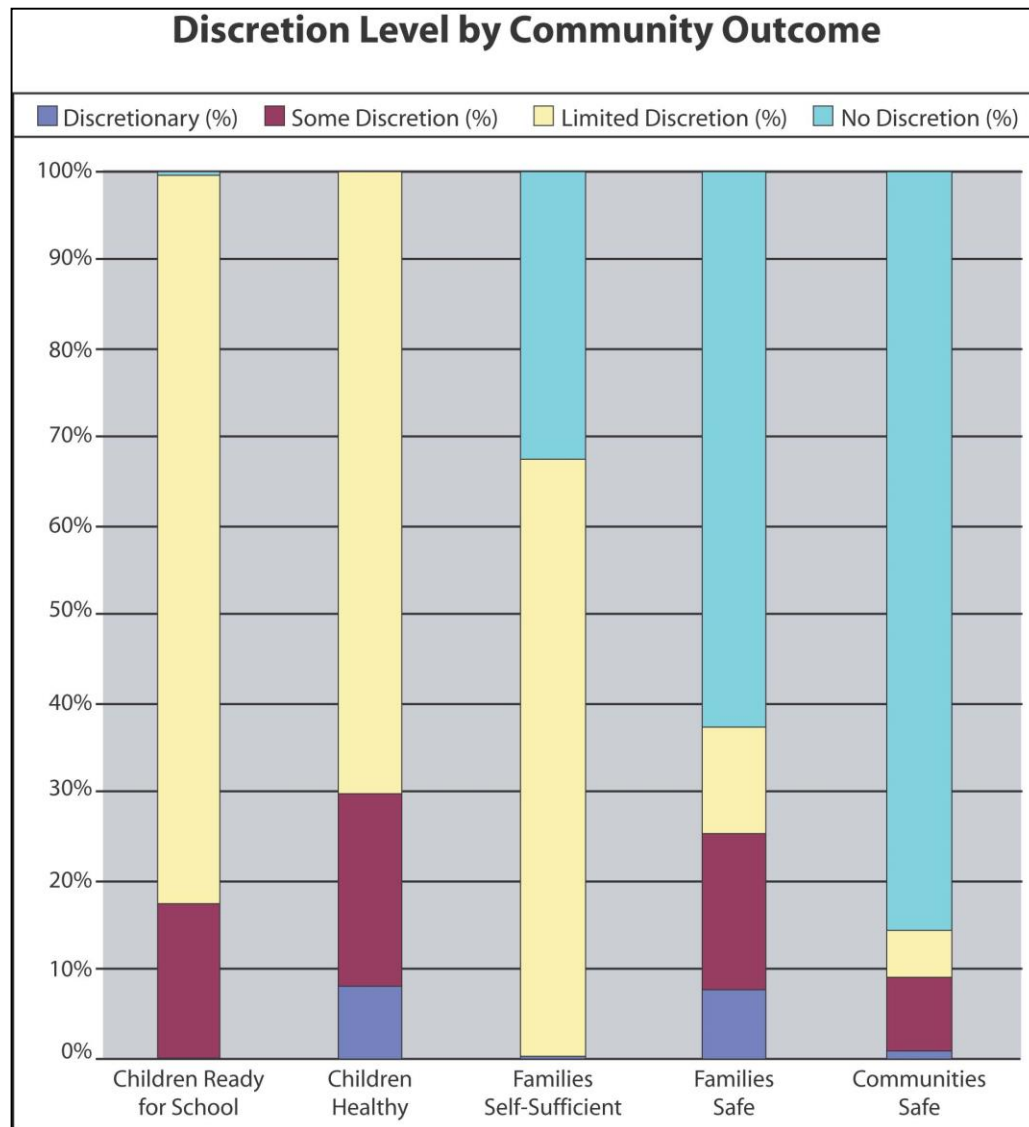


Missouri's Youth Development Policy Handbook
2003



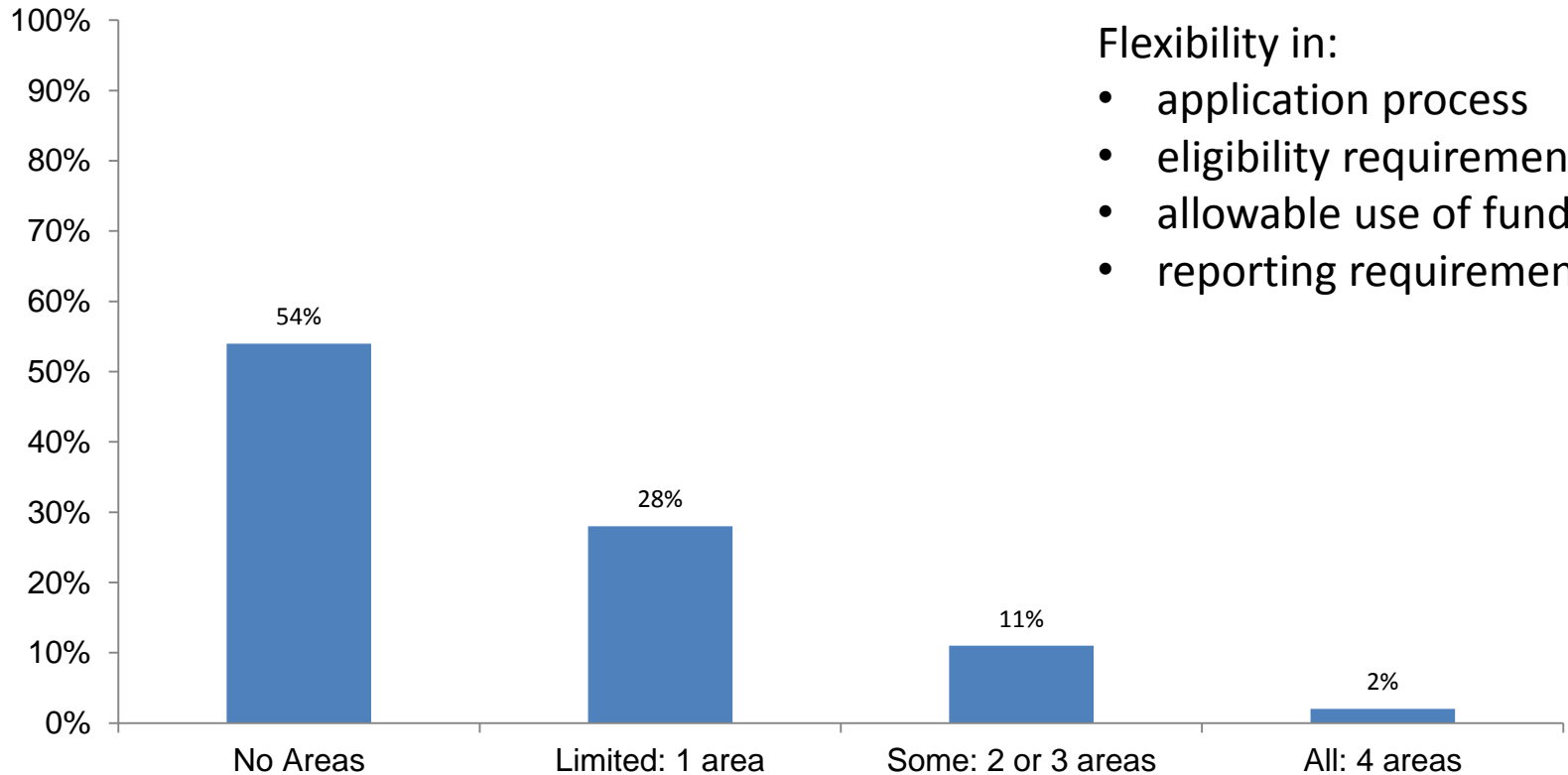
Discretion over Funding Sources

Which funding sources are flexible and in what area(s)?



Funding Perceived as Lacking Flexibility

Amount of Flexibility by Percent of Total Funds



Flexibility in:

- application process
- eligibility requirements
- allowable use of funds
- reporting requirements

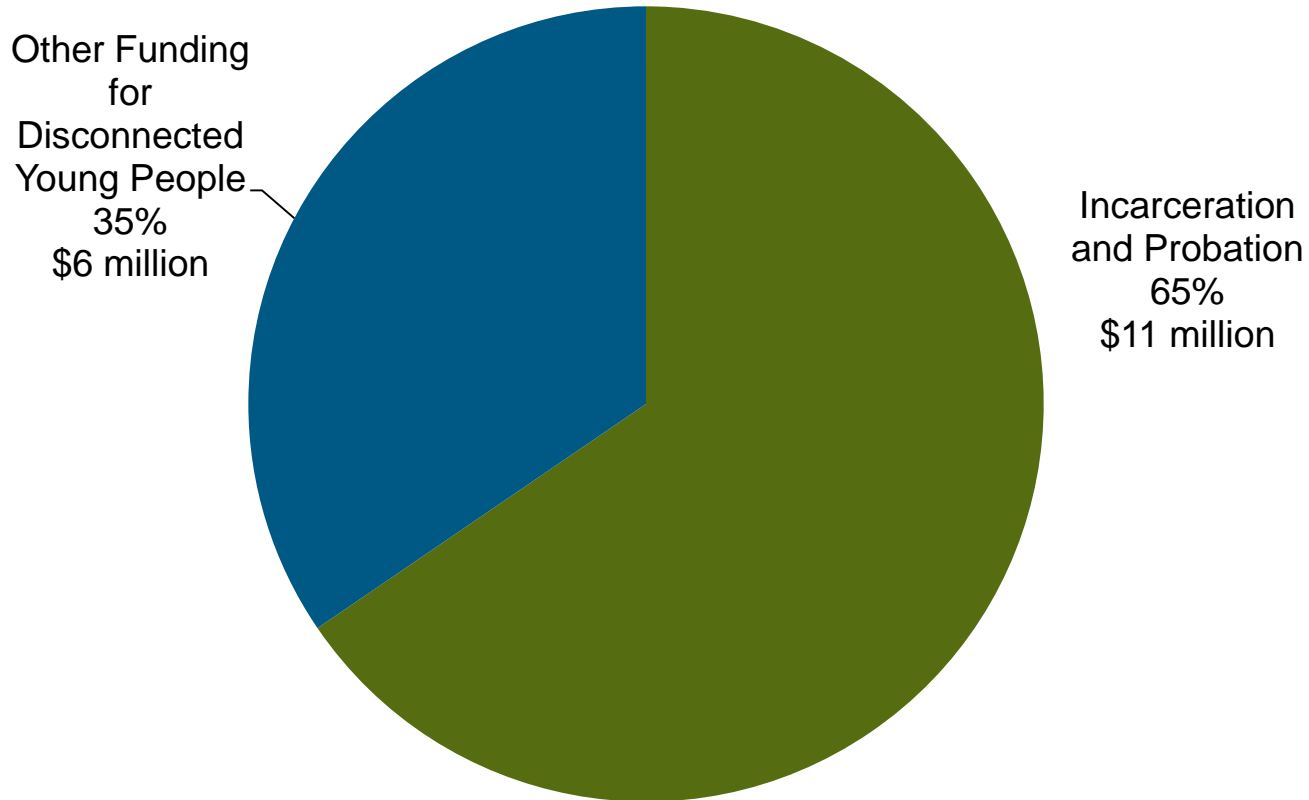


Note: Funding excludes TANF/SNAP and 8-12 Grade Instructional Services.



Disconnected Funding to Back End

Funding for Disconnected Young People

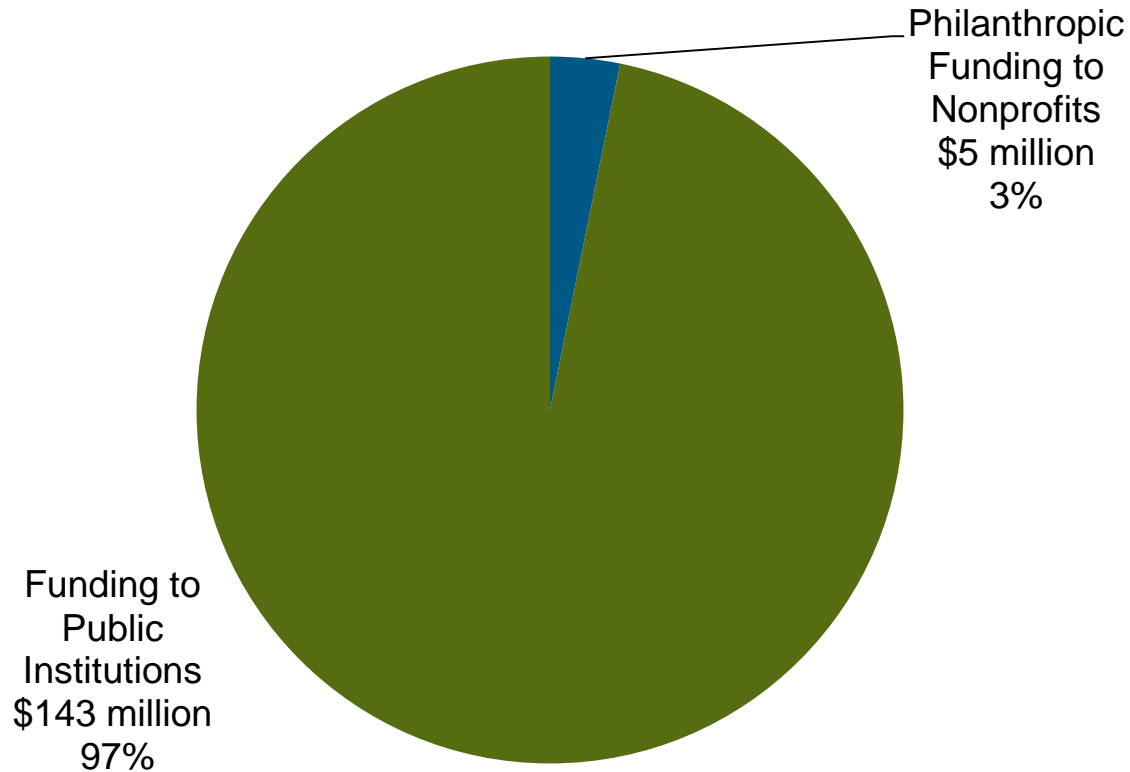


Note: Funding includes detention services, which is not included in the rest of the survey due to late submission.



Public Funding for 14-to-24 year-olds Dwarfs Philanthropy

Comparing philanthropic funding to public programs



Note: Public Funding includes 8-12 Grade Instructional Services

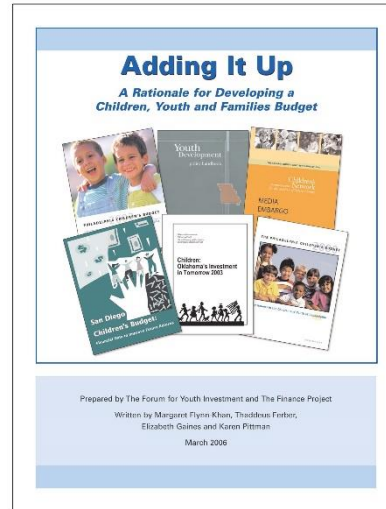


Resources

Adding It Up: Mapping Public Resources for Children, Youth and Families

- *The Brochure* - Highlights what a resource map can do
- *The Rationale* - Understand why it's necessary and how it gets done
- *The Guide* - Tools, guidance and examples to get you started in the work

<http://forumfyi.org/content/adding-it-brochure-rationale-and-guide-mapping-public-resources-children-youth-families>



Federal Resources:

Catalog of Federal Domestic Assistance contains detailed program descriptions for 2,307 Federal assistance programs.

USASpending.gov (OMB) established the single searchable website which includes details on all federal grant awards.

Map My Community is an interactive mapping tool on the FindYouthInfo.gov page to locate federally supported youth programs in your community.

First Focus Children's Budget is a detailed guide to federal spending on children.



**Discussion: Do you see a value in
conducting a fiscal map in your
community?**



FUNDRAISING BASICS



The Fundamentals

- Fundraising takes time and effort
- Learn the funding landscape
- Pursue funding across a range of outcomes
- Start local
- Create a case statement
- Keep a flexible, entrepreneurial mindset
- Commit to blending and braiding funds
- Know that it can be done!



Why Aren't the Dollars Flowing?

- Individuals don't give if they aren't ASKED
- Foundations and corporations don't give if the request doesn't seem ALIGNED WITH THEIR PRIORITIES
- Public dollars don't flow because they aren't EFFECTIVELY TAPPED



Reality Check: Funding Timelines

- Average time between initial contact/appeal and dollars in the door:
 - Individual donors: 4-6 months
 - Foundations/Corporations: 12-15 months
 - Public dollars: 12-24 months



No Matter What They Tell You...

... It's all about RELATIONSHIPS.

You must “friendraise” before you can fundraise.

- “Cold” donations are nearly non-existent, “blind” proposals are very rarely funded, and unknown organizations are very rarely awarded public dollars.
- Relationships are the single biggest factor in successful fundraising.



Tips for Making the Case

- Make it HUMAN
- Share specific stories/examples
- Focus on leverage and ROI
- Stress capacity-building and systems change
- Talk about efficiency and effectiveness
- Quantify your impact
- Enlist “Champions”



Discussion: Currently, what is your biggest challenge in fundraising?

- Not enough staff time
- Competition between programs and partners
- Lack of funding opportunities
- Difficulty making the case for infrastructure
- Others?



POTENTIAL REVENUE STREAMS



1. City or County Dollars

- Local department planning dollars
- Professional development dollars
- K-12 outreach and community engagement dollars
- Federal and State dollars where there is local discretion



Children, Youth and Families Collaborative Commission, Alexandria, VA



2. State Dollars

- Children's Cabinet/Council/Coordinating Body (PA, MD, OR, MO, OH)
- K-12 Community Planning or Outreach dollars
- OST or Early Learning system funding
- Professional development dollars
- Any planning dollars for state offices or programs that focus on children or youth



Harford County Local Management Board, Harford County, MD
Southern Oregon Success Initiative, Medford, OR



3. Federal Dollars

- Promise Neighborhoods
 - Choice Neighborhoods
 - SAMHSA/Systems of Care
 - Title 1/School Improvement Grants
 - Jobs for America's Graduates
 - Workforce Investment and Opportunity Act
 - Head Start and Early Head Start
 - Community Services Block Grant
 - Rural and Low-Income School Program
 - Youth Build
 - Face Forward
 - Teen Pregnancy Prevention
-and more



City of Promise, Charlottesville, VA – Promise Neighborhoods Grant
Twin Cities Strive, St. Paul, MN– Social Innovation Fund Grant
Volunteers of America New Orleans, LA- Face Forward 2



4. Local United Way

- Get them to the table early
- United Ways have access to a variety of collective impact trainings and capacity building tools through United Way Worldwide



*Ready by 21 Leadership Council, United Way of Greater Atlanta, GA
United Way of Bartholomew County, Columbus, IN*



5. Local Foundations

- Family foundations
- Community foundations
- Regional foundations
- Funder's collaboratives



Ready by 21 St. Louis, St. Louis, MO
Youth Shift Youth master plan, New Orleans, LA



6. National Foundations

- Foundations that currently make place-based investments for collective efforts:
 - Lumina Foundation (Post-secondary Success)
 - Kellogg Foundation
 - Kresge Foundation (Human Services Area)
 - Annie E. Casey Foundation
 - Robert Wood Johnson Foundation (Young Men of Color)
 - Aspen Forum on Community Solutions (Incentive Fund)
 - Ford Foundation (College Completion Corridors)



The RoadMap Project, Seattle, WA
55,000 Degrees, Louisville, KY



7. Local Businesses or Corporations

- Engage the Chamber of Commerce and any other business affiliate organizations
- Coordinate with local business engagement or workforce readiness efforts
- Business leaders must be engaged differently than government or non-profit leaders



Made in Durham, Durham, NC

Northern Kentucky Education Council, Covington, KY



8. Individual Donors

- Can be challenging to make the case to individual donors for non-direct service efforts
- Consider major donors
- Target Social Venture Partners, local “Investment Clubs” and other “big thinking” affiliate groups



Eastside Pathways, Bellevue, WA



9. Dedicated Funding Streams

- Special taxing districts
- Special taxes and levies
- Guaranteed expenditure minimums
- Fees and narrowly based taxes
- Income tax check-offs
- Children's trust funds



Children Services Council, Broward County, FL
Portland Children's Levy, Portland, OR



How many of these 9 potential sources have you actively pursued? Any Success?

- Local Dollars
- State Dollars
- Federal Dollars
- Local United Way/Local Foundations
- National Foundations
- Individual Donors
- Dedicated Funding Streams



Creating Local Public Dedicated Funding for
Children and Youth

A BOLD NEW OPPORTUNITY



Why now?

A Perfect Storm

The opportunity divide

investing 8 to 1 in enrichment from wealthy to poor

No new federal or state resources

14% decline in federal spending since 2010

Early intervention, prevention and youth development works

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

Use of evidence takes time, money and stability

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

Collective impact partnerships are ready

More sophisticated partnerships and backbone organizations to organize and implement



What is a public local dedicated funding stream?

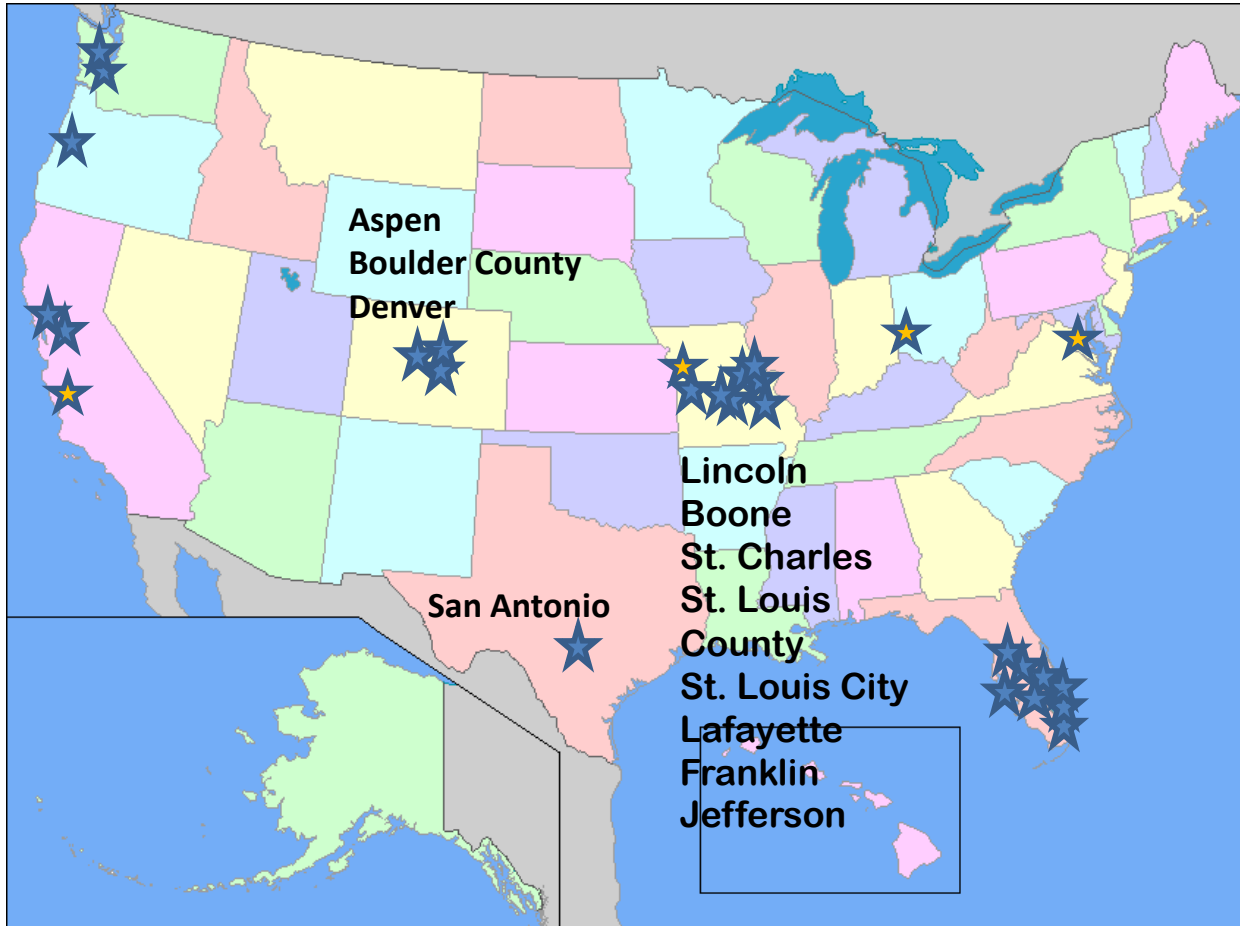
- **Public** – allocated by government
- **Local** – allocated at the county, city or school district level
- **Dedicated** – can only be spent on services to children, youth and families
- **Funding** – specific amounts of money allocated in a budget process
- **Stream** – ongoing funding, as opposed to year-to-year



Dedicated Public Funding Streams for Kids

Portland
Seattle
King County
San Francisco
Oakland

Communities throughout CA



Cincinnati

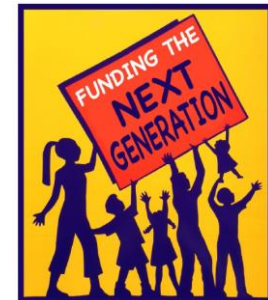
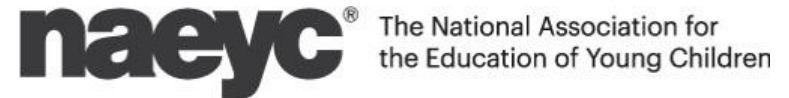
Baltimore

Miami-Dade
Broward
Palm Beach
St. Lucie
Martin
Pinellas
Duval
Hillsborough
Okeechobee

Jackson and
Clay Counties



First Ever National Institute on Creating Dedicated Local Funds for Kids December 2015



Parallel strands of work



- Make the case
- Build a strong influential organization/ partnership/ coalition
- Develop funding proposals and new revenue policy
- Outreach, educate, communicate and organize



Make the Case



- Document needs of children, youth and families
 - e.g. Report Card
- Build a consensus agenda
 - e.g. Children’s Bill of Rights
- Develop a fiscal map
 - e.g. Children’s Budget
- Communicate the case for investing in children
 - e.g. Public education campaign



King County Dashboard of Spending

By ages and outcomes

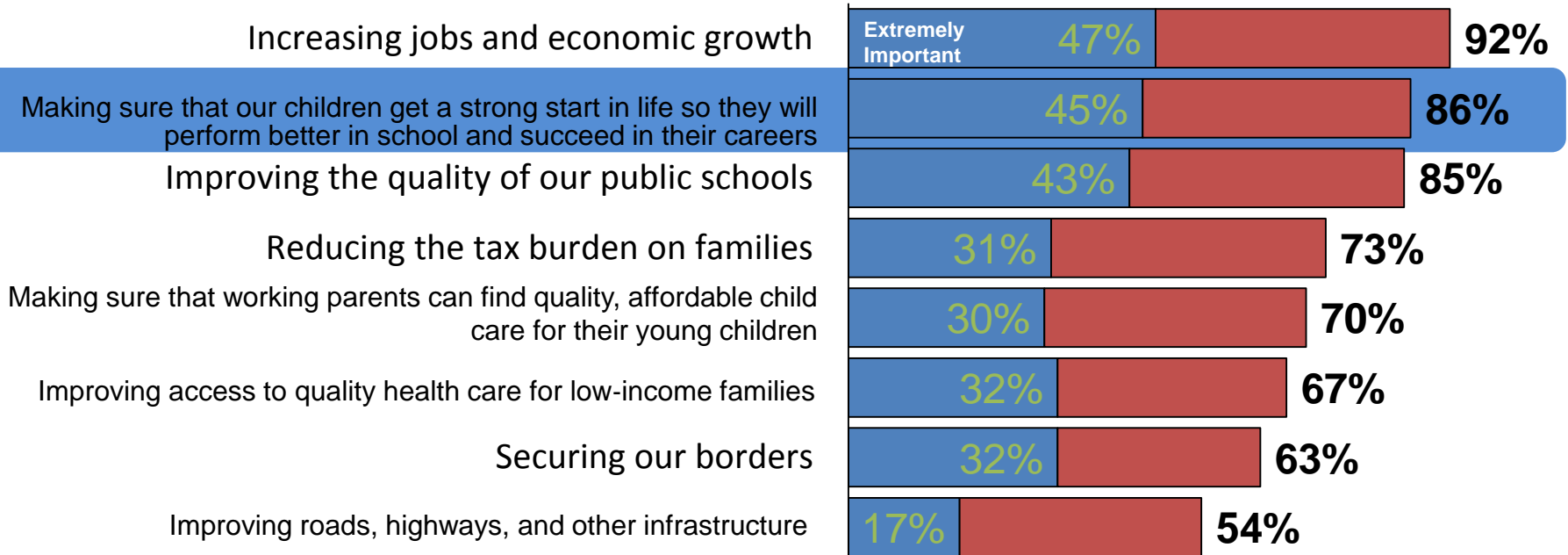
Primary Outcome Area	Pre K (0-5) Total: \$4.2 M	School Age (6-10) Total: \$6.9 M	Middle (11-14) Total: \$13.8 M	High (15-18) Total: \$13 M	Young Adult (19-24) Total: \$5.3 M	Families Total: \$2.4 M
Academically Successful Total: \$1.5 M	\$0.1 M	\$0 M	\$0.2 M	\$0.7 M	\$0.4 M	\$0.1 M
Vocationally Successful Total: \$0.5 M	\$0 M	\$0 M	\$0.1 M	\$0.3 M	\$0.2 M	\$0 M
Healthy Total: \$18.8 M	\$2.1 M	\$1.9 M	\$6.2 M	\$4.9 M	\$2.8 M	\$0.9 M
Safe Total: \$17.5 M	\$1.2 M	\$4.1 M	\$5.4 M	\$5.2 M	\$1.1 M	\$0.5 M
Socially Engaged Total: \$7.1 M	\$0.9 M	\$0.9 M	\$1.9 M	\$1.9 M	\$0.7 M	\$0.9 M
Civically Engaged Total: \$0 M	\$0 M	\$0 M	\$0 M	\$0 M	\$0 M	\$0 M



Voters place children getting a strong start in life as one of the highest national priorities.

Now I'm going to read you some goals that people might have for our country right now, and I'd like you to rate how important you personally consider each goal to be - is it extremely important, very important, somewhat important or not that important to you.

Ranked By % Extremely/Very Important



Heading into 2016



- Family First, strong families, and strong communities are all top messaging frames for 2016.
- Having a moral responsibility to your children and future generations is the strongest call to action.
- Demographic changes, particularly the rise of unmarried women, promotes a family agenda.
- The family and work agenda is very popular with voters, with Education being a core part of the family issues agenda.





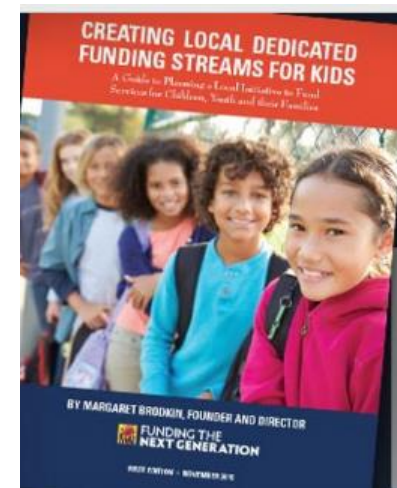
Funding at the Local Level is Key

- Politics is becoming increasingly local. Local jurisdictions have an increasingly large amount of power over social services.
- Local funding for kids isn't just for activities during the school day. **Early childhood, after school support, health and prevention support are all areas where increased funding is needed for all children.**
- No matter where you are, **children's issues will always resonate.**
- You can raise revenue for children and youth much more easily than for other social sectors.

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



Key Stakeholders

At the outset – small group of “dedicated committed citizens” – true believers

- Non-profit service providers
- Advocate(s)
- Community foundation
- Political champion
- Public agency director(s)

At the end – large coalition of hundreds

- Parents and Youth – authentic voices
- Grassroots organizing groups
- Civic and service organizations
- Pediatricians
- Business
- Labor/unions
- Faith community
- Senior citizen groups
- Foundations
- Neighborhood associations
- Education organizations
- Professional associations
- League of Women Voters



Develop funding proposals and new revenue policy

Most important question – What shall we fund?

Strategies

- Assessing gaps
- Polling
- Consensus of Coalition
- Community outreach to stakeholders
- Practical and political considerations



Hardest question: The funding source?

POSSIBILITIES

- Taxes – property, sales, business, utility, hotel
- Fees – entertainment, development
- Set-asides – of General Fund or a specific revenue source

CONSIDERATIONS INCLUDE:

Economy, Poll results, Elected official's opinions

Legalities, Political analysis, Volunteer base,

Campaign costs, Creativity of proposal



Cities-State Fiscal Structure

- Municipal Taxing Authority
- Own-Source Revenue Reliance
- State Aid
- Tax and Expenditure Limits



Virginia Municipal Tax Options

Municipal Fiscal Authority

- Virginia grants municipalities access to two revenue source (property and sales taxes)

Municipal Revenue Reliance and Capacity

- Proportion of total revenues that a municipality generates from its own-sources in Virginia is less than other states

State Aid

- Virginia's municipalities (including schools) received 32% of their general revenues from the state government.

Tax and Expenditure Limits (TELS)

Virginia places no constraints on municipal fiscal autonomy through state regulations



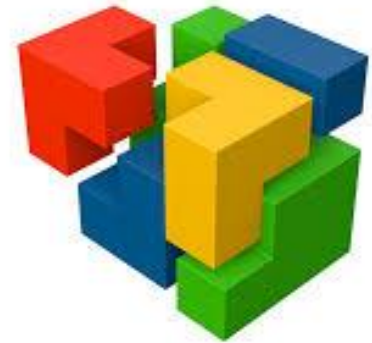
Virginia County Tax Options

- May not increase property tax more than 1% from year to year without a public hearing
- May establish special districts for enterprise, technology or tourism zones (what about kids?)
- May levy 1% sales tax where no municipality is levying.
- Food and beverage tax may be levied up to 4% of receipts – with voter approval
-



Elements of a good measure

- Sufficient resources
- Addresses priority needs
- Clarity of purpose
- Accountability
- Preventing supplantation



Once you are on the ballot

- The campaign is fairly straightforward:
 - Outreach
 - Educate
- Communicate
 - Organize





- What does it take?
 - Time - marathon
 - Staff – coordinator, organizer, writer, spokesperson – credible person with multiple skills
 - Passion
 - High tolerance of uncertainty
 - Leadership

REMEMBER: It's other people's money.



But the benefits are worth it...

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



Cost, Time, and Return



- San Francisco 3 campaigns – total cost – under \$1 M
 - will now have \$75M/year moving forward
- “Our business supporters regularly made the case to support the campaign by pointing out that it would be the best \$200,000 they would ever spend when the return was \$65 million a year.”
 - Cindy Seltzer, CEO, Broward County Children’s Services Council



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
- **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**- they use 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



Missouri *Putting Kids First*

- State legislation passed in 1998 allowing local communities to create a community children's services fund through referendum
- For children's mental health and substance abuse service areas
- Voters in 8 counties have chosen to put a fund in place since then
- Two more counties trying this year
- Total amount per year will likely be \$100 million by next year



Florida's Children's Services Councils

- The only state in the nation with a law enabling communities to create a local government with the sole purpose of investing in children's services
- Subject to the same rules and requirements that apply to city and county governments, CSCs operate with multiple levels of accountability
- Ad valorem taxing authority up to .5 mill, voters in 2 counties have authorized up to 1 mill for their fund



The Mission of the CSCs

- All 8 counties share the mission to invest in early intervention and prevention.
- Data driven investments and accountability of programs
- Maximize local revenue and develop new resources
- Build strategic partnerships and facilitate coordination among local programs
- Specific programs depend on community needs but include: healthy families and births; early care and education; afterschool and summer programs; youth transitions from care



Q & A



Readiness Assessment: Walk through and discuss with your neighbor. How would you make progress in some of these areas?



Resources

- Fiscal mapping [Adding It Up Guide](#)
- [Creating a dedicated public funding stream](#)
- Polling on children and youth issues [webinar recording](#)
- Local Funding for Early Learning: A North Carolina [Community Toolkit](#)

For more information please contact me:

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