



MAXIMIZING FISCAL RESOURCES FOR THE
COMMUNITY-BASED CHILD ABUSE PREVENTION (CBCAP)
STATE LEAD AGENCIES:
A Guidebook and Toolkit

FRIENDS National Center for
Community-Based Child Abuse Prevention Programs
A service of the Children's Bureau



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INTRODUCTION

Community-Based Child Abuse Prevention (CBCAP) State Lead Agencies are required to participate in efforts to “maximize funding through leveraging of funds for the financing, planning, community mobilization, collaboration, assessment, information and referral, startup, training and technical assistance, information management and reporting, reporting and evaluation costs for establishing, operating, or expanding community-based and prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect.” (2017 CBCAP Program Instruction)

Maximizing resources is broadly defined as *increasing or optimizing resources for a program or initiative*. This may involve leveraging, braiding or pooling resources, which can be monetary, human or other program enhancements. Maximizing resources brings increased funding as well as a broader base of partners to an agency’s initiative and strengthens the capacity of the State Lead Agency.

The purpose of this guidebook is to share strategies for maximizing funding for child abuse prevention activities and provide an overview of how to leverage funds for CBCAP programs. We look forward to feedback from the network on the usefulness of the strategies and resources listed here. This guidebook accompanies the e-learning course, Maximizing Fiscal Resources. To take the course, visit the FRIENDS Online Learning Center at <https://friendsnrcelearning.org>.

I: LEVERAGED, BRAIDED AND BLENDED FUNDING FOR CBCAP GRANTEES

The Community-Based Child Abuse Prevention (CBCAP) Grants program, Title II of the Child Abuse Prevention and Treatment Act (CAPTA), was reauthorized on December 20, 2010 under the CAPTA Reauthorization Act of 2010. The program has provided communities with the unique opportunity to develop, operate, expand and enhance efforts to strengthen and support families and to prevent child abuse and neglect. CBCAP is designed to support a continuum of prevention services for children and families through state and community-based public and private partnerships.

The CBCAP program is the only federally-funded, formula grant program that has the sole purpose of preventing child abuse and neglect. The formula grant design recognizes that states can be very effective at creating statewide networks and community-based initiatives to protect children from child abuse and neglect. Since the increase in the FFY 2005 appropriation, a decision was made to set the minimum grant for this 70 percent portion to \$200,000 so that all states may benefit from the increase. Future-year minimum grants will depend on the availability of funds appropriated annually for this program, “except that no state shall receive less than \$175,000.”

The remaining 30 percent of the funds is distributed among the states based on the amount of private, state or non-federal funds *“leveraged and directed through the designated state lead agency.”* In other words, the leveraged fund claim for the CBCAP program MUST be received and documented as spent (in the prior fiscal year) on primary or secondary prevention activities and also MUST be directed through the lead agency’s budget. Additionally, the amount of each state’s final grant award is based on the percentage of the total amount leveraged. (See formula below).

Funding Formula for CBCAP Allocations

Total State CBCAP Allocation = base allocation
(i.e. state child count x \$ per child) + state
leveraged fund allocation

State Leveraged Fund Allocation = total your
state dollars leveraged/total amount
leveraged by all states (= % of the whole) X
30% of total CBCAP funding reserved for the
leveraged fund portion of the grant

The example below demonstrates how state allocations are calculated using this formula.

Calculation of the CBCAP Leveraged Fund Claim and Final Allocation

Part 1 of the Funding Calculation:

▪ Total CBCAP Funding	\$39,764,000
▪ Minus deductions for National Center, CBCAP Tribal and Migrant programs, other rescissions from the Budget Office	- \$2,089,640
Total left for grants to states	<hr/> \$37,674,360

Part 2 of the Calculation:

- 70% (of \$ 37,674,360) is allocated to states, based on child population \$26,372,052
- 30% (of \$ 37,674,360) is for leveraged funds \$11,302,308
- For the FY 20XX application, the total leveraged fund claims submitted by all of the States (spent in previous FY FY20XX) = \$449,325,769
- To calculate the leveraged fund allocation for a particular state, take the state's claim and divide it over the total of all of the claims.

Example:

- Of the total, YOUR STATE submitted a claim of \$1,000,000 or 0.0022 (0.2%) of the total leveraged fund claims submitted ($\$1,000,000 / \$449,325,769 = 0.0022$)
- YOUR STATE'S portion of the leveraged fund claims equals $0.0022 \times$ the 30% available. ($0.0022 \times \$11,302,308 = \$24,865$)
- In the reporting FY, all states received a rate of return for their leveraged fund claim of approximately 0.02 (\$.02 or 2%). This is calculated by the formula:
Rate of return = leveraged fund allocation/ leveraged fund claim total for state. In YOUR STATE, this is: Rate of return = $\$24,865 / \$1,000,000 = 0.02$
- YOUR STATE'S final allocation for FY20XX is the tentative allocation (\$200,000) plus the \$24,865 leveraged fund allocation.
- The final allocation is $\$200,000 + \$24,865 = \$224,865$

These federal dollars are considered a federal investment meant to encourage additional or larger investments from local and state governments and private resources that support child abuse and neglect prevention programming. States are encouraged to maximize funding by leveraging dollars for the establishment, operation and expansion of community-based, prevention-focused programs and activities as well as by blending or braiding federal, state, local and private money for child abuse prevention activities.

What are Leveraged Fund Claims?

As a general term, leveraging is a mechanism for *using a few key dollars to generate larger amounts of capital and, in most instances, creating partnerships that are beneficial to all parties involved and that advance the program's goal.*

Under CAPTA Title II, leveraged funds have a specific meaning; they are funds that were received by the CBCAP State Lead Agency from *private, state or other non-federal sources.*

- Funds must be **received** during the prior Federal Fiscal Year (FFY) AND **budgeted** and **spent** within that same timeframe.
- Funds must be used to provide the same types of community-based child abuse prevention programs and activities that the actual CBCAP federal funds could be used for (i.e., primary and secondary prevention programs and activities).
- Leveraged funds must be **directed through** the CBCAP State Lead Agency and **controlled by** the CBCAP State Lead Agency submitting the application.
- In-kind contributions do not count as leveraged fund claims under CAPTA.
- Matching dollars from the previous FFY are also allowable as long as this money is not from any other source of federal funds, the funds were directed through the lead agency, and the lead agency has remained the same for the prior FFY and the FFY when the funds will be awarded.

Sources of Leveraged Funding

Any private, state or other non-federal funding may be leveraged by State Lead Agencies for CBCAP programs. Funds that can be leveraged come from a variety of sources; there are many opportunities for creative thinking. The table below lists examples of acceptable fund sources on leveraged claim sheets. Additional strategies are described later in this document.

Leveraged Fund Claim Sources		
Private Sources	State Sources	Other Non-Federal Sources
<ul style="list-style-type: none"> ▪ <i>Foundation Grants</i> ▪ <i>Corporate Grants & Donations</i> ▪ <i>Individual Donations</i> ▪ <i>License Plate Sales</i> ▪ <i>United Way</i> ▪ <i>State Income Tax Check-off</i> ▪ <i>Business Community</i> ▪ <i>Endowments</i> 	<ul style="list-style-type: none"> ▪ <i>Tobacco Settlement</i> ▪ <i>State General Fund</i> ▪ <i>Marriage License Fees</i> ▪ <i>State Appropriations</i> ▪ <i>Birth & Death Certificate Fees</i> ▪ <i>Divorce Filing Fees</i> ▪ <i>Domestic Violence Funds/Offender Fees</i> ▪ <i>Other Statutory Dedications</i> ▪ <i>Universities</i> ▪ <i>Lottery</i> 	<ul style="list-style-type: none"> ▪ <i>Endowment Disbursement</i> ▪ <i>Interest Income</i> ▪ <i>Earned Income (services, products, materials)</i> ▪ <i>Contractual Services</i> ▪ <i>Special Events (auctions, races, signature events)</i>

How to Leverage CBCAP Funds

- Identify all possible sources of non-federal funds and assess which funds are available and whether the funds could be better used to match CBCAP or other federal funds.
- Consult with the finance officer of the State Lead Agency to ensure that funds being considered are allowable.
- Work with the state legislature to secure fees from vital statistics, income tax check-offs, license plates and tobacco settlement funds.
- Partner with private foundations and community organizations that support child abuse prevention to blend resources.
- Develop an interagency agreement or memorandum of understanding between the state agencies that serve families and children to create pools of blended or braided funding support. (See the Appendix for a sample form.)
- Collaborate with local media and small businesses as well as health, education, law enforcement and religious institutions to promote family-strengthening messages.
- Contact local business councils and the local Small Business Administration to gather information about possible entrepreneurial ventures such as thrift stores and real estate.
- Hold special events. Identify volunteers with development and fundraising expertise to plan and coordinate special events such as auctions, radio-thons, 5k races, published cookbooks, award dinners and concerts.

State Activities Supported by CBCAP Leveraged Fund Claims

CBCAP leveraged fund claims can be used to support the four levels of prevention strategies (individual, relational, community and societal). CBCAP State Lead Agencies can use leveraged fund claims to address immediate programmatic needs and to support long-term systemic change. The chart below identifies examples of specific strategies conducted by CBCAP State Lead Agencies with leveraged fund claims.

Programs Supported by CBCAP Leveraged Funds			
Individual	Relational	Community	Societal
<ul style="list-style-type: none"> ▪ Parenting Classes ▪ Child Development Screening ▪ Youth Life Skills Training ▪ Information and Referral ▪ Parent Life Skills ▪ Respite Care and Crisis Stabilization ▪ Child Safety Training ▪ Training & TA Disability Services 	<ul style="list-style-type: none"> ▪ Parent Support Groups ▪ Mentoring ▪ Home Visitation 	<ul style="list-style-type: none"> ▪ Service Collaboration ▪ Parent/community Cafes ▪ School-based programs 	<ul style="list-style-type: none"> ▪ Public Awareness Activities ▪ Public Education Materials

Successful Funding Strategies

Leveraging funding involves relationship building, knowledge of various revenue resources and a willingness to think creatively. Success depends on conducting background research, having patience, ensuring accountability and building a sound case for the proposed activities by documenting the need for partners and other funding sources to participate in the proposed project. It is important to demonstrate a positive return on investment and to highlight how this effort will benefit everyone involved, particularly the children and families served by the CBCAP programs.

Five Key Strategies for Financing CBCAP Programs

Knowledge of various resource options is critical to maximizing and leveraging resources. Research indicates there are five key financing strategies for local, state and collaborative decision makers to consider. Many of these are already used by most state and local systems. For CBCAP State Lead Agencies, each strategy is an opportunity to leverage, blend or braid funding, as well as increase resources available for CBCAP programming using other strategies.

STRATEGY 1: Better Use of Existing Resources

Redeployment—shifting funding from higher-cost to lower-cost programs and services. This may include shifting some state funds from more expensive services, such as out-of-home placement, to support services to safely maintain children in their homes, such as intensive or comprehensive family support services.

Operating More Efficiently—cutting costs that can be reinvested in expanding or enriching services. This could include co-locating, pooling purchases and reducing duplication of effort.

Reinvestment—allocating funds that can be saved through redeployment, refinancing or reductions in spending to new or alternative supports and services. An example of reinvestment would be capturing the savings from caseload decline and reinvesting it in prevention.

STRATEGY 2: Maximizing State and Federal Resources

Leveraging—maximizing federal revenue by taking advantage of programs that provide funding contingent on state, local and private investment. This expands the value of funds by increasing the ability to draw down more funds. There are numerous examples of leveraging throughout this document.

Grant Writing to Access Public and Private Sector Funds*—applying for discretionary grants from public agencies, private foundations, corporations and other funding organizations.

**Note: federal funds cannot be used to leverage other federal money*

STRATEGY 3: Creating More Flexibility in Categorical Funding

Pooled or Blended Funding—combining a portion of funds from several agencies and programs into a single unified funding stream.

Coordination—aligning categorical funding from a number of agencies and funding streams to support community and program-level initiatives.

Devolution—delegating the authority for the allocation of funds from higher to lower levels of authority.

Decategorization—removing narrow eligibility requirements and rules governing allocations from existing funding streams.

STRATEGY 4: Building Public/Private Partnerships

Leveraging—creating partnerships that expand the fiscal base for prevention strategies.

Leadership—building new, shared public-private leadership for investments in children and families.

Technical Assistance—creating opportunities for sharing the knowledge, skills and technical resources needed to create and sustain effective systems of support to children and families.

STRATEGY 5: Creating New Dedicated Streams of Funding

Income Tax Check-Offs*—taxpayers designate a portion of their tax liability or donate a part of their refund to specific services or programs. A number of CBCAP State Lead Agencies receive funds from state income tax check-offs.

Legislative Allocations*—funds dedicated or earmarked for a particular program or service.

Children’s License Plates*—a special fundraising license plate. Vehicle owners make a donation, above the base cost of the plate, to a specific organization, program or service.

Children’s Trust Funds*—a separate, designated account in the public treasury for the specific purpose of funding child abuse prevention programs. Trust funds are governed by certain rules for managing the funds allocated to it. The funds can be substantial; many CBCAP State Lead Agencies are also Children’s Trust Funds with as much as \$22 million in the trust, which generates interest income in addition to the annual contributions.

*Adapted from *Thinking Broadly, Financing Strategies for Comprehensive Child and Family Initiatives* by Cheryl D. Hayes (2002), The Finance Project: Washington, DC.

Braided and Blended Funding

The federal government increasingly has recognized the practical benefits of braiding and blending resources to support cross-system collaboration to best address the needs of children and families. Blended funding pools have been used for many years, but the concept of braided funding is a more recent approach. Both approaches, however, combine funds from different agencies or programs into a single source that is indistinguishable at the point of service delivery.

Blended funds (often called pooled funds) involve combining funds from several sources into a single pool from which allocations or disbursements are made. Blended funds offer maximum flexibility to the State Lead Agency, and often provide gap funding or resources for activities not reimbursable through categorical funds. These funds are generally more difficult to obtain because the agency does not have control of the resources after pooling; therefore, the amounts given are usually smaller. However, these funds are also the most flexible.

The Connecticut Office of Early Childhood (OEC) has blended state, federal and private funding for several initiatives including Triple P, Help Me Grow Campaign and the In-Home Cognitive Behavioral Therapy Program.

Braided funds may also come from a variety of sources, but the funds are tracked both collectively and individually. Accountability for each stream of money is maintained by both the funding source and the agency charged with administering the funds. Like a scarf knitted with several strands of colored yarn, “braided” funds remain in separate strands and can be tracked by each strand (or source) from allocation to service delivery. These coordinated funds are joined or braided into a comprehensive service package and are indistinguishable at the service level. It can be a very effective funding strategy that often generates more resources than is possible with combined funds.

Pennsylvania's Family Centers are funded through a variety of federal, state and local funds. In addition to CBCAP funding, Family Centers also receive federal dollars from the Promoting Safe and Stable Families grant (Title IV-B of the Social Security Act). Pennsylvania heavily invests in Family Centers and there is a line item in the state budget specifically for community-based Family Centers and Home Visiting.

Agreements/Memorandums

Collaborative approaches offer opportunities to meet service demands at a reasonable cost while stretching limited available financial resources. Categorical funding often can only respond to narrowly-defined needs, while blended or braided dollars can address multiple needs in a more flexible manner. However, the pooling of resources should always be in accordance with negotiated written agreements. Having written agreements or memorandums of understanding greatly minimizes conflicts and is essential to ensuring that these strategies work.

In Maine, the Children's Trust Fund is the CBCAP State Lead Agency and is not a part of State government. Funding sources include Federal dollars through the CBCAP program; State grants that blend general, federal and special revenue funds; private citizen and corporate donations; foundation grants; donations made by Maine taxpayers via the income tax check-off option and private fundraising. The leveraging component of the CBCAP grant is an added incentive for both private funders and the State to invest in early childhood through the Trust. It also encourages community partners and grantees to be equally creative with their program funding.

Prevention programs across the country have found ways to share resources and skills in formal and informal ways. Memorandums of understanding (agreements that describe what each partner will contribute to a specific project and the conditions of that partnership) are valuable tools in the collaborative process. (See the *Sample Interagency Agreement* in appendix) These contributions by the partners may include services, money, staff time or facilities. Collaborations are usually cost effective and ultimately help sustain the program, because a number of agencies or leaders have bought into its success.

Checklist for Developing Fiscal Partnerships for CBCAP State Lead Agencies

Funding Sources and Partnerships

When exploring potential partnerships...

1. Identify areas of commonality, what each partner will contribute, and why the partnership could be beneficial.
2. Identify the shared vision and mission of the collaborative effort, including common goals and outcomes. Think carefully about how each system, prevention program, and any other parties can work together collaboratively.
3. Learn about the policies and rules of each partner's funding source (limitations, caps, how funds can be used and for whom, etc.).
4. Explore how each partner might maximize funding for all resources available.
5. Clarify whether there are any match requirements. If so, be sure to specify cash or in-kind, and the amount.
6. Identify roles and tasks for each partner.
7. Develop a fiscal or interagency agreement or memorandum of understanding that formalizes this relationship.
8. Determine who should sign the agreement. Are multiple signatures required? If so, each partner should receive a copy with original signatures.

Blending and Braiding Funding

1. Specify how the partners will blend or braid the funds.
2. Reflect the amount and use of these funds.
3. Determine how the fiscal management systems will ensure the integrity of the separate funding streams.
4. Establish a process of braiding funds that will allow partners to address issues of quality and access.

Fiscal or Interagency Agreement

1. Determine who needs to be involved in the development and approval of the fiscal or interagency agreement.
2. Identify which partner will be the fiduciary or have responsibility for the funding.
3. Determine if the agreement addresses service needs.
4. Clarify the details of the fiscal arrangements to be included in the partnership or interagency agreement.
5. Ensure that the fiscal agreement addresses the process and timeframes for payments, reports, and deliverables.
6. Specify any other conditions of the partnership.
7. Ensure that the agreement supports the partnership's goals.
8. Develop a process and timeline for reviewing and revising the agreement. Include an escape clause to ensure that funds are committed *based on the availability of funding* and that there is a process to address any needed changes.

Fiscal Reporting

1. Identify the requirements for tracking and reporting the partnership expenditures, revenues, and match requirements for each partner.
2. Determine whether the partnership will develop fiscal reports and, if so, who is to receive, approve, analyze, and act on these.
3. Clarify any other fund source reporting or auditing requirements.

Adapted from *Spending Smarter*, National Center for Children in Poverty (www.nccp.org)

Funding Strategies

Blended Funding	Braided Funding
<ul style="list-style-type: none">✓ Offers significant flexibility to the State Lead Agency✓ Reduces work required for reporting and accountability✓ Allows funding of activities not reimbursable through categorical sources✓ Provides gap funding✓ Can be politically difficult to obtain✓ Increases resources but are generally smaller amounts of money	<ul style="list-style-type: none">✓ Allows resources to be tracked✓ Allows State Lead Agencies to maintain control✓ Recognizes the categorical nature of funding✓ Avoids some of the conflicts that can arise with blending✓ Increases opportunities to obtain larger amounts of funds✓ Allows for both accountability and flexibility

Potential Funding Resources for CBCAP Programs

To effectively maximize, sustain and grow their financial resources, CBCAP State Lead Agencies must diversify their funding base and become more knowledgeable about the resources available. What follows are potential funding sources for leveraging, braiding and blending funds or otherwise supporting CBCAP activities. Whatever sources are tapped, it is important to understand the rules governing them and to use them in the most advantageous ways possible for child abuse prevention initiatives. Each funding stream requires collaboration with others to achieve objectives.

Federal Fund Sources

In addition to the federal Office on Child Abuse and Neglect, which oversees the CBCAP program, other federal agencies also fund prevention and family support activities related to their specific category of interest. It is useful to explore opportunities to collaborate in ways that support CBCAP prevention goals and better serve the targeted population. The CBCAP Program Instruction suggests the following programs as possible opportunities for coordination and collaboration with CBCAP.

Head Start Programs – Head Start is a federal program for infants, toddlers and preschool children from low-income families. These programs provide comprehensive services to meet the educational, emotional, social health, nutritional and psychological needs of our most vulnerable children, including children with disabilities. For more information, visit the Office of Head Start at www.acf.hhs.gov/ohs.

Maternal and Child Health Bureau (MCHB) Title V Program – The specific purpose of the Title V Block Grants to the states is the creation of federal-state partnerships to develop service systems in our nation’s communities that can meet the critical challenges facing maternal and child health, including but not limited to the following: significantly reducing infant mortality; providing comprehensive care for women before, during, and after pregnancy and childbirth; providing preventive and primary care services for children and adolescents; providing comprehensive care for children and adolescents with special health care needs; preventing injury and violence; and putting into community practice national standards and guidelines (e.g., prenatal care; healthy and safe child care; and health supervision of infants, children, and adolescents). For more information, visit <https://mchb.hrsa.gov/maternal-child-health-initiatives/title-v-maternal-and-child-health-services-block-grant-program>

Early Childhood Comprehensive Systems (ECCS) Program – The Maternal and Child Health Bureau (MCHB) launched the State Maternal and Child Health Early Childhood Comprehensive Systems Initiative (ECCS) to implement the MCHB Strategic Plan for Early Childhood Health. The purpose of ECCS is to support states and communities in their efforts to build and integrate early childhood service systems that address the critical components of access to comprehensive health services and medical homes; social-emotional development and mental health of young children; early care and education; parenting education and family support. The first ECCS grants were issued in 2003. Since that time 49 states, the District of Columbia, Guam, the Republic of Palau and the Commonwealths of Puerto Rico and the Northern Mariana Islands have participated in ECCS. Almost all of these grantees have now developed a plan for building a comprehensive system for young children. For more information, visit <https://mchb.hrsa.gov/earlychildhoodcomprehensivesystems>

Social Services Block Grant Program – Social Services Block Grants (SSBGs) assist state and territories to meet the needs of their residents through locally relevant social services. SSBGs support programs that allow communities to reduce dependency and promote self-sufficiency. For more information, visit <http://www.acf.hhs.gov/programs/ocs/programs/ssbg>

Child Welfare Waivers – The Child Welfare Demonstration authority provides states with an opportunity to use federal funds more flexibility in order to test innovative approaches to child welfare service delivery and financing. Using this option, states can design and demonstrate a wide range of approaches to reforming child welfare and improving outcomes in the areas of safety, permanency, and well-being. For more information, visit <https://www.acf.hhs.gov/programs/cb/programs/child-welfare-waivers>.

Respite Care – Respite care programs are designed to alleviate social, economic and financial stress among families of children with disabilities or children who are chronically or terminally ill. They provide short-term, in-home or out-of-home nonmedical child care. Respite care provides families or primary caregivers with periods of temporary relief from the pressures of demanding child care routines and lessens the intensity of severe family stress. Respite care programs generally provide 24-hour services, access to medical services, referral to counseling and therapy, staff training including child abuse/neglect reporting responsibilities and public awareness efforts. Respite services continue to be an important component of a full continuum of child abuse prevention and family resource services, and are included as services for funding under the CBCAP program (See sections 205(3)(A) and 208(3)). <https://archrespite.org>

Human Trafficking – The Administration on Children, Youth and Families (ACYF), continues to focus efforts at the intersection of trafficking and child welfare. Specifically, the Children’s Bureau has developed resources and guidance for states in implementing new mandates under Public Law (P.L.) 113-183: the Preventing Sex Trafficking and Strengthening Families Act. Among the mandates included in this legislation are the following: (1) the addition as a CAPTA state plan requirement the reporting to law enforcement authorities of instances of sex trafficking; (2) the addition as a CAPTA state plan requirement the locating of and responding to children who have run away from foster care; and (3) the inclusion of child sex trafficking data in the Adoption and Foster Care Analysis and Reporting System (AFCARS). Additionally, the Children’s Bureau provides guidance on the implementation of P.L. 114-22, the Justice for Victims of Trafficking Act, which includes mandates for states to include in their CAPTA state plan procedures to identify and assess all children known or suspected to be victims of trafficking and to train child protective services workers on identifying, assessing, and providing services to victims of trafficking and consider any child identified as a victim of sex trafficking as a victim of “child abuse and neglect” and “sexual abuse.” For additional information on these pieces of legislation, please visit: <https://www.childwelfare.gov/topics/systemwide/trafficking/pir/federal/>.

Various Prevention and Family Support Programs – There are a variety of prevention and family support programs existing across the country. These programs range from national models implemented broadly in states, to unique local agency programs with a long history of service to their communities. They are funded from diverse sources and contribute to a network that provides a full continuum of community-based family resource services.

State Fund Sources

As previously discussed, sources of state funds for child abuse prevention programs sometimes include tobacco settlement payments, children’s trust funds, various fees, income tax check-offs and special license plates.

Leveraging Funds through Partnerships

Partnerships are a powerful part of the process of leveraging, braiding, or blending funds. There are important considerations for CBCAP State Lead Agencies seeking to build partnerships. It is useful to identify how each system in your state currently supports prevention strategies and the various state resources that fund prevention programs and activities. Resources can be found in our collaboration [toolkit](#).

II: Other Fundraising Strategies

Fundraising is an important strategy for increasing state and private resources for CBCAP programs. Begin with identifying available funding sources. Then, critically assess which ones are the most appropriate for the State Lead Agency's mission and goals. Some funding streams will be a better fit than others. These may be solicited, earned, or gifted. They include grant writing, individual or corporate donations, solicitations, pledges, bequests, events, sales, and any number of other options that can raise substantial funding. Many of these funds can be used as leverage for the CBCAP monies. These strategies can also have the additional benefit of bringing increased visibility and support to the State Lead Agency.

- ***Foundations*** are non-governmental, non-profit organizations established under the Internal Revenue Code to “aid social, educational, charitable, religious or other activities serving the common welfare,” primarily through making grants to non-profit charities. Foundation grants can be substantial and can also help leverage CBCAP funds, if the CBCAP activity matches those of the foundation. The various types of foundations include:
 - ◆ ***Private Foundations*** are supported by an individual, a group of individuals, a family or a company. They exist for the sole purpose of making grants for charitable, educational or religious purposes or, in some cases, of carrying out such activities themselves. They usually have large assets and issue annual reports with significant amounts of details.
 - ◆ ***Corporate Foundations*** are private foundations with close ties to the corporations that provide their funding. They are often flow-through foundations that use funds received the previous year to make grants the current year. Philanthropic priorities are usually set by the chief executive officer (CEO) and board of directors. The board is often made up of corporate officers.
 - ◆ ***Community Foundations*** are public charities, supported by the pooled contributions or assets of a large number of donors. They are good philanthropic vehicles for donors who wish to focus their philanthropy in a particular community. Community foundations usually confine their grant making to a specific locale and decisions are made by trustees who represent a broad spectrum of the community's residents.
 - ◆ ***Family Foundations*** are also private foundations that receive endowments from individuals or families for philanthropic purposes. The Council on Foundations defines a family foundation as one in which the donor or the donor's relatives play a significant role in governing and/or managing the foundation. These funds, in some cases, can be substantial.

Fundraising activities can be episodic (such as one-time foundation or corporate grants or an event) or ongoing (product sales, annual appeals, multi-year grants). A number of CBCAP State Lead Agencies have raised funds through special events, sports events, fundraising breakfasts, product sales, grants, public/private joint efforts and auctions.

III. Appendix

- A. Sample Leveraged Funds Worksheet
- B. Sample Interagency Agreement
- C. References

Appendix A:

Sample Leveraged Funds Worksheet

Below is a sample Leveraged Funds Worksheet with several items listed. Even if you do not complete this form for your agency, to work effectively with your fiscal agent, you need to understand what can and cannot be leveraged to help maximize resources for your CBCAP program.

STATE: My State

LEAD AGENCY: My Agency

AMOUNT OF CLAIM	DATE(S) FUNDS WERE RECEIVED AND BUDGETED BY LEAD AGENCY ----- BUDGETED/SPENT		SOURCE OF FUNDS BEING CLAIMED	PURPOSE FOR WHICH FUNDS WERE BUDGETED AND SPENT
\$37,948.00	10-1-XX thru 9-30-XX	10-1-XX thru 9-30-XX	Tax Check offs/Private Contributions	3 respite care programs for rural communities in XXX County, YYY County, ZZZ County
\$1,500,000.00	10-1-XX thru 9-30-XX	10-1-XX thru 9-30-XX	State Appropriation	129 (one per county) school-based parent education programs for young & single parents
\$50,000.00	Quarterly payments 1-1-XX thru 9-30-XX	10-1-XX Thru 9-30-XX	Foundation Gift (United Way)	5 training programs (one in each geographic region) to recruit & train parents as community interagency leaders/partners.

<p>INCENTIVE CLAIM ASSURANCE: All amounts figured into this claim are non-Federal monies that have been leveraged by the State, directed through the CBCAP lead agency submitting the application, and <u>budgeted and spent</u> in FFY 20XX (i.e. 10/1/XX – 9/30/XX) to support community-based and prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect, as defined in the legislation, that coordinate resources among a range of existing public and private organizations for the purposes defined under this Title. No funds claimed here have been claimed to leverage any other source of Federal funds. State and non-federal funds that are being used to meet the maintenance of effort, match or other cost-sharing requirements for other Federal funding are <u>not</u> eligible to be claimed.</p>	
<p>TOTAL CLAIM</p> <p>\$ 1,587,948.00</p>	<p>PREPARED BY: (Fiscal Agent) <i>John Hancock</i> (Date) May 14, 20XX</p> <p>SUBMITTED BY: <u>My State Director</u> (Lead Agency Authority) (Date) May 15, 20XX</p>

Appendix B:

(Sample Interagency Agreement Format for CBCAP State Leads)

INTERDEPARTMENTAL AGREEMENT AMONG

THE

(Identify all the Agencies Involved)

FOR

(Identify the Program or Initiatives)

1. Purpose

Identify the purpose of this agreement, goals and a description of the program or initiative.

2. Period of Agreement

Identify when the terms of this agreement takes effect and when it ends, including caveats such as “provided funding continues” or “based on the availability of funding”.

3. Program Budget and Agreement Amounts

Clearly delineate the amount of funding each agency will contribute, sources of funding to be provided and the fiscal year.

Example: The following funding agencies, sources of funds and amounts will be provided for fiscal year 20XX:

- *Department of Education (State School Aid Act) \$ 2,000,000*
- *Department of Social Services (Federal TANF) \$ 4,000,000*
- *Children’s Trust Fund \$ 1,000,000*

4. Methodology and Program Content (Statement of Work)

Clearly identify the work to be conducted; how it is to be conducted; the agency designated as the lead responsible for administering the funds; how funding decisions will be made; when this begins; if this is a multi-year agreement, or other key pieces of information.

5. Method of Payments and Financial Reports

Clearly delineate how the money will be disbursed, financial reports required, and any other requirements the various funding agencies need for accountability. If other non- funding, but tangible supports (e.g. staffing, space, etc.) are given these should also be listed in the agreement. (However, they cannot be leverage on the CBCAP Leverage Form.)

6. Responsibilities

Clearly identify the roles and responsibilities of each party to this agreement. These may range from providing a specified amount of funding to day to day operations or oversight and advisory roles. However, be VERY specific for each partner so there will not be misunderstandings later.

7. Performance/Progress Reports

Clearly state the type of reports required, frequency of such and any other reporting requirements (e.g. written quarterly report, annual presentation to Department heads, etc.).

8. Modifications

Clearly state the conditions for modifications of this agreement.

Example: Any changes, amendments or revisions to this agreement shall only be effective with the written concurrence of all parties.

9. Termination

Clearly state the conditions for termination of this agreement.

Example: This agreement shall be in full force and effective for the period specified in this agreement. Any of the parties may terminate their involvement in this agreement by giving at least a 60-day written notice. Upon the failure of any party to carry out the terms of this agreement, termination of the party's involvement in this agreement may be requested by the remaining parties by giving 30-days written notice stating the cause and the effective date.

10. Special Condition

Delineate any other conditions not covered or that you wish to emphasize. For Example: *This agreement is conditionally approved subject to and contingent upon the availability of funds.*

11. Special Certification

The individual or officer signing this agreement certifies by his or her signature that he or she is authorized to sign this agreement on behalf of the responsible governing board, official, or agency.

12. Signature Section

Date

Department Director's Signature

Date

Director's Signature

Date

Director's Signature

13. Copies

Copies of this agreement with original signatures will be provided to each party of the agreement.

Appendix C

References

- ARCH National Resource Center for Respite and Crisis Care Services, *Bringing Respite to Your Community: A Start-Up Manual*, 1996 <https://archrespite.org/productspublications#Manuals>
- Association of Fundraising Professionals, *Fundraising Research & Statistics*, www.nsfre.org
- Bazelon Center for Mental Health Law, *Using Federal Funds Effectively*, www.bazelon.org
- Child Welfare Information Gateway, www.childwelfare.gov
- Foundation Center, *Research Studies*, www.foundationcenter.org
- Gedeon-Martin, Diane, *ABC's of Grantwriting*, The Write Source, 2000
- Hartsook Companies, Inc., *Fundraising Best Practices & Strategies for Success*, www.hartsookcompanies.com
- Hayes, Cheryl D., *Thinking Broadly, Financing Strategies for Comprehensive Child and Family Initiatives*, The Finance Project, Washington, DC., March 2002
- Knitzer, J. and Johnson, K., 2005. *Spending Smarter: A Funding Guide for Policymakers and Advocates to Promote Social and Emotional Health and School Readiness*, National Center for Children in Poverty, Columbia University, Mailman School of Public Health. www.nccp.org
- National Collaborative on Workforce and Disability, *Blending and Braiding Funds and Resources: The Intermediary as Facilitator*, Issue Brief, January 2006
- Riley, B., *Every Child Counts Fiscal Leveraging Plan*, 2000, Alameda County Children and Families Commission
- Watson, Sara, and Westheimer, Miriam, *Financing Family Resource Centers: A Guide to Funding Sources and Strategies*, The Finance Project, Washington, D.C., April 2000