



The **FINANCE** PROJECT

Finding Funding:

*Supporting Making Connections Core Result that
Children are Healthy and Prepared to Succeed in School*



MAY 2009



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Christianne Lind, Jarle Crocker, Nichole Stewart, Roxana Torrico, Soumya Bhat, and William Schmid

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Contents

Introduction	5
Adopting a Strategic Financing Approach	7
Overview of Funding Options to Support CHAPSS	13
Accessing Federal Funding	15
Accessing State and Local Funding	25
Accessing Foundation and Business Support	33
Assessing and Prioritizing Funding Sources	39
Conclusion	45
Appendices	47
Appendix A. Strategic Financing Worksheets	47
Appendix B. Drill-Down Analysis of Selected Formula/Block Grants	53
• 21st Century Community Learning Centers (21st CCLC)	53
• Child Care and Development Block Grant (CCDBG)	56
• Even Start	59
• Temporary Assistance for Needy Families (TANF)	62
• Title I: Supplemental Educational Services (SES)	65
Appendix C. Drill-Down Analysis of Selected Discretionary Grants	69
• Early Reading First	69
• Head Start	72
• Healthy Start Initiative	75
• Parent Information Resource Centers	78
Appendix D. Drill-Down Analysis of Selected Entitlement Programs	81
• Medical Assistance Program (Medicaid; Title XIX)	81
Appendix E. State and Local Funding Sources: Examples from the Field	85
Appendix F. Selected Foundations and Corporate Giving Programs	89
Additional Resources	131
Acknowledgements	137
About The Finance Project	137



1. Introduction

The Annie E. Casey Foundation's *Making Connections* initiative provides support to communities across the country to help improve outcomes for children and families in disadvantaged neighborhoods.¹ The sites, together with committed local partners, are engaged in a range of strategies and activities, reflecting local conditions and priorities, to ensure that Children are Healthy and Prepared to Succeed in School (CHAPSS). These efforts include: early learning, health services, literacy and tutoring programs, out-of-school time (OST) programs, parent outreach and engagement, and supports for schools and child care providers. (See Text Box: Overview of CHAPSS Strategies and Activities.)

Overview of CHAPSS Strategies and Activities

Early Learning encompasses a range of efforts aimed at promoting learning and school readiness among young children (ages 0-5). These initiatives include pre-kindergarten, early learning initiatives, play and learn groups, and other supports.

Health Services are the many activities aimed at improving health outcomes for children and their families. Among others, these include immunizations, health insurance enrollment, prenatal care, developmental screening and follow-up services, establishing school-based nurses and health clinics, and promoting access to healthy and nutritious food.

Literacy and Tutoring includes programs to increase the availability of books and other reading materials, reading interventions for students, family literacy initiatives, and academic support and tutoring for students.

Out-of-School Time (OST) Programs are structured activities for school-age children before or after school, on weekends, over holidays, or during the summer. These programs can include a mix of academic, recreational, and other developmental opportunities for children and youth.

Parent Outreach and Engagement is designed to support parents as their children's first teachers and best advocates. It can include a range of strategies and activities, such as parent resource centers, play and learn groups, home visitations, parent liaisons to facilitate school engagement, and supportive services (e.g., childcare, transportation, housing assistance, wage supplements, etc.) that enable adults to balance their dual roles as parents and workers.

Supports for Schools and Child Care Providers are designed to promote quality programming among schools, child care providers, and friend, family, and neighbor (FFN) networks. These supports can include, for example, training and professional development opportunities for staff; resource and referral services; technical assistance on licensing and professional certifications; as well as peer learning and networking opportunities.

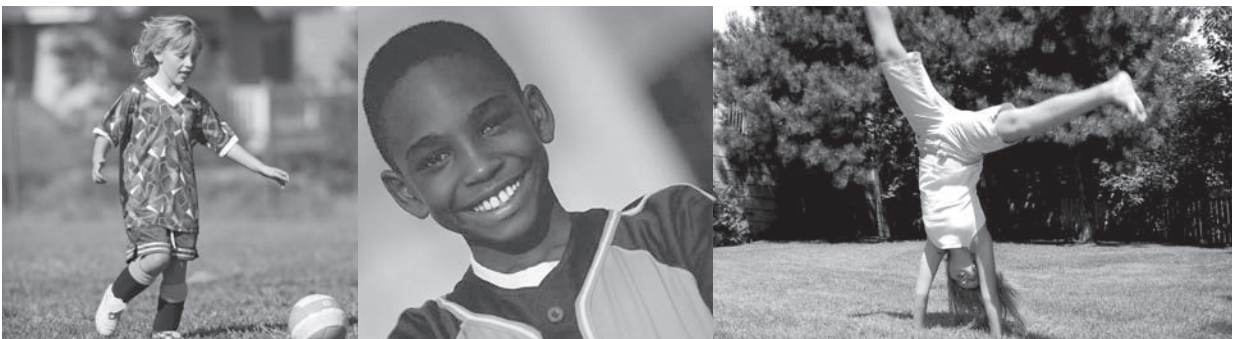
Infrastructure is the underlying systems and capacities that support and enhance the effectiveness of the initiative's work. This includes, for example, resident engagement and leadership; planning, coordination and collaboration; data collection and evaluation; and communication efforts.

¹ The *Making Connections* sites are Denver, CO; Des Moines, IA; Hartford, CT; Indianapolis, IN; Louisville, KY; Milwaukee, WI; Oakland, CA; Providence, RI; San Antonio, TX; and Seattle, WA.

For *Making Connections* sites and other local initiatives, securing adequate funding to sustain and expand programs to achieve results at greater scale is an ongoing challenge. Fragmented funding streams make it difficult for leaders to support children and families in comprehensive ways. Moreover, the current economic environment—a historic federal deficit, budget cuts at state/local levels, and declines in some foundation and business giving—challenges leaders to be especially strategic and creative about financing and sustaining their work over the coming years.

This guide is part of a series of tools and technical assistance resources on financing and sustainability developed by The Finance Project to support the *Making Connections* sites. It overviews a diverse set of public and private funding sources that you can access, blend and braid to help meet the fiscal needs of your initiatives over time.

- Chapter 2 provides a framework for thinking about potential funding sources within an overall strategic financing approach. It outlines a suggested process for identifying and prioritizing funding sources, and discusses approaches for building institutional capacity to support strategic financial analyses within the initiative.
- Chapter 3 provides an overview of the funding options discussed in this guide and context for how the information can be most successfully utilized.
- Chapters 4-6 highlight selected federal, state/local, and private funding sources that are particularly relevant for the *Making Connections* sites. Collectively, they represent important funding opportunities, though they certainly aren't the only funding sources that site leaders should consider. Each section includes considerations, lessons learned, and examples of how to successfully access particular types of funding.
- Chapter 7 discusses several criteria that can help guide initiative leaders' efforts to assess and prioritize which funding sources are most appropriate to pursue. It also includes a high-level analysis of the benefits, costs and appropriateness of each of the major types of federal, state/local and private funding sources discussed in this brief.



2. Adopting a Strategic Financing Approach

In order for initiatives to be successful and sustainable over time, *Making Connections* sites and other leaders need to avoid the pitfall of chasing dollars opportunistically. Rather, you need to build and maintain a diverse portfolio of funds that are aligned with the specific strategies, activities and capacities you want to sustain. A strategic financing approach is a framework for identifying the fiscal needs of your initiative over time, and designing and implementing financing strategies to meet those needs.

With a strategic financing approach, you can:

- Cover your specific funding needs, including your Annie E. Casey leverage or co-investment.
- Receive cash and other in-kind resources at the time you need them.
- Save time, resources, and energy by focusing your fundraising efforts on the most promising options.
- Take advantage of opportunities or address unforeseen problems, without disrupting your initiative.
- Have the information you need to plan for the future.

A strategic financing approach involves several key steps: clarifying what you are seeking to fund, developing cost estimates, mapping current funding, assessing gaps, exploring a range of financing strategies to meet your fiscal needs, and developing an implementation plan. Importantly, it can build off of and deepen the financing and sustainability work already underway in the *Making Connections* sites. Appendix A includes a set of worksheets developed by The Finance Project to help guide you through this process.

Clarifying Financing for What (See Appendix A, Worksheet 1.) The most important step in developing a strategic financing plan involves clarifying exactly which elements the initiative wants to sustain. Different financing goals lend themselves to different financing strategies. Thus, it's important to clearly identify the strategies and activities the initiative wants to sustain, at what scope, and over what period of time. Starting with the question “financing for what” ensures that your vision anchors and drives your financing efforts.

Estimating Fiscal Needs (See Appendix A, Worksheet 2.) The next step is to determine how much it will cost to achieve the initiative's financing goals. For multi-faceted initiatives such as *Making Connections*, leaders will likely want to develop a separate set of cost estimates for each major strategy/activity area of the initiative. When developing cost estimates, it's important to include both direct service costs (e.g., staff salaries, space, equipment, and supplies) as well as infrastructure costs (e.g., planning, coordinating and managing a collaborative initiative; obtaining technical assistance; data collection, evaluation, and reporting; communications and advocacy; etc.) Also consider any plan to add on new activities or functions and the associated costs of that phase-in process. Although many initiatives use existing budgets as a starting place for estimating fiscal needs, often additional work is needed to capture costs in terms of the identified sustainability goals and major strategies over time.

In addition to informing the development of a strategic financing plan, cost estimates are critical to supporting your fundraising efforts. Funders and contributors want to know the rationale for your funding requests, and how you plan to use their funds. Sound cost estimates will help you make the case that your funding requests are reasonable.

Mapping Current Funding (See Appendix A, Worksheet 3.) After estimating the total costs associated with sustaining the initiative, the next step is to develop a complete picture of the resources already in place. It is important to understand not only the *total amount* of resources you have, but also the specific purposes for which current funding sources can be used, and over what timeframe they will be available.

Begin by clarifying what resources you have.

- *What are your current sources of funding?* What are the amounts of cash and/or value of donated goods and services?
- *How flexible are your resources?* Are resources restricted to use in certain places, at certain times, for certain programs and activities, for certain children and youth, or for certain defined categories of spending? Or can they be redirected to other purposes, as needed? How can they be used to support CHAPPS or other aspects of the *Making Connections* initiative?
- *How durable are your resources?* For what period of time will the resources be available? Will resources be renewed automatically? Are any funding sources upon which you currently rely at risk of being cut or reduced (such as federal block-grant dollars or state discretionary funds)? If so, it will be important to develop contingency plans for securing alternative sources of funding.

Leaders should also review the initiative's overall funding mix to assess how robust it is. Maintaining a diverse portfolio of funds can help ensure that your initiative continues to thrive when any one funding source ends. Ideally, your initiative will receive funding from multiple sources—

- *Public and private funding.* What percentages of total resources are from the public sector versus the private sector? If the initiative only receives contributions from the public sector, consider strategies for engaging private-sector partners.
- *Long- and short-term support.* What percentage of total resources comes from time-limited grants of one to three years in length? If the initiative relies solely on short-term funding, explore more sustainable sources of support.
- *Flexible and restricted funds.* Does the initiative's funding portfolio include some flexible resources that can be used to help support general operating expenses and infrastructure?

As part of *Making Connections* policy and system reform efforts, you can engage state and local leaders in fiscal mapping to analyze how funding is currently being allocated to support services for children and youth, and lay the groundwork for improved financing strategies (See Text Box: Using Fiscal Mapping to Promote Policy and System Reforms)

Assessing Funding Gaps (See Appendix A, Worksheet 4.) To calculate your funding gaps, subtract your inventory of existing funding (Appendix A, Worksheet 3) from your estimate of costs (Appendix A, Worksheet 2). This analysis will help pinpoint the initiative's specific funding needs and when they will occur. Because different financing needs will lend themselves to different financing strategies, it's important to assess whether your gaps are related to—

- *Particular services or functions* you want to sustain, e.g., early learning, health services, out-of-school time programming, evaluation, etc.
- *Particular categories of spending*, e.g., staff salaries, equipment, etc.
- *Particular timeframes*, e.g., this year or longer-term

Identifying and Prioritizing Funding Sources to Meet Your Needs (See Appendix A, Worksheet 5.) The goal of a strategic financing approach is to find the best fit between your funding needs and your potential sources of funding. Determining which sources are most appropriate requires a clear understanding of what funding you need and when you need it. It also forces you to think in a nuanced way about your initiative's immediate, short-term, and long-term needs. This approach also helps you take advantage of funding sources that are most accessible first, before you pursue those that may be more difficult and time-consuming.

Although an array of funding sources can support activities to ensure that children are healthy and prepared to succeed in school, not every funding source will be suitable for every *Making Connections* initiative. The best results will come from targeting your fundraising efforts to your initiative's particular needs and circumstances. Consider several factors when deciding which funding sources make the most sense for your initiative to pursue:

- *Accessibility.* Is the initiative eligible to apply for funds?
- *Uses.* Does the funding source support the strategies and activities your initiative needs?
- *Flexibility.* To what extent is there flexibility in the use of funds?
- *Resource Potential.* How much money will it generate?
- *Administrative Burden.* What are the reporting, data collection and evaluation requirements?
- *Timeframe.* What is the timeframe for realizing revenues? Does it align with the initiative's funding needs?
- *Durability.* How long is the funding source likely to last?
- *Matching requirements.* Does the funding source have matching requirements? Can your initiative leverage the needed money or in-kind contributions?
- *Political considerations.* Is accessing this funding source politically feasible? Who are potential competitors?

Developing an Implementation Plan (Appendix A, Worksheet 6.) Once you have identified the most promising targets of opportunity for funding, the next step is to develop an implementation plan. Pursuing financing strategies is likely to encompass a mix of short-term and long-term activities and require the focused and coordinated effort of a variety of stakeholders. Developing a clear and concrete work plan for implementation that identifies specific tasks and timelines, roles and responsibilities, and how progress will be monitored is essential for effectively translating your good thinking and ideas into practice.

When done successfully, strategic financing is not simply a one-time exercise, but rather, an integral part of the initiative's way of doing business. It serves as a management tool for clarifying fiscal priorities, making decisions regarding new funding opportunities, and adapting to changing economic and political conditions.

Bolstering the initiative's existing systems and capacities is essential to institutionalizing a strategic financing approach. Strong internal systems need to be in place to support grant application and management, such as fiscal management, accounting, communications, data collection and evaluation. Thus, it's important to assess whether the initiative needs to strengthen, expand or create new systems to achieve its financing and sustainability goals. In addition, initiative leaders, partners, and staff need to have the skills and dedicated time to fundraise and build relationships. If this capacity does not already exist within the initiative, consider hiring new staff or training existing staff to manage and carry out this work. Also consider how you can engage community residents and board members to help support the initiative's financing and sustainability goals.



Using Fiscal Mapping to Promote Policy and System Reforms

Fiscal mapping is a tool for understanding how funding is currently being allocated at the state or local level to support services for children and youth. A fiscal mapping study addresses the following questions:

- What are the major funding sources that support children in the state or locality?
- Where does that funding come from (e.g. federal, state, local, private sources)?
- Who does the current funding support (e.g. what age ranges)?
- How does the funding support the key goals/indicators identified for children and youth?
- Are the fiscal resources being leveraged effectively?

The findings can lay the groundwork for new state and community-level financing strategies by providing:

- a detailed accounting of all federal, state, local and private expenditures on programs supporting children and youth;
- an analysis of the adequacy, flexibility and stability of existing funding; and
- recommendations for how resources can be more effectively coordinated, maximized or aligned to support goals for children and youth.

The Finance Project (TFP) has supported fiscal mapping efforts in a growing number of states and communities, such as Michigan. Michigan's Great Start system provides a framework for a statewide comprehensive system of services for young children and their families that prepare children to enter kindergarten safe, healthy, and eager to succeed. With support from Governor Granholm and a federal planning grant, state leaders have developed a blueprint for Michigan's Great Start system, with the goal to make the following services accessible statewide to all children ages 0-5 and their families:

- Services supporting families' basic needs, economic security and child safety
- Physical health care
- Social-emotional health care
- Parenting education and family support programs
- Early care and education programs

Michigan's Early Childhood Investment Corporation (ECIC), an independent nonprofit organization, is tasked with implementing the Great Start system statewide. In this role, ECIC identifies strategies for meeting gaps in state services and supports the development of local Great Start Collaboratives, which are representative decision-making bodies that are implementing the Great Start model in local communities.

continued

Using Fiscal Mapping to Promote Policy and System Reforms (continued)

To help lay the groundwork for developing a comprehensive financing plan for the Great Start system, TFP conducted a fiscal mapping study of Michigan's current funding for early childhood supports and services. The final report, *Financing a Great Start for Michigan's Children - Analysis of Existing Resources for the Great Start System*, provides an in-depth look at the major federal, state, local, and private funds that currently support early childhood services in Michigan. It offers a clear picture of the types and amounts of funding currently available in Michigan, how they map to the components of the Great Start system, and how effective various funding sources would be in supporting a stable and coordinated system.

In addition, TFP helped build capacity for strategic financing at the state and local levels. TFP staff recently provided technical assistance and consultation to the leadership of ECIC, and their external advisory committees on potential financing strategies to support key components of the Great Start system statewide. At the local level, TFP staff provided training and technical assistance to the state's 21 local Great Start Collaborative (GSCs) on how to conduct similar fiscal analyses in their communities. In 2008 and 2009, several GSCs completed their own fiscal mapping reports and some have already engaged in implementing creative financing strategies tailored to the communities' needs and goals.



3. Overview of Funding Options to Support CHAPSS

This guide explores funding options for supporting *Making Connections* core result area that Children are Healthy and Prepared to Succeed in School (CHAPSS). To make best use of this information, sites need an understanding their specific financing needs so they can target their fundraising efforts accordingly. Within the context of a strategic financing approach, this information fits within Step 5, “Identifying Financing Strategies and Funding Sources That Can Help Fill the Gaps,” and builds off proceeding work on clarifying the initiative’s sustainability goals, estimating fiscal needs, identifying current resources, and assessing financing gaps. (See Chapter 2.)

The *Making Connections* leaders have successfully leveraged a variety of school and community resources to support CHAPSS initiatives. Through work with focus schools, they have collaborated closely with principals, teachers, and in some cases, district administrators to align activities, secure cash and in-kind contributions, and cultivate key champions for CHAPSS initiatives. Similarly, leaders have also engaged a variety of community partners in the CHAPSS work through partners groups and resident engagement and leadership. These resources provide a solid foundation upon which to build a strategic financing plan.

In addition to school and community resources, *Making Connections* initiatives can consider three main funding options:

- federal funding (Chapter 4)
- state and local government funding (Chapter 5)
- foundation and business support (Chapter 6)

Chapters 4-6 highlight selected funding sources within each of these categories that are particularly relevant for *Making Connections* CHAPSS initiatives. Collectively, they represent important funding opportunities, though they certainly aren’t the only funding sources that site leaders should consider. Tips and considerations on accessing these resources are highlighted for each strategy, along with examples and lessons learned from *Making Connections* and other similar initiatives that have successfully put these approaches into practice.

You will quickly recognize that these funding options are not mutually exclusive, but complementary elements of a strategic financing plan. Each suggests opportunities and potential benefits. However, it won’t be feasible to actively pursue all three funding options at once, with equal effort and intensity. Decide what makes most sense for your particular initiative based on your funding needs and how alternative options align with your broader financing and sustainability goals. The best results will come from targeting your fundraising efforts to your specific needs and circumstances.



4. Accessing Federal Funding

As *Making Connections* site leaders seek new funding opportunities to supplement current Annie E. Casey dollars, federal programs can serve as a viable source of support for CHAPSS initiatives. *Making Connections*, including CHAPSS initiatives, represent a potential venue for reaching the target recipients of many federal programs (e.g., low-income children and families and disadvantaged neighborhoods). Over 40 federal funding sources support CHAPSS-related services and functions. These funding sources are administered by various federal agencies, including the Department of Education, Department of Health and Human Services, Department of Housing and Urban Development, Department of Agriculture, and Corporation for National and Community Service.

Tapping federal funding sources provides many potential benefits:

- substantially expand your site's funding base;
- support coalitions or partnerships working to develop and strengthen systems of care for children and families;
- free up state, local and private funding for other purposes; and
- provide a stable and reliable base of program support.

By identifying relevant federal programs and drawing down the highest amount that can be obtained from each source, *Making Connections* site leaders can maximize available federal resources and build upon efforts to diversify their funding portfolio.

Successfully tapping relevant federal revenue depends on identifying funding sources that are accessible to the *Making Connections* Local Management Entities and partner organizations. Understanding how federal funding sources flow, who makes allocation decisions, and how to apply for or access funding is critical. In some cases, *Making Connections* site leaders can apply directly to federal agencies that have statutory authority. In other cases, you must work with state or county leaders to access funding.

The Current Fiscal Context: New Federal Funding Opportunities

The current economic downturn has created financing and sustainability challenges for community-based initiatives such as *Making Connections*. State and local budget deficits, cuts in private sector funding, greater competition for scarcer resources, and the social impact of the economic downturn on *Making Connections* neighborhoods are contributing to pressures for initiatives to do more with less. The reality of the altered economic landscape is that there are fewer viable funding options for community-based initiatives, at least in the short term. Federal funding, however, is one of the few areas where there has been growth recently.

The federal government is making unprecedented new investments in human services and infrastructure to restore the economy and create jobs. The American Recovery and Reinvestment Act (ARRA) of 2009 provides for \$787 billion in new funding. Approximately \$143.7 billion is directed at children's programs. (See Text Box: A Brief Note on the ARRA of 2009.) In addition, the Fiscal Year

(FY) 2009 Omnibus Appropriations Bill will restore discretionary spending on children's programs to nearly \$74.1 billion (a \$3.5 billion increase from 2008). President Obama's FY 2010 budget proposal also includes major new investments in children's services, totaling more than \$70 billion over the next five years.² There is also a possibility that the President and Congress will consider another stimulus package help further strengthen the economy.

Given the rapidly changing political and economic environment, it's particularly important for *Making Connections* leaders to stay abreast of and be prepared to take advantage of new federal funding opportunities as they arise.

Federal Funding Sources for *Making Connections* CHAPSS Initiatives

Federal funds flow to states and communities through a variety of mechanisms, including formula or block grants, discretionary or project grants, and entitlement programs. The type of funding often determines who is eligible to apply for funds, what requirements applicants need to meet to access funds, and how flexibly funds can be used. To effectively access federal funds to support *Making Connections* and CHAPSS, initiative leaders need to understand how the different funding mechanisms operate and tailor their strategies appropriately.

Accordingly, this section provides a brief overview of the major types of federal funding, along with selected examples of funding sources that are particularly relevant for *Making Connections* and CHAPSS. (Also see the Text Box, Other Federal Funding Sources to Consider.) Appendices B-D include a drill-down analysis of each of these funding sources to help you assess whether sources are worth pursuing for your particular *Making Connections* or CHAPSS initiatives, and how funds are currently being used in your state/locality.

With a clear understanding of each funding source, you make informed decisions about both the costs and benefits of participating in programs and about your initiative's chances of successfully obtaining awards.

Formula or Block Grants

Formula or block grants provide states with a fixed allocation of funds based on a formula tied to a measurement of need. They typically address broad areas of national significance, such as child care, education, health care, poverty reduction, and community development. States and localities often have flexibility in designing and implanting activities and services to meet program goals. Although states are usually the primary grantees of formula or block grants, they can further allocate funds to localities and other eligible recipients through sub-grants and contracts. For each formula or block grant, states must regularly submit a plan outlining their priorities, how they intent to use funds, broad functions to be undertaken, and populations to be served.

To access relevant formula or block grants, it's critical to identify and get to know the relevant state- or county-level officials who determine funding allocations, understand their priorities, and make a

² Bruce Lesley, Presentation to the Grantmakers Income Security Taskforce, April 1, 2009, Washington, DC.

strong case for how *Making Connections* and CHAPSS can help address these goals. States plans are useful resources in thinking about how your initiative aligns with and supports state priorities.

The following are examples of formula or block grants that are particularly relevant for *Making Connections* and CHAPSS initiatives. (See Appendix B for a drill-down analysis.)

- **21st Century Community Learning Centers (21CCLC)** is the only federal funding source that provides dedicated funding for OST. 21CCLC funds support the creation of community learning centers that provide an array of academic enrichment opportunities, primarily for students attending low-performing schools. In addition, a portion of administrative funds can be used to provide capacity-building, training, and technical assistance to organizations eligible for or recipients of grant awards. Funds flow to state educational agencies, which in turn manage their own grant competitions. Successful grantees receive a minimum of \$50,000 annually for three to five years. *Making Connections* initiatives can use 21CCLC funds to support **out-of-school time**

Financing OST Initiatives with 21CCLC Funds: Making Connections in Providence

The federal 21CCLC program is an increasingly viable option for funding out-of-school time initiatives. In Providence, Rhode Island 21CCLC funds support OST programming in four elementary schools and three middle schools in *Making Connections* neighborhoods for the 2008-2009 school year.

Making Connections Providence CHAPSS lead, MaryClaire Knight, played a key role in helping participating schools to connect with 21CCLC state representatives, form key partnerships, prepare successful applications for the 21CCLC program, and ultimately secure and maintain funding awards.

Before beginning her work with the *Making Connections* partner schools, MaryClaire met with representatives from the state 21CCLC office to determine how the program could enhance the work of *Making Connections*. Providence previously had been underrepresented in 21CCLC fund distribution because of poor proposal writing, so MaryClaire organized monthly meetings with partner school leaders to build their capacity to develop a results orientation and strategically use data to access and maintain grant dollars. In 2006, MaryClaire met with potential 21CCLC applicants and helped them to frame their work so that it aligned with 21CCLC priorities by:

- Focusing on the programs' experience and track record;
- Demonstrating evidence-based practice and curriculum;
- Detailing a clear staff training plan;
- Establishing a clear alignment with local schools; and
- Showing the use of strategic partnerships.

continued

As a result of this technical assistance, seven school sites received awards for a five-year period (\$185,000 for three years, with a reduction to 60 percent in year four and 50 percent in year five). Funds cover the costs of one full-time coordinator, one part-time teacher, and one other specialty program provider. MaryClaire notes the importance of having matching dollars, so programs can run a full-week program from 3-6:00 p.m.

MaryClaire offered the following tips and lessons learned about successfully accessing 21CCLC funding to other *Making Connections* sites.

- Develop a strong relationship with the state department of education's 21CCLC office.
- Build a relationship with the state department of education's Title I representative as well. These dollars can be used to help with matching for OST programs.
- Ensure strong teacher participation in programs and a clear coordination with the school day.
- Demonstrate how the program will bring dollars into the district, in addition to filling an academic/enrichment void.
- Establish strong leadership at the program site level. Leaders should have an education or youth service background to effectively communicate and interact with school staff.
- Ask for less funding to get "in the door" the first year. Programs can renegotiate annual budgets later.

programs that align with 21st CCLC goals. (See Text Box: Financing OST Initiatives with 21CCLC Funds: *Making Connections* in Providence.)

- **The Child Care and Development Block Grant** is the largest direct federal funding source for child care. CCDBG provides grants to state human service agencies to subsidize child care assistance for eligible children under 13, through vouchers to parents or contracts with providers. In addition, federal law requires states to spend a minimum of four percent of CCDBG funds on activities increasing the quality and availability of care, such as consumer education; enhancement of parental choice; resource and referral services; grants and loans to providers; monitoring and enforcement of health, safety and licensing requirements; training and technical assistance; and improved compensation of child care staff.³ *Making Connections* sites can use CCDBG to support **early learning and pre-k initiatives, out-of-school time programming, parental resource centers, and supports for child care providers.**
- **Even Start** provides grants to state educational agencies to improve the academic achievement of young children and their parents, especially in the area of reading. Even Start grants are designed to support local family literacy projects that integrate: (1) early childhood education (for children primarily from birth-7); (2) adult literacy (basic education and instruction for English language learners); (3) parenting education; and (4) interactive literacy activities between parents and their children. *Making Connections* initiatives can use Even Start funding to support **early learning initiatives, play and learn groups, family literacy initiatives, other supportive services** (such as child care and transportation), as well as **infrastructure supports** (planning, coordination and collaboration and data collection and evaluation).

³ Michelle Ganow Jones. CCDF and 21CCLC State Efforts to Facilitate Coordination for Afterschool Programs. Washington, DC: The Finance Project, 2004. <http://www.nccic.org/afterschool/CCDF21CCLC.pdf>

- **Temporary Assistance for Needy Families (TANF)** is a flexible block grant to state human service agencies that provides cash assistance and work supports to low-income families. Funds can be spent directly on OST programs, typically under the purpose of reducing teen pregnancies or as a child care support to eligible families. In addition, up to 30 percent of a state's TANF allocation may be transferred to CCDBG, and passed on as child care subsidies to eligible parents and providers. *Making Connections* initiatives can use TANF funds for CHAPSS activities such as **child care** and **out-of-school-time programming, parent resource centers, and other supportive services**. Importantly, TANF funds can also support the other *Making Connections* results areas of Family Economic Success and Asset Building.
- **Title I, Part A** provides grants to state educational agencies to improve academic achievement in high need, high-poverty areas. Decisions regarding allocation of Title I funds are made at the district and school level. Funds can be used fairly flexibly for academic remediation and support services during the regular school day or **out-of-school time** (No Child Left Behind Act provisions specifically encourage the use of strategies such as extended day, extended year and summer programs to increase learning time); including staff salaries and/or **professional development**, program materials; and **parent involvement** activities.⁴ In addition, many school districts use Title I funds to support **preschool programs**.⁵
- **Title I Supplemental Educational Services (SES)** provides funding for children in Title I schools that have not made Adequate Yearly Progress for three years to receive additional academic support through SES in core academic subjects, including reading, math and language arts. School districts reimburse eligible SES providers based on either their per-child Title I allocation or the actual cost of service. **Literacy and tutoring** and **out-of-school time** programs with strong academic components that meet state requirements can become eligible providers.

Discretionary or Project Grants

Discretionary or project grants, the most common form of federal funding mechanism, support a wide range of targeted efforts, from providing service opportunities for children and youth to offering educational enrichment. Unlike formula or block grants, funds are typically not as flexible, and flow from the federal government directly to local grantees based on a competitive bidding process. Entities eligible to apply for funding vary by grant, and may include state and local governments, community-based organizations, and coalitions of community groups and agencies, among others. Federal agencies make announcements concerning the availability of funding, timeframe for submitting proposals, and selection criteria.

To successfully identify and access funds, *Making Connections* leaders should monitor Grants.gov and relevant federal agency websites to keep abreast of relevant discretionary or project grant opportunities and deadlines. Sites that don't have the history or scale to successfully compete for large grants from the federal government may consider partnering with other organizations or a larger consortium to open new potential avenues of funding, and to share grant writing responsibilities.

Obtain copies of successful proposals from federal agencies or grantees in your community to learn about the types of programs that have been funded historically, and to study successful proposals.

4 Ayeola Fortune, Heather Clapp Padgett and Lucinda Fickel. Using NCLB Funds to Support Extended Learning Time, Opportunities for Afterschool Programs. Washington, DC: The Finance Project and The Council of Chief State School Officers, 2005.

5 National Child Care Information and Technical Assistance Center: Federal and State Funding for Early Care and Education. <http://www.nccic.org/poptopics/ecarefunding.html> Accessed March 2, 2009

Take advantage of peer learning opportunities with *Making Connections* or other community initiatives which have received federal funding awards to learn about best practices in applying for federal grants.

The following selected discretionary or project grants are particularly relevant for *Making Connections* and CHAPSS initiatives. (See Appendix C for a drill-down analysis.)

- **Early Reading First** provides competitive grants to school districts and public or private organizations to develop research-based model programs to support the school readiness of preschool-aged children, particularly those from low-income families. The goal of the program is to ensure that every student can read at grade level or above by the end of third grade (one of the core results within CHAPSS). Reading First also provides funds for teacher development and materials and resources for reading instruction. *Making Connections* sites can potentially use funds to support **pre-kindergarten and early learning initiatives, books and reading materials, and training and professional development for teachers.**
- **Head Start** provides competitive grants to local public and non-profit and for-profit agencies to provide comprehensive child development services (including health, educational, nutritional, social and other services) to economically disadvantaged children and families, with a special focus on helping preschoolers develop the early reading and math skills they need to be successful in school. Head Start seeks to involve parents in their children's learning and help parents make progress toward their educational, literacy, and employment goals. *Making Connections* sites can potentially use funds to support **pre-kindergarten, early learning initiatives, play and learn groups, health services, family literacy initiatives, parent resource centers, and other supportive services.**
- **Healthy Start Initiative** provides competitive grants to local public and private entities in order to eliminate disparities in perinatal infant and maternal health by enhancing a community and state's health care infrastructure and service system; and directing resources and interventions to improve access to, utilization of, and full participation in comprehensive perinatal and women's health services, particularly for women and infants at higher risk for poor health outcomes. *Making Connections* sites can potentially use funds to support **health services, resident engagement and leadership, and planning and collaboration** with providers in local systems of care for high-risk populations.
- **Parent Information and Resource Centers** provides competitive grants to nonprofit organizations to establish school-linked or school-based parental information and resource centers that provide training, information, and support to: (1) assist parents in helping their children to meet state and local standards; (2) obtain information about the range of programs, services, and resources available nationally and locally for parents and school personnel who work with parents; (3) help parents use the technology applied in their children's education; (4) plan, implement, and fund activities for parents that coordinate the education of their children with other programs that serve their children and families; and (5) coordinate and integrate early childhood programs with school-age programs. *Making Connections* sites can potentially use funds to support **parent resource centers, play and learn groups, parent liaisons and resource and referral services.**

Entitlement Programs

Entitlement programs guarantee that all individuals who meet the eligibility requirements for the program are served. They are not subject to a spending cap; as long as claims filed by local agencies meet the requirements of the administering state and federal agencies, there is no limit to the funds that can be paid out.⁶ States can use federal entitlement funds to contract with certified providers to perform specific activities that are part of the state plan.

Medicaid is an example of an entitlement program that is particularly relevant for *Making Connections* and CHAPSS initiatives. (See Appendix D for a drill-down analysis.)

- The **Medical Assistance Program (Medicaid: Title XIX)** is a federal-state matching entitlement program providing medical assistance to low-income persons who are aged, blind, disabled, members of families with dependent children, and certain pregnant women and children. *Making Connections* sites can potentially use funds to support a range of **health services** for eligible children and their families.

Accessing Medicaid funding directly through fee-for-service or administrative claiming is not easy. You must become a certified provider, and comply with significant administrative and record-keeping requirements. *Making Connections* leaders can partner with eligible providers (a mental health clinic, health care center, hospital, school system or a department of social services with the needed clinical capacity) to leverage new or additional Medicaid funding.



⁶ Andrew Bundy and Victoria Wegener. *Maximizing Medicaid Funding to Support Health and Mental Health Services for School-Age Children and Youth*. Washington, DC: The Finance Project, October 2000.

A Brief Note on the American Recovery and Reinvestment Act (ARRA) of 2009

The recent passage of the ARRA provides new funding opportunities for *Making Connections* initiatives, and CHAPSS initiatives in particular. Approximately \$143.7 billion (or 18 percent) of the economic stimulus package is directed towards children's programs. Some of the major funding sources include:

- \$2.1 billion for Head Start and Early Head Start;
- \$2 billion for the Child Care and Development Block Grant (CCDBG);
- \$500 million in Special Education—Infants and Families Grants;
- \$13 billion for Title I;
- \$53.6 billion for a State Fiscal Stabilization Fund (81 percent of which is allocated for education services);
- \$5 billion in State Incentive Grants,
- \$87 billion in increased Medicaid funding;
- \$500 million for Community Health Centers; and
- \$1 billion for the Prevention and Wellness Fund, among others.

See the Center for the Study of Social Policy's recent publication, *American Recovery and Reinvestment Act: Guide to Opportunities to Assure Children are Healthy and Prepared to Succeed in School for Making Connections Communities*, for a detailed account of all the funding sources that can potentially support CHAPSS.

There will be significant competition to access ARRA funding. *Making Connections* sites can explore a variety of strategies to benefit from these funds, including:

- Applying for discretionary sub-grants from state and local agencies who will administer these funds;
- Negotiating with school districts to provide pre-kindergarten and elementary school services; and
- Partnering with larger providers that receive new funding.

Other Federal Funding Sources to Consider

In addition to the federal funding sources highlighted in this brief, *Making Connections* and CHAPSS leaders may want to consider:

- AmeriCorps (discretionary/project grant)
- Child and Adult Care Food Program (entitlement)
- Community-Based Family Resource and Support Grants (formula/block grant)
- Community Development Block Grant (CDBG): Section 108 Loan Guarantees (loan program)
- Community Development Block Grant: States' Program (formula/block grant)
- Community Facilities Loan Program (loan program)
- Community Health Centers (discretionary/project grant)
- Community Outreach Partnership Center Program (discretionary/project grant)
- Community Services Block Grant (formula/block grant)
- Comprehensive Centers Program (discretionary/project grant)
- Early Childhood Education Professional Development Program (discretionary/project grant)
- Early Learning Fund (formula/block grant)
- Education Research, Development and Dissemination Program (discretionary/project grant)
- English Language Acquisition (discretionary/project grant)
- Healthy Schools, Healthy Communities (discretionary/project grant)
- Healthy Tomorrows Partnership for Children (discretionary/project grant)
- Inexpensive Book Distribution Program (Reading is Fundamental) (contract)
- Immunization Grants (formula/block grants)
- Improving Literacy Through School Libraries (discretionary/project grant)
- Learn and Serve America: School and Community-Based Programs (discretionary/project grant)
- Maternal and Child Health Block Grant (Title V) (formula/block grant)
- National School Lunch Program: Afterschool Snacks (entitlement program)
- Parental Assistance Centers (discretionary/project grants)
- Quality Child Care Initiative (discretionary/project grant)
- Reading First (formula/block grant)
- Resident Opportunities and Self-Sufficiency (discretionary/project grant)
- Retired and Senior Volunteer Program (discretionary/project grant)
- Safe Schools/Healthy Start Initiative (discretionary/project grant)
- School Improvement Grants (discretionary/project grant)
- Social Services Block Grant (SSBG) (formula/block grant)
- Special Education-Preschool Grants (formula/block grant)
- Special Education: Parent Information Centers (discretionary/project grant)
- State Children's Health Insurance Program (SCHIP) (formula/block grant)
- State Grants for Improving Teacher Quality (discretionary/project grant)
- State Maternal and Child Health Early Childhood Comprehensive Systems (ECCS) (discretionary/project grant)
- Summer Food Service Program for Children (entitlement program)
- Volunteers in Service to America (AmeriCorps VISTA) (discretionary/project grant)

For more information on these and other federal funding sources, see The Finance Project's Federal Funding Database, an up-to-date online tool that enables user to search for funding to meet their specific needs. Available at: www.financeproject.org/fedfund_search.cfm



5. Accessing State and Local Funding

State and local funding sources offer *Making Connections* sites a variety of opportunities to support their CHAPSS programs. Since 2005, overall state funding for pre-kindergarten alone has increased by \$2 billion, a trend that points to increased awareness by governors and legislatures in the importance of funding early care and education services.⁷

There are numerous potential benefits of tapping state and local sources. Similar to federal funding, state and local funding can:

- substantially expand a site's funding base;
- support coalitions or partnerships working to develop and strengthen systems of care for children and families;
- free up private funding for other purposes;
- provide matching or maintenance of effort investments for maximizing available federal funding; and
- provide a relatively stable and reliable base of support, especially when programs and capacities are embedded in state and local agencies.

Successfully tapping existing relevant state and local funding depends largely on cultivating and deepening relationships with state, county, local and tribal policymakers and agency officials who decide how funding is allocated. Creating new dedicated revenue sources is a longer-term and more ambitious undertaking; and success hinges on a combination of hard work and good timing.

The Current Fiscal Context: State and Local Budget Crises

The current fiscal climate has made it more difficult to access state and local funding sources, at least in the short term. The economic downturn has led to significant shortfalls or budget gaps in almost every state in the nation. In states where *Making Connections* are located, the FY2009 budget gaps range from a low of 3.4 percent of general fund revenues in Washington to a high of 35.5 percent in California. (See Table below.)

⁷ Stone, Diana. *Funding the Future: States' Approaches to Pre-K Finance, 2008 Update*. Rev. ed, Washington, DC: Pre-K Now, 2008, p. 2.

	Facing a Budget Gap?	Gap Before Budget Adopted (in millions)	Additional Mid-Year Gap (in millions)	Additional Gap as % of FY2009 General Fund	Total Gap (in millions)	Total Gap as % of FY2009 General Fund
California	Yes	\$22,200	\$13,700	13.6%	\$35,900	35.5%
Colorado	Yes	No pre-existing gap	\$604	7.7%	\$604	7.7%
Connecticut	Yes	\$150	\$1,700	10.1%	\$1,900	11.0%
Indiana	Yes	NA	\$1,100	8.0%	\$1,100	8.0%
Iowa	Yes	\$350	\$134	2.1%	\$484	7.6%
Kentucky	Yes	\$266	\$456	4.9%	\$722	7.8%
Rhode Island	Yes	\$430	\$372	11.4%	\$802	24.5%
Texas	No	NA	NA	NA	NA	NA
Washington	Yes	No pre-existing gap	\$509	3.4%	\$509	3.4%
Wisconsin	Yes	\$652	\$594	4.2%	\$1,200	8.8%

Notes: This table describes which states are facing shortfalls or **budget gaps** where revenues will fall short of the amount needed to fund current services for state fiscal year 2009. The **additional mid-year gap** represents shortfalls that states are facing in addition to the shortfalls faced at the time states adopted their SFY2009 budgets.

Data are as of March 13, 2009.

Sources: "State Budget Troubles Worsen," Center on Budget and Policy Priorities, March 13, 2009. Available at: <http://www.cbpp.org/9-8-08sfp.htm>

Definitions: NA: Not applicable.

Although the American Recovery and Reinvestment Act (ARRA) provides substantial assistance for states, shortfalls and budgets gaps are likely to remain in some of the hardest hit states. ARRA includes approximately \$135 to \$140 billion in direct funding for states—or about 40 percent of projected fiscal deficits over the next 30 months.⁸ (This funding is in the form of increased Medicaid funding and the State Fiscal Stabilization Fund.)

In the short term, you may need to focus on preserving existing funding, rather than seeking new sources of state or local funding. However, state and local funding sources may become more viable financing strategies for *Making Connections* sites down the road.

State and Local Funding Sources for *Making Connections* CHAPSS Initiatives

Direct funding from state and local governments typically comes from a line item in the general fund revenues, agency budgets, or dedicated revenues. Examples of how other states and localities have used these different funding sources to support early care and education and school success initiatives can be found in Appendix E.

General Fund Revenues. General funds are unrestricted revenues, generated primarily through income, sales, and property taxes, which are directed by policymakers to address local priorities. Policymakers can appropriate general funds for specific programs and services through line items (earmarks) and set asides. The major advantages of general fund revenues are they are very flexible, and can be difficult to cut or divert once a program is in place and develops a constituency with

8 Nicholas Johnson, Iris J. Lav and Elizabeth McNichol, "Funding For States in Economic Recovery Package Will Close Less Than Half of State Deficits," Center on Budget and Policy Priorities, February 20, 2009. Available at <http://www.cbpp.org/files/2-20-09sfsp.pdf>

vested interest in its continuation. On the downside, general revenues must be appropriated on an annual or bi-annual basis, meaning that there is constant competition from other programs and priorities.

Agency Budgets. A variety of state and local agencies administer funding that can potentially support CHAPSS programs and infrastructure (see Text Box State and Local Funding Sources that Can Support Professional Development, Training and Facilities Investments.) They include:

- health and human services departments;
- workforce development boards;
- state and local educational agencies;
- community and economic development agencies;
- parks and recreation departments;
- libraries;
- juvenile justice agencies and police departments; and
- cooperative extension offices

Funding is targeted for specific uses related to the agency's mission.

There are three primary strategies to access agency funds that *Making Connections* sites can consider. They include:

- Seek direct funding from departments and agencies to provide services. The pursuit of this approach typically involves the cultivation of relationships with key agency staff and development of sufficient capacity to manage programs. One approach that CHAPSS programs can consider to avoid turf conflicts with other service providers is to cultivate an intermediary role to advocate with agencies for their resources to support ECE programs provided by a network of local stakeholders.
- Apply for discretionary grants that public agencies typically offer on a competitive basis. A key to accessing this source of funding is to identify and routinely monitor the forums used by agencies to announce these types of grants because they are not always part of the usual funding cycle.
- Cultivate relationships with or seek membership on planning teams, interagency committees, and similar governance bodies that make decisions about the allocation of public sector resources. This can help develop or deepen relationships with key agency staff and other important stakeholders even if it does not lead to direct funding. This may include, for example, state children's cabinets or high-level councils and collaboratives in: Arizona (Governor's Children's Cabinet), Connecticut (Youth Futures Committee), Kentucky (Youth Development Coordinating Council), Iowa (Collaboration for Youth Development, Empowerment Board), and Rhode Island (Children's Cabinet).⁹

9. Gaines, Elizabeth; Ravindranath, Nalini and June Folliard. 2008 *Directory of State Children's Cabinets and Councils*. Washington, D.C.: The Forum for Youth Investment, December 2007. www.forumforyouthinvestment.org/files/2008%20Directory%20Final.pdf

State and Local Funding Sources that Can Support Professional Development, Training and Facilities Investments

State and local funding sources also have the potential to support infrastructure investments that enable *Making Connections* sites to deliver CHAPSS services effectively. For example, higher education, workforce and economic development funds can support professional development and training for child care, education, and out-of-school time providers. Similarly, bonds can be used to fund facilities for child care and out-of-school time programs.

State higher education funds

Funding for higher education offers two potential options to support CHAPSS programs. First, scholarship money can be used to provide training and continuing education to child care and out-of-school time providers as part of state or local quality improvement efforts. Most areas in the country have Child Development Associate degrees, and directing scholarship funds to programs that seek to enhance the quality of more informal networks of family, friend, and neighbor child care providers has the potential to also serve workforce development goals by placing graduates in higher paying center-based jobs. For example, Massachusetts' Department of Early Education and Care created the Education Scholarship Program with a \$1 million earmark from the state legislature to provide financial assistance for early care and school-age educators, and amount increased to \$3 million in 2007. This impetus for the program was created in part as a result of a study that documented the economic importance of workforce development for the state's 30,000 staff in its child care and early education industry.

Higher education funds are also used in at least six states (including California) to provide child care on or near college campuses. This creates the potential for CHAPSS to partner with local colleges and universities in the development of training opportunities and creation of additional child care slots where *Making Connections* neighborhoods are located near centers of higher education.

One advantage of using higher education funds is that they are easily "scalable". For example, a *Making Connections* site could negotiate a small allotment of five to ten scholarships a year for residents to attend classes or continuing education trainings as part of a quality improvement or workforce development effort. However, any significant increase in funding for workers in the child care and education sectors would have to compete with a wide range of other existing programs and interests.

State and local workforce and economic development funds

The importance of early care and education programs to economic development is an issue that is gaining increasing visibility across the country. As a result, state and local governments are becoming increasingly receptive to the use of funds for workforce development to support quality improvement initiatives for child care and early education providers. In April of 2008, the Buffet Early Childhood Fund and the Committee for Economic Development (CED) helped to convene a state summit in Wisconsin for teams of community leaders to raise awareness of the importance of investments in early childhood programs for economic development. A similar effort is currently underway in Kentucky as a result of a partnership between the United Way of Kentucky, CED, and the Pew Charitable Trusts.¹⁰

continued

¹⁰ More information on these efforts is available at <http://www.ced.org/projects/prek.shtml>.

State and Local Funding Sources ...continued

Strategies to use workforce development funds to support early childhood programs can also be adopted at the local level. The city of Austin, Texas currently includes child care as part of its broader economic development program managed in part by the Housing Authority. The cost of child care and job training for providers is funded in part by property tax abatement and a set aside of local corporate property taxes.

Bond financing

The shortage of facilities can be a significant barrier to the expansion of child care and out-of-school time programs. To address this problem, several states have turned to the use of bonds – commonly used for public school buildings and other municipal construction – to fund child care and out-of-school time centers.¹¹ The State of Illinois, in partnership with the nonprofit Illinois Facilities Fund, recently used a \$12.7 million revenue bond to construct seven child care centers to serve 1,385 low-income children. The State of Connecticut, supported by technical assistance from the Local Initiatives Support Corporation, agreed to provide \$2.5 million a year to cover 80 percent of the debt on a \$41 million revenue bond that will finance the construction of 22 child care facilities. This strategy can also be used at the local level, as illustrated by the City of San Francisco's work with the Low Income Investment Fund (LIIF). LIIF manages the city's Child Care Facilities Fund, financed in part through developer's fees on large office and hotel construction and the city's general fund. The City's Department of Human Services provides capital support in the form of loan subsidies funded through \$7 million of HUD Section 108¹² loans that are provided to child care centers that seek to expand licensed care.

Bonds have the advantage of providing substantial sources of capital that are usually required for building new facilities such as child care centers. However, bonds are complicated funding mechanisms that require significant technical assistance and the support of state or local entities authorized to issue bonds (e.g., municipal governments, school districts). State and local economic development agencies and community development financial institutions (CDFIs) often have expertise on bond financing.

Dedicated Revenues Dedicated revenues raise and/or direct public funds for specific purposes. The most common forms of dedicated revenues are tobacco, alcohol, sales, and property taxes; and lottery and gaming revenue. In addition, new funding through the Tobacco Master Settlement Agreement will provide flexible dedicated revenues to states (see Text Box Tobacco Master Settlement Agreement Funds).

Many states, counties and cities already have dedicated local revenues for family and children's services that can potentially support *Making Connections* and CHAPSS efforts. (See Appendix E) To access existing dedicated revenue streams, begin by researching local dedicated revenue sources in your area, the types of services and programs they support, the leaders responsible for making allocation decisions, and whether *Making Connections* stakeholders have existing relationships that can be leveraged to access these funds.

¹¹ Gillman, Amy. Capital Finance: Are There Effective Public-Private Strategies for Building Early Care and Education Facilities? Smart Start Technical Assistance Center; 2004.

¹² Section 108 of CDBG gives HUD the authority to issue loan guarantees backed by future CDBG receipts.

Alternatively, *Making Connections* leaders can engage in efforts to create new dedicated revenue streams. Creating new dedicated revenue is an ambitious undertaking that requires considerable time, effort and political capital to gain the necessary support. Therefore, it's important to assess how cost-effective dedicated revenues may be, and the likelihood of success. *Making Connections* can help support advocacy campaigns for new dedicated revenues, even if they don't lead them. (See Text Box on Financing Pre-Kindergarten with a Sales Tax: *Making Connections* Denver.)

Tobacco Master Settlement Agreement Funds

In 2008, states will receive additional Tobacco Master Settlement Agreement (MSA) funding through the Strategic Contribution Fund, creating a new pool of dollars that can potentially be tapped to support early care and education programs.¹³ Funding for states with *Making Connections* sites is as follows:

- California: \$0 (the state has securitized all revenue for debt service)
- Colorado: Information not available
- Connecticut: \$143,000,000
- Indiana: Information not available
- Kentucky: \$117,470,000
- Texas: Not part of the MSA
- Rhode Island: \$0 (the state has securitized all revenue for debt service)
- Washington: \$167,200,000
- Wisconsin: \$162,197,000

Allocation decisions regarding the use of MSA revenues are made at the state level. *Making Connections* sites can partner with other state and local organizations to advocate using this funding to support CHAPSS and other early care and education services.

¹³ Siloway, Torey and Szekely, Amanda. Tobacco Settlement Revenue, Recent State Actions and Opportunities for Youth Programs. Washington, DC: The Finance Project, April 2008, p. 2.

Financing Pre-Kindergarten with a Sales Tax: Making Connections Denver

Denver, Colorado is one of a growing number of local and state governments that have made the commitment to invest in the creation of new sources of public revenue to fund the expansion of pre-kindergarten services. Through its support of the Early Excellence program as part of its CHAPSS work, *Making Connections* Denver (MC-D) was well-positioned to support the public campaign to increase funding for pre-k and build on the success of its work to improve early care and education services for the city's children.

Early Excellence is an early childhood development program funded by the Piton Foundation and housed in four elementary schools serving *Making Connections* Denver neighborhoods. The program provides home visitation services, parenting classes, parent-child classes (play and learn), and half-day pre-k enrichment classes. The related 5X5 program offers cultural enrichment opportunities for parents of 0-5 year olds and is funded by MC-D and the Mayor's Office of Education and Children.

In 2006, Denver residents narrowly passed Initiative 1A, Pre-School Matters, that levies a \$0.012 sales tax (1.2 cents per \$10 purchased) that will provide an estimated \$11-12 million annually for ten years to fund the Denver Preschool Program (DPP). The program is open to all the city's children the year before they are eligible for kindergarten and provides tuition credits to parents that can be used for any pre-school provider licensed by the state and enrolled in the DPP. The program also provides grants to providers to support quality improvement. The new revenue has enabled the city to increase its previous half day pre-k program to a full day, while expanding the number of available slots by 30 percent.

While its exact impact on the success of the ballot initiative is difficult to quantify, the work of MC-D with Early Excellence and its related resident engagement efforts helped to increase community awareness of the importance of pre-k and early childhood development in general. Two long-time MC-D partners, The Piton Foundation and the Metro Organization of Peoples, a community-based organization active in *Making Connections* neighborhoods, also helped provide critical support for the ballot initiative. Equally as important, the infrastructure of programs and supportive stakeholders created by *Making Connections* helped its partners take advantage of the opportunity created by the new funds available for pre-k. While the Piton Foundation reduced its funding for Early Excellence because of the increase in local funding for early education, MC-D identified other community organizations that could provide home visits and parent education classes to residents previously served by the program. Play and Learn, the only service that couldn't be replaced by existing programs, was taken over by parents who had graduated from earlier child care trainings. The parents developed a budget and successfully submitted a proposal to the Piton Foundation.



6. Accessing Foundation and Business Funding

Accessing private sector resources is another strategy that *Making Connections* site leaders can pursue to support their financing and sustainability goals. Foundations and businesses funding provide a flexible pool of resources, which can be used to address specific financing gaps, support ongoing operating expenses and infrastructure, or pilot innovative programs or service delivery mechanisms. In addition to providing direct funding, private sector leaders can be important sources of support for CHAPSS initiatives by contributing in-kind resources; providing or brokering technical assistance; and serving as key champions.

The Current Fiscal Context: Implications for Foundation and Business Giving

The current economic downturn has had widespread effects on not only state and local governments, but foundation and businesses as well. Many foundations have been negatively affected by decreased giving and the declining value of their endowments. For example, the Bill and Melinda Gates Foundation fell by \$1.4 billion in 2008.¹⁴ Similarly, many businesses' profits have declined.

The implications of the economic downturn on private sector giving vary, depending on the circumstances of particular foundations and businesses. Some foundation and business communities have made cutbacks in their grants and giving. However, according to the Foundation Center, a number of foundations and corporations have responded by making additional grants and program-related investments for efforts ranging from assisting needy families to providing additional support for existing grantees, among others. Similarly, several community foundations are playing a critical role in responding to increased need within their geographic areas.¹⁵

Foundations for *Making Connections* CHAPSS Initiatives

An array of foundations can support *Making Connections* sites.

- **National foundations.** Private grant-making organizations often have one principal or single source of endowment. National foundations typically define a few specific fields in which to focus their giving and may limit their giving to a specific geographic region or area. In addition to The Annie E. Casey Foundation, there are a wide array of national foundations that provide funding to ensure that children are healthy and prepared to succeed in school. This includes for example, the Robert Wood Johnson Foundation, the David and Lucile Packard Foundation, Bill & Melinda Gates Foundation, and the W.K. Kellogg Foundation, among others. Total giving among these foundations ranged from the millions to over 2 billion in 2007-2008. (See Appendix F, Sections 1A-1C for a list of the leading national independent and corporate foundations by area of focus)
- **Community foundations.** Publicly sponsored grant-making organizations whose contributions are targeted to specific geographic areas (usually the community or region in which they are located). There are a number of community foundations that serve *Making Connections* neighborhoods which provide funding for CHAPSS-related activities. Although community foundations typically have smaller endowments and total giving amounts, they can be more accessible to community collaboratives, such as *Making Connections*. (See Appendix F, Sections 2A-

¹⁴ Monday, August 4, 2008. Gates Foundation endowment falls by \$1.4 billion. Wichita Business Journal - from the Puget Sound Business Journal (Seattle). www.bizjournals.com/wichita/stories/2008/08/04/daily1.html?q=foundation%20endowments, Accessed March 30, 2009.

¹⁵ Steven Lawrence. A First Look at the Foundation and Corporate Response to the Economic Crisis. New York, New York: The Foundation Center, January 2009. Available at www.foundationcenter.org/gainknowledge/research/pdf/researchadvisory_economy_200901.pdf

2C for a list of community foundations that serve *Making Connections* neighborhoods by area of focus.)

- **Corporate foundations.** Private grant-making organizations whose endowment and annual contributions come from a profit-making corporation. Nationally, there are over 2,600 corporate foundations, many of whom are affiliated with large chain stores, banks and financial institutions, utility companies, and pharmaceutical companies, among others. Corporate Foundations tend to provide support in fields related to their corporate activities and/or in communities where the company operates. (See Appendix F, Sections 1A-1C for a list of the leading national independent and corporate foundations by area of focus)
- **Corporate giving programs.** Giving programs are often managed by a company's community or public relations department. They often include employee matching gifts, corporate sponsorships and in-kind donations that can potentially reduce *Making Connections* site budget gaps and resource needs. (See Appendix F, Sections 3A-3C for a list of the leading corporate giving programs by area of focus)

Foundations often have the resources and the potential to make significant contributions to programs and services for children, youth and families that are aligned with their giving priorities. While the uses of funds can be fairly flexible (depending on the grant terms), funding is usually short-term. In addition to direct program support, foundations invest in resident engagement and leadership; planning, coordination and collaboration; data collection and evaluation; communications; and technical assistance and training. Thus, foundations can be an important source of support for CHAPSS infrastructure.

Successfully accessing funding typically requires building and maintaining relationships in the foundation community, and submitting targeted grant proposals. (See Text Box: Characteristics of a Successful Grant Proposal)¹⁶ Similar to the Annie E. Casey Foundation, many foundations require co-investments and leveraging to secure funds.

Characteristics of a Successful Grant Proposal

Funding requests to foundations have a better chance of success if they:

- Respond to the funder's interests and program priorities;
- Provide a clear and convincing rationale for why the initiative is needed in the community;
- Offer a defined and compelling plan of action that describes how the project will be designed and implemented;
- Present a credible statement of anticipated results and a plan for evaluating progress;
- Demonstrate expertise and organizational capacity to implement the initiative; and
- Make a reasonable request for resources to carry out the work.

¹⁶ For more information on how to write effective grant proposals, see Michelle Gannow Jones. *Getting the Grant: A Guide to Grant-Writing for California's After School Education and Safety Programs*. Washington, DC: The Finance Project, August 2007. Available at www.financeproject.org/Publications/FINA_GrantwritingGuide.pdf

Businesses for *Making Connections* CHAPSS Initiatives¹⁷

Businesses of all sizes can provide considerable resources to support *Making Connections* sites. Some companies focus their philanthropic endeavors in the communities where their offices and staff are located. Others provide targeted support for economically disadvantaged communities, or respond to their employee and shareholder community interests. Typically, business leaders engage in these efforts because these investments send an important message about their commitment to the community and to their employees. For instance, in communities across the country, corporations are beginning to see investments in prevention services as critical to improving the quality of life in their own communities.

Following are some of the most promising candidates for supporting *Making Connections* CHAPSS initiatives.

- **Hospitals and health care providers.** With their missions to improve health, and serve community needs, hospitals and health care providers are good potential partners for CHAPSS programs. In addition to cash contributions, these entities can link CHAPSS programs to preventive health services, health education activities, and community volunteers.
- **Local businesses.** Restaurants, grocery stores, convenience stores and other retail businesses are familiar to and accessible to local families and school staff. Their owners are eager to find ways to strengthen their customer base and increase sales. They can provide cash and in-kind contributions to support CHAPSS programs. For example, a book store can donate literacy materials and encourage their staff to volunteer in tutoring programs. A restaurant or grocery could donate snacks.
- **Large chain stores with a history of charitable giving** (e.g., Target, Wal-Mart, Home Depot, JCPenney). National retailers commonly want to promote a good image and positive public relations in the communities in which they operate. Partnering with and contributing to popular community organizations and programs can advance these goals. Many chain stores offer grants and other forms of in-kind contributions. In addition to corporate foundations and giving programs, local store managers generally have some latitude to donate to local programs and groups. They can also help organize their employees to serve as volunteers.
- **Local chambers of commerce.** These membership organizations bring together leaders from many large and small businesses, and can serve as a vehicle for collective giving for supporting local programs and groups. Engaging local chambers of commerce can be an effective way of gaining visibility throughout the business community and leveraging additional funding. In addition, leaders of local chambers of commerce frequently have established relationships with public sector officials, and can help to champion your program.

To successfully engage these and other partners in *Making Connections* and the CHAPSS work, site leaders need to cultivate relationships within the business community, make a convincing case for engagement, and identify specific ways that business can contribute. A variety of local businesses might be willing to support CHAPSS. You can focus your efforts on promising partners by learning more about particular businesses interest in and track record for giving.

¹⁷ Adapted from Kate Sandel, et al. *Making the Match: Finding Funding for After School Education and Safety Programs*. Washington, DC: The Finance Project, August 2007.

Most business leaders have a strict bottom-line orientation, so it's important to make a strong case for them to invest in your program. Businesses generally want to give to community programs and causes that afford them something in return. You may need to prove that, dollar for dollar, your CHAPSS program is the best place for a business to invest its resources. Think about the logical connections between your program and what motivates corporate giving. (See Text Box: How to Convince Business Partners of the Value of CHAPSS Programs.) Research findings and positive outcomes (e.g., evaluation data and participant stories) from CHAPSS initiatives can be instrumental in helping to win business support.

How to Convince Business Partners of the Value of CHAPSS Programs

Businesses may benefit from CHAPSS in several ways.

- Meeting employees' family needs. Employees are more productive when they know their children are healthy and prepared to succeed in school.
- Helping train a future workforce. By focusing on skills that employers will need, early care and education and school readiness programs are an investment in future productivity and competitiveness.
- Supporting community development. *Making Connections* leaders can help businesses make the link between CHAPSS programs and the economic climate of their neighborhood. For instance, in communities across the country, corporations are beginning to see investments in prevention services as critical to improving the quality of life in their own communities.
- Fostering positive brand identity. Supporting CHAPSS programs creates goodwill in the community that can help businesses strengthen their customer base and increase sales.
- Generating tax benefits. Businesses are eligible to take tax deductions for the full amount of their charitable contributions (including cash and in-kind donations), up to 50 percent of their adjusted gross income.
- Improving ratings for banks and financial institutions. Banks and financial institutions that support local businesses and organizations in economically disadvantaged communities can qualify for a credit under the federal Community Reinvestment Act (CRA). An institution's CRA record is taken into account by the banking regulatory agencies when the institution seeks to expand through merger, acquisition or branching.

You should have a clear idea of what type and amount of contribution you want to request for CHAPSS from business leaders. It is important that the “ask” is related to the products and services the business produces and is something leaders can easily provide.

- **Contributing cash** directly through corporate foundations and giving programs. (See page 25.)
- **Providing in-kind support** through donated or discounted products, services and equipment to support program activities and administrative needs.
- **Leveraging additional funding**, since business leaders can use their connections to engage and persuade others in their professional network to get involved (e.g., U.S. Chamber of Commerce). Due to business leaders’ high visibility in the community, they can also help to encourage public investments in services to support *Making Connections* sites.
- **Providing specialized expertise** such as technical assistance is a significant in-kind contribution that business leaders can offer. For instance, business leaders can assist site leaders enhance their fiscal management and information management systems.
- **Linking to other public- and private-sector leaders** by helping *Making Connections*’ acquire the support of powerful champions in the community. Champions may include public and private-sector leaders who can assist in leveraging additional resources for the site, provide connections to influential decision makers and offer access to volunteers and technical expertise.



Making a Business Case For Supporting Early Care and Education: Making Connections Des Moines

Polk County, Iowa, home of the Des Moines *Making Connections* site, has successfully used the development of a business case for early childhood investment as the foundation for implementing a variety of financing strategies that have generated millions of dollars in funding for the community. The business case was initially developed in 2000 by the Child and Family Policy Center (CFPC), a core partner in the Des Moines *Making Connections* initiative. The report laid out current spending on early childhood education in Polk County, identified the costs of expanding services, and used a return on investment calculation to show that an additional \$25 million in spending a year would actually save an additional \$150 million annually by avoiding the costs associated with poor outcomes among children in poverty.

Charlie Bruner, head of the CFPC, credits the business case with engaging the support of the Greater Des Moines Partnership, the local Chamber of Commerce. The report also played an important role in guiding the CHAPSS work of *Making Connections* by providing a strategic rationale for funding early childhood programs and an advocacy tool that resonated with a broad range of community stakeholders.

The community's ability to capitalize on the public will generated by the business case and other advocacy efforts to tap diverse funding streams has been critical to the success of funding pre-kindergarten and other early childhood services in Polk County. Iowa's system of community empowerment boards, which are funded by a mix of TANF dollars, general funds, and Healthy Iowans Tobacco Trust funds,¹⁸ provide grants to support child care, preschool support, parent education, and home visitation, among other services, that focus on children age 0-5.

The local United Way's Women's Leadership Connection also provides \$1 million annually to support a variety of early childhood programs, which creates a flexible source of local funding that supplements state dollars. The local Chamber of Commerce played a crucial role in expanding pre-kindergarten funding by successfully lobbying Senator Tom Harkin to create a \$250,000 federal earmark for Des Moines in FY 2005. When funding from the earmark fluctuated in later years, community stakeholders were able to access funds to fill in the gap from the Prairie Meadows Foundation, which provides grants generated by state gaming revenues.

Most recently, Des Moines has been able to expand pre-kindergarten for 4 year olds (by an additional 800 slots) through working at the state level to access \$2.3 million in education dollars provided to the local school district. As a result, the city now serves 2,000 out of 2,400 eligible 4-year-olds.

Two key lessons learned stand out in the story of how Polk County leaders expanded funding for early care and education. First, the development of the business case was critical to garnering widespread support from local stakeholders for investing public and private resources in early care and education. Second, this broad base of support made it easier for the community to build a diverse portfolio of funding that draws upon federal, state, and local sources.

¹⁸ For more information on the structure, funding, and activities of the community empowerment boards, see <http://www.empowerment.state.ia.us/default.asp>.

7. Assessing and Prioritizing Funding Opportunities¹⁹

Although this guide includes information about a wide range of funding sources that can potentially support CHAPSS, not every funding opportunity will be suitable for every initiative. The following criteria provide a framework for assessing the potential benefits, costs and feasibility of pursuing particular funding opportunities. Leaders can use this information to assess and prioritize which funding sources are most appropriate to pursue.

- *Accessibility.* Is the initiative eligible to apply for funds?
- *Uses.* Does the funding source support the types of strategies and activities needed by the initiative?
- *Flexibility.* To what extent is there flexibility in the use of funds?
- *Resource Potential.* How much money will it generate?
- *Administrative Burden.* What are the reporting, data collection and evaluation requirements? Do benefits outweigh costs?
- *Timeframe.* What is the timeframe for realizing the revenue? Does it align with the initiative's funding needs?
- *Durability.* How long is the funding source likely to last?
- *Matching requirements.* Does the funding source have matching requirements? Is the initiative able to leverage the needed money or in-kind contributions?
- *Political considerations.* Who are potential competitors? Is accessing this funding source politically feasible?

Using this framework, the table below provides a high-level analysis of the various funding options discussed in this guide. Consider walking through a more detailed analysis for each funding source you are exploring, tailored to your particular initiative's needs, circumstances and capacities. (See Appendix A, Worksheet 5 for a tool to help guide you through this process.)

Accessibility

Ensuring that your program is eligible to apply for a grant is most important. Entities that are eligible to apply for public funding sources are usually specified in the grant announcement. In some cases, the grant will be open to any public or private organization. In other cases, eligibility may be limited, for example, to state and local government entities, local education agencies, or to specific types of partnerships. If your program is not among the entities eligible to receive funding, consider whether partnership opportunities exist with an organization that is eligible to receive the grant funds.

Many private foundations will only support 501(c)(3) tax-exempt organizations. If your program or organization does not have 501(c)(3) status, however, this does not mean you should write off foundations that will only support such organizations. You may need to find a fiscal agent to help you apply for the grant; a fiscal agent is an organization that is eligible to apply for funding and that can

¹⁹ Adapted from Michelle Gannow Jones. *Getting the Grant: A Guide to Grant-Writing for California's After School Education and Safety Programs*. Washington, DC: The Finance Project, August 2007. Available at www.financeproject.org/Publications/FINA_GrantwritingGuide.pdf

manage the grant on your behalf, such as a public education foundation. Or consider applying for funding with another program which is a 501(c)(3) tax-exempt organization. For example, partner with a community-based organization.

Uses & Flexibility

Research what the grant funding source you have identified can, and cannot, fund. Some sources are quite flexible. Others are extremely specific about purposes and activities for which funds can be used. If you are approaching a foundation, find out what kinds of support the foundation does and does not provide. For example, some foundations don't provide ongoing operating support or fund advocacy efforts. Other foundations may give priority to these types of grant requests.

Do your homework on what purposes and activities the funder or funding source will support and make sure there is a match with your funding needs. If a funder is open to contact prior to the submission of a grant request, call to ask questions. This is also a good way to begin building a relationship.

Resource Potential

Before writing a grant proposal, you need to know what is reasonable to expect from a particular funding source. For some funders and funding sources, information about the total amount of funding available, the number of grantees to be funded, and the size of grant awards may be readily accessible. In other cases, you may have to do a little investigating to answer these questions.

Determining what grants were made in the past can be instructive. For public funding sources, this information frequently is available on agency websites. Many private foundations' websites and annual reports list the grants they have made. Other resources, such as the Foundation Center, provide access to Internal Revenue Service forms that include listings of major grants awarded during any given year.

Administrative Burden

Clearly understand any requirements attached to a potential grant funding source. What reports will the funder expect you to provide and with what frequency? Are there evaluation or data collection requirements? What other recordkeeping is required? Ensure you can meet all the requirements of a grant, or identify people and organizations that can help you do so, before you apply.

Comparing the resource potential and administrative burden can help you assess the benefits and costs of pursuing particular funding sources. In some cases, the costs (administrative burden) may outweigh the benefits (resource potential). Consider how the potential payoff from one funding source compares with that of other funding sources.

Timeframe

Another consideration is the timeframe for receiving the funding. Some funding sources can be secured relatively quickly (within a year). Others, such as new dedicated state and local revenue, may take longer (2-5 years). Make sure the timing will meet your fiscal needs. Pursue short-term strategies to address more immediate fiscal needs, and longer-term strategies to address longer-term needs.

Durability

Consider how long the funding is likely to last. Some funding sources, such as federal entitlement grants, are very stable. Others, such as federal formula/block grants and state and local general revenues and agency budgets, are allocated on an annual basis, and may be affected by political and economic changes. Competitive grants, such as federal discretionary grants and foundation grants, typically only provide short-term funding (1-3 years).

Political Considerations

Unless there has been an increase in the funding available, other programs in your community may already be recipients of the funding source for which you are applying. As you make the case for why your program is the most deserving grantee, be aware of potential turf issues.



Source	Accessibility Is the initiative eligible to apply for funds?	Uses Does the funding source support the types of strategies and activities needed by the initiative?	Flexibility To what extent is there flexibility in the use of funds?	Resource Potential How much money will it generate?	Administrative Burden What are the reporting, data collection, evaluation and other requirements?	Timeframe & Durability What is the timeframe for realizing the revenue? How long is the funding source likely to last?	Matching Requirements Does the funding source have matching requirements?	Political Considerations Who are potential competitors?
Federal formula or block grants	Either directly accessible from federal government by Making Connections grantees or through state and local agencies.	Depends on purpose of grant and allowable uses; typically address broad areas of national significance.	Depends on federal and state priorities and restrictions. Block grants are generally more flexible than discretionary grants.	Size of award depends on federal budget allocation for grant program and state priorities for use and distribution	May require preparation of grant application or partnership with eligible applicant; compliance with reporting and other grant requirements.	Annual or multiyear. Depends on federal funding of program	Some grants have matching or maintenance of effort requirements.	Varies
Federal discretionary grants	Either directly accessible by Making Connections grantees or in partnership with other organizations.	Depends on purpose of grant and allowable uses; typically targeted for specific services.	Depends on federal and state priorities and restrictions. Discretionary grants are typically less flexible than block grants.	Size of award depends on federal budget allocation for grant program and state priorities for use and distribution	May require preparation of grant application or partnership with eligible applicant; compliance with reporting and other grant requirements.	Annual or multiyear. Depends on federal funding of program	Some grants have matching requirements.	National competitive bidding process.
Federal entitlement grants	Either directly accessible by Making Connections grantees or in partnership with other organizations.	Supports specific services for eligible recipients.	Not flexible.	Partial or full reimbursement for cost of services.	Must meet program requirements.	Funding is available so long as continue to serve eligible recipients.	Depends	There is no competition for federal entitlement grants.
State/local general revenue	Depends, likely requires relationships with key decisionmakers	Depends	Flexible, depending on terms of funding	Depends on available funds	Typically comes with reporting requirements	Depends, likely annual allocation and renewal	Depends	Varies; likely high competition for scarce resources.

continued

Source	Accessibility Is the initiative eligible to apply for funds?	Uses Does the funding source support the types of strategies and activities needed by the initiative?	Flexibility To what extent is there flexibility in the use of funds?	Resource Potential How much money will it generate?	Administrative Burden What are the reporting, data collection, evaluation and other requirements?	Timeframe & Durability What is the timeframe for realizing the revenue? How long is the funding source likely to last?	Matching Requirements Does the funding source have matching requirements?	Political Considerations Who are potential competitors?
State/local agency funding	Depends, may require partnering with other organizations	Usually support activities aligned with agency mission.	Flexible, depending on terms of funding	Depends on agency budget	Typically comes with application and reporting requirements.	Depends, likely annual allocation and renewal.	Depends	Varies; likely high competition for scarce resources
State/local dedicated revenue sources	Depends, requires relationship with state/local leaders and a broad base of community support to sustain political will.	Depends, may be restricted	Flexible, depending on terms of revenue-raising	Depends on amount of revenue and how it is allocated.	May require application or reporting	Creating new dedicated revenue sources usually takes several years. Once established, allocations and renewals typically occur annually.	None	Varies; likely high competition for scarce resources
Business funding and in-kind support	Directly accessible by Making Connections grantees	Can cover a wide range of programming and administrative needs	Cash is highly flexible; in-kind donations are fixed	Depends on climate in business community.	Requires building and maintaining relationships with business partners	Usually negotiated for a fixed time or for a specific purpose	Depends	Varies; depends on competition for donors
Foundation grants	Either directly accessible by Making Connections grantees or in partnership with other organizations.	Depends on purpose of grant and allowable uses	Flexible, depending on grant terms	Depends on climate in foundation community.	Usually requires preparation of a proposal, and compliance with reporting and other grant requirements.	Depends, grants are usually short-term (1-3 years)	Many foundation grants require co-investments and leveraging	Varies; depends on competition for donors



Conclusion

This brief is designed to help *Making Connections* leaders identify, evaluate and prioritize an array of potential funding sources to support the core result that Children are Healthy and Prepared to Succeed in School. The information will be most useful to sites that have done some up-front work around clarifying their financing goals and assessing their financing gaps. These initial steps provide a critical foundation for thinking about which funding sources represent the “best bets” that are worth pursuing.

Successfully securing funds will ultimately depend on translating your good ideas into practice. This may require additional research and brainstorming about particular funding sources of interest, how they are currently being used in your community, who the relevant decision-makers are, and how they can be engaged in your initiative.

Find out the steps involved in submitting a proposal for funding. Different funders have different processes for making grant awards. For example, some foundations do not accept unsolicited proposals. Instead, they require prospective grantees to submit a letter of inquiry with a brief description of the project to be funded; only selected programs are then invited to submit full proposals. If you are submitting a grant proposal, does the funder require you to use a certain application form or follow a particular format? What supporting materials should you submit with your grant proposal? Make certain you know and follow all the guidelines provided, paying close attention to details such as page length and how the proposal should be submitted (e.g., electronically or in hard copy). You do not want to miss out on a funding opportunity simply because you did not follow the directions.

Also research how decisions are made. Who decides what programs are funded? Is there a review committee? Does a foundation board meet to approve grant requests? If so, how regularly does the board meet? Find out when you will receive notification of the funding decision. In some cases, you may hear relatively quickly if your request was approved. In other cases, it can take six to nine months for a decision to be made.

Once you have identified a targeted list of funding opportunities to pursue, it's important to develop an implementation plan that specifies the tasks, roles, responsibilities and timelines. Also think about how to integrate strategic financing into *Making Connections*' way of doing business, so that you can position the initiative and CHAPSS for long-term sustainability.

Appendix A. Strategic Financing Worksheets

WORKSHEET I: Financing for What?

Strategies and activities you want to sustain; Policy changes and system reforms you want to achieve	Over what period of time?	What scope are you aiming to sustain? (for example: number of clients, number of neighborhoods)		
		Next Year	2 years	3 years

WORKSHEET 2: Estimating your Funding Needs

	Estimated Costs Next Year	Estimated Costs 2 Years	Estimated Costs 3 Years
By strategies and activities you want to sustain and/or policy changes and system reforms you want to achieve			
Strategy/Activity:			
Staff			
Core Activity Costs			
Other			
Subtotal			
Strategy/Activity:			
Staff			
Core Activity Costs			
Other			
Subtotal			
Strategy/Activity:			
Staff			
Core Activity Costs			
Other			
Subtotal			
Strategy/Activity:			
Staff			
Core Activity Costs			
Other			
Subtotal			
Strategy/Activity:			
Staff			
Core Capacity Costs			
Other			
Subtotal			
Total Direct Costs			
Indirect			
TOTAL COSTS			

WORKSHEET 3: Identifying Current Resources

Strategies and activities you want to sustain; Policy changes and system reforms you want to achieve	Available Resources			Expected Timeframe Funding Is Available
	Source of Funding or In-Kind Contribution	Amount	Restrictions on Use of Funding	

WORKSHEET 4: Assessing Your Funding Gaps

Strategies and activities you want to sustain; Policy changes and system reforms you want to achieve	Next Year			2 Years			3 Years		
	Total Costs	Available Funding and In-kind Contributions	Gaps	Total Costs	Available Funding and In-kind Contributions	Gaps	Total Costs	Available Funding and In-kind Contributions	Gaps

WORKSHEET 5: Evaluating Potential Funding Sources and Financing Strategies

Source	Accessibility <i>Is the initiative eligible to apply for funds?</i>	Uses <i>Does the funding source support the types of strategies and activities needed by the initiative?</i>	Flexibility <i>To what extent is there flexibility in the use of funds?</i>	Resource Potential <i>How much money will it generate?</i>	Administrative Burden <i>What are the reporting, data collection, and other requirements?</i>	Timeframe & Durability <i>What is the timeframe for realizing the revenue? How long is the funding source likely to last?</i>	Matching requirements <i>Does the funding source have matching requirements?</i>	Political Considerations <i>Who are potential competitors?</i>	Priority Source to Access? <i>(Yes/No)</i>

WORKSHEET 6: Developing an Implementation Plan

Funding Source	Current Status (Who is administering the dollars? Where are they currently being expended in the community?)	Tasks (What steps do we need to take to learn more about/access this source?)	Staff Responsible	Timeline

Appendix B. Drill-Down Analysis of Selected Federal Formula or Block Grants

- 21st Century Community Learning Centers (21st CCLC)
- Child Care and Development Block Grant (CCDBG)
- Even Start
- Temporary Assistance for Needy Families (TANF)
- Title I: Supplemental Educational Services (SES)

21st Century Community Learning Centers (21st CCLC)

Federal Agency	Department of Education Office of Elementary and Secondary Education
Funding Type	Formula/Block Grant
Purpose of Funds	<p>The 21st CCLC program supports the creation of community learning centers that provide academic enrichment opportunities primarily for students attending low-performing schools. Community learning centers, operated during non-school hours, are designed to help students meet State and local student academic achievement standards in core academic subjects and offer students a broad array of activities that can complement their regular academic programs.</p> <p>In addressing its primary goal of ensuring that academic enrichment opportunities are available to students who are not meeting state standards in core academic areas, 21st CCLC funding can be used to provide a broad array of services, such as youth development activities; tutorial services; entrepreneurial education programs; drug and violence prevention programs; counseling programs; art, music, and recreation programs; technology education programs; and character education programs that are designed to reinforce and complement the regular academic program of participating students. In addition, 21st CCLCs may offer opportunities for literacy and related educational development to families of participating students.</p>
Who Can Apply	Initial recipients: State Educational Agencies (SEAs) Secondary recipients: Local Educational Agencies (LEAs), faith based organizations, community-based organizations, other public or private entities, or consortia of two or more of such agencies, organizations, or entities. States are required to make awards only to applicants that will primarily serve students who attend schools with concentrations of poor students. Also, States must provide a priority for projects that will target services to students who attend low-performing schools.
Application Process	SEAs must apply to the U.S. Department of Education for initial 21st CCLC funding. Secondary recipients apply directly to SEAs, who use their allocations to make competitive awards to eligible entities. States must give priority to applications that are jointly submitted by an LEA and a community-based organization or other public or private entity. See the following Web site for contact information for your State: http://www.ed.gov/programs/21stcclc/contacts.html .
Flow of Funds	Funds flow to SEAs based on their share of Title I, Part A funds. SEAs then award discretionary sub-grants to eligible entities.
Funding History	FY 06: \$981,166,230; FY 07: \$981,180,000; FY 08: \$1,081,166,187
Matching Requirements	While there are no matching requirements for initial recipients (SEAs), SEAs may require secondary applicants to match at a minimal level.
Web Site Link(s)	http://www.ed.gov/programs/21stcclc/index.html
Contact Information	U.S. Department of Education, Office of Elementary and Secondary Education, (202) 260-2514

continued

Potential Partners	Elementary and secondary schools; community-based organizations; youth-serving organizations; faith-based organizations; community action agencies; asset building coalitions; local government agencies; and institutions of higher education.
How Funds Are Currently Flowing to Your State or Community	<ul style="list-style-type: none"> • Denver, Colorado: In FY 2007, the Colorado Department of Education received \$9,545,174 in 21st CCLC funding. A list of funded sites is available at: http://www.cde.state.co.us/cdecomp/21stCCLC/21stFunded.htm Contact Information: Valerie Bass, Tel: (303) 866-6791, Email: bass_v@cde.state.co.us, Website: http://www.cde.state.co.us/cdecomp/21stcentury.htm • Des Moines, Iowa: In FY 2007, the Iowa Department of Education received \$4,807,715 in 21st CCLC funding. Contact Information: Joseph Herrity, Tel: (515) 281-3290, Email: joe.herrity@iowa.gov, Website: http://www.iowa.gov/educate/content/view/567/1405/ • Hartford, Connecticut: In FY 2007, the Connecticut State Department of Education received \$7,050,269 in 21st CCLC funding. Contact Information: Shelby Pons, Tel: (860) 807-2103, Email: Shelby.pons@po.state.ct.us, Website: http://www.sde.ct.gov/sde/cwp/view.asp?a=2678&q=320810&dsftns=45530 • Indianapolis, Indiana: In FY 2007, the Indiana Department of Education received \$13,740,151 in 21st CCLC funding. Contact Information: Vicky Schroeder, Tel: (317) 232-6984, Email: vschroed@doe.state.in.us, Website: http://www.doe.in.gov/21stCCLC/ • Louisville, Kentucky: In FY 2007, the Kentucky Department of Education received \$13,656,071 in 21st CCLC funding. Contact Information: Linda Robinson, Tel: (502) 564-4201, Email: Linda.robinson@education.ky.gov, Website: http://education.ky.gov/KDE/Instructional+Resources/Community+Engagement/Kentuckys+21st+Century+Community+Learning+Centers.htm • Milwaukee, Wisconsin: In FY 2007, the Wisconsin Department of Public Instruction received \$11,315,527 in 21st Century CCLC funding. This funding was sub-granted to 174 programs, 55 of which were in the Milwaukee Public School District. A list of grant recipients is available at http://dpi.wi.gov/sspw/xls/clcgrantees.xls. Contact Information: Stanley Potts, Tel: (608) 266-5198, Email: Stanley.potts@dpi.state.wi.us, Website: http://dpi.wi.gov/sspw/clc.html • Oakland, California: In FY 2007, the California Department of Education received \$127,685,271 in 21st CCLC funding. A list of funding sites is available at: http://www.cde.ca.gov/ls/ba/cp/funding.asp Contact Information: John Malloy, Tel: (916) 319-0923, Email: jmalloy@cde.ca.gov, Website: http://www.cde.ca.gov/ls/ba/cp/ • Providence, Rhode Island: In FY 2007, the Rhode Island Department of Education received \$4,807,715 in 21st Century CCLC funding. A list of funding sites is available at: http://www.ride.ri.gov/HighSchoolReform/cclc/cclcCurrentlyFunded.aspx. Contact Information: Jackie Ascrizzi, Tel: (401) 222-8953, Email: Jackie.ascrizzi@ride.ri.gov, Website: http://www.ride.ri.gov/HighSchoolReform/cclc/cclc.aspx • San Antonio, Texas: In FY 2007, the Texas Education Agency received \$87,931,754 in 21st Century CCLC funding. Contact Information: Candace M. Ferguson, Tel: (512) 463-5619, Email: Candace.ferguson@tea.state.tx.us, Website: http://www.texas21afterschool.org/07/index.php • White Center, Washington: In FY 2007, the Washington Department of Education received \$13,007,033 in 21st Century CCLC funding. Contact Information: Pam O'Brien, Tel: (360) 725-6052, Email: pam.obrien@k12.wa.us

continued

Potential Uses of 21 CCLC Funds for CHAPSS:

Early Learning		Health Services		Literacy and Tutoring		Out-of-School Time		Parent Outreach and Engagement		Supports for Schools and Child Care Providers		Infrastructure	
	Pre-Kindergarten		Immunizations		Increase Availability of Books and Reading Materials	X	Academic Programs and Activities		Parent Resource Centers	X	Training and Professional Development Opportunities		Resident Engagement and Leadership
	Early Learning Initiatives		Health Insurance Enrollment	X	Family Literacy Initiatives	X	Recreational Program and Activities		Play and Learn Groups		Resource and Referral Services		Planning, Coordination, and Collaboration
	Play and Learn Groups		Prenatal Care	X	Academic Support and Tutoring for Students	X	Other Development Opportunities		Home Visitations		Technical Assistance on Licensing and Professional Certifications		Data Collection and Evaluation
			Developmental Screening and Follow-Up Services						Parent Liaisons to Facilitate School Engagement		Peer Learning and Networking Opportunities		
			Establishing School-Based Nurses and Health Clinics						Other Supportive Services				
			Promoting Access to Healthy and Nutritious Food										

Child Care and Development Block Grant (CCDBG)

Federal Agency	Department of Health and Human Services Child Care Bureau, Administration for Children and Families
Funding Type	Formula/Block Grant
Purpose of Funds	<p>The purpose of this program is to make grants to states and tribes to assist low-income families with child care and to: (1) allow each state maximum flexibility in developing child care programs and policies that best suit the needs of children and parents within the state; (2) promote parental choice to empower working parents to make their own decisions on the child care that best suits their family's needs; (3) encourage states to provide consumer education information to help parents make informed choices about child care; (4) assist states to provide child care to parents trying to achieve independence from public assistance; and (5) assist states in implementing the health, safety, licensing, and registration standards established in state regulations.</p> <p>Funds are used to subsidize the cost of child care for children under the age of 13 (or, at the option of the grantee, up to age 19 if disabled or under court supervision). Subsidized child care services are available to eligible families through vouchers or certificates with providers. Parents may select any legally operating child care provider. Child care providers serving children funded by CCDBG must meet basic health and safety requirements set by states, territories and tribes. A state must use a minimum of 4 percent of CCDBG funds to improve child care quality and availability through comprehensive consumer education, activities to increase parental choice, and other activities such as resource and referral services, provider grants and loans, monitoring and enforcement of requirements, training and technical assistance, and improved compensation for child care staff. Certain amounts of funds must be used for specific purposes: quality expansion; infant and toddler quality improvement; and child care resource and referral and school age child care activities.</p>
Who Can Apply	States, territories, federally-recognized Indian tribes. The lead agency in these jurisdictions may contract with or award grants to public or private entities to administer programs and provide services, subject to the lead agency's criteria, which may include child care providers, community-based organizations, faith-based organizations, recreation programs, schools, and public and private social service agencies. Low-income families who meet eligibility requirements may apply to the lead agency to receive a child care subsidy. Children must reside with a family whose income does not exceed 85 percent of the state median income for a family of the same size and who reside with a parent or parents who are working, attending job training or an educational program, or are in need of protective services.
Application Process	The lead agency of each state, territorial or tribal government desiring to receive an allotment for a fiscal year is required to submit a two-year plan to the Administration for Children and Families. Individuals or organizations wishing to access CCDBG funds should contact the lead agency in the relevant jurisdiction. For a list of state lead agency contact information, see: http://nccic.acf.hhs.gov/statedata/dirs/index.cfm .
Flow of Funds	Funds flow to the lead agency, and from there to parents, program administrators and providers.
Funding History	Mandatory and matching funds: FY 06: \$2,917,000,000; FY 07: \$2,917,000,000; and FY 08: \$2,851,367,500. Discretionary funds: FY 06: \$2,060,664,900; FY 07: \$2,062,081,000; FY 08 \$2,100,000,000.
Matching Requirements	There are no matching requirements for the discretionary and mandatory parts; however, to access full funding, states must provide matching funds. Tribes are not required to provide matching funds.
Web Site Link(s)	http://www.acf.hhs.gov/programs/ccb/
Contact Information	US Department of Health and Human Services, Child Care Bureau, (202) 690-6782
Potential Partners	Child care providers; community-based organizations; faith-based organizations; recreation programs; schools; public and private social service agencies

How Funds Are Currently Flowing to Your State or Community

Denver, Colorado: In FY 2006-2007, the Colorado Department of Human Services allocated \$58,200,000 through CCDBG. Contact Information: Rosemarie Allen, State Child Care Administrator, Colorado Department of Human Services: Division of Child Care, Tel: (303) 866-5943, Email: Rosemarie.allen@state.co.us, Website: http://www.cdhs.state.co.us/childcare/Documents/CHILD_CARE_AND_DEVELOPMENT_FUND_PLAN.doc

Des Moines, Iowa: In FY 2007-2008, the Iowa Department of Human Services will allocate \$41,212,320 through CCDBG. Contact Information: Jeff Anderson, State Child Care Administrator, Iowa Department of Human Services, Tel: (515) 281-7266, Email: janders4@dhs.state.ia.us, Website: http://www.dhs.state.ia.us/docs/0809_CCDFPlan_FINAL.pdf

Hartford, Connecticut: In FY 2007-2008, the CT Department of Human Services will allocate \$70,267,141 through CCDBG. Contact Information: Peter Palermino, Program Manager, CT Department of Human Services, Tel: (860) 424-5006, Email: Peter.Palermino@ct.gov, Website: <http://www.ct.gov/dss/lib/dss/pdfs/ccdf08thru09.pdf>

Indianapolis, Indiana: In FY 2007-2008, the Indiana Family and Social Services Administration will allocate \$104,188,478 through CCDBG. Contact Information: Michelle Thomas, Child Care Administrator, Bureau of Child Care, Tel: (317) 234-3313, Email: Michelle.thomas@fssa.in.gov, Website: <http://www.in.gov/fssa/files/CCDFStatePlan-08-09.pdf>

Louisville, Kentucky: In FY 2007-2008, the Kentucky Department for Community Based Services will allocate \$74,423,686 through CCDBG. Contact Information: Sandra Noble Canon, Operations Branch Manager, Cabinet for Health and Family Services, Tel: (502) 564-2524, Email: sandy.canon@ky.gov, Website: <http://chfs.ky.gov/NR/rdonlyres/5FF1F886-E1C1-485F-A4A6-9257CA3978BD/0/StatePlan0809.doc>

Milwaukee, Wisconsin: In FY 2007-2008, the Wisconsin Department of Children and Families will allocate \$82,873,025 through CCDBG. Contact Information: Laura Saterfield, Bureau of Early Childhood Education Wisconsin Department of Children and Families, Tel: (608) 266-3443, Email: laura.saterfield@wisconsin.gov, Website: <http://dcf.wisconsin.gov/childcare/ccdf/ccdffinal.pdf>

Oakland, California: In FY 2007-2008, the California Department of Education will allocate \$537,442,799 through CCDBG. Contact Information: Camille Maben, Child Development Division Director, California Department of Education, Tel: (916) 322-6233, Email: cmaben@cde.ca.gov, Website: <http://www.cde.ca.gov/sp/cd/>

Providence, Rhode Island: In FY 2007-2008, the Rhode Island Department of Human Services will allocate \$17,500,000 through CCDBG. Contact Information: Donalda Carlson, Child Care Administrator, Rhode Island Department of Human Services, Tel: (401) 462-5300, Email: dcarlson@dhs.ri.gov, Website: http://www.dhs.state.ri.us/dhs/famchild/ccdf_st_plan_09.pdf

San Antonio, Texas: In FY 2007-2008, the Texas Workforce Commission will allocate \$429,164,742 through CCDBG. Contact Information: Donalda Carlson, Director, Workforce Policy, Texas Workforce Commission, Tel: (512) 936-3160, Email: dcarlson@dhs.ri.gov, Website: <http://www.twc.state.tx.us/twcinfo/ccstateplan09.pdf>

White Center, Washington: In FY 2007-2008, the Washington Department of Early Learning will allocate \$108,464,364 through CCDBG. Contact Information: Lynne Shanafelt, Assistant Director, Department of Early Learning, (360) 725-2829, Email: lynne.shanafelt@del.wa.gov, Website: http://www.del.wa.gov/publications/research/docs/CCDF_Plan_2008-2009.pdf

continued

Potential Uses of CCDBG Funds for CHAPSS:

Early Learning		Health Services		Literacy and Tutoring		Out-of-School Time		Parent Outreach and Engagement		Supports for Schools and Child Care Providers		Infrastructure	
X	Pre-Kindergarten		Immunizations		Increase Availability of Books and Reading Materials	X	Academic Programs and Activities	X	Parent Resource Centers	X	Training and Professional Development Opportunities		Resident Engagement and Leadership
X	Early Learning Initiatives		Health Insurance Enrollment		Family Literacy Initiatives	X	Recreational Program and Activities		Play and Learn Groups	X	Resource and Referral Services		Planning, Coordination, and Collaboration
	Play and Learn Groups		Prenatal Care		Academic Support and Tutoring for Students	X	Other Development Opportunities		Home Visitations	X	Technical Assistance on Licensing and Professional Certifications		Data Collection and Evaluation
			Developmental Screening and Follow-Up Services						Parent Liaisons to Facilitate School Engagement	X	Peer Learning and Networking Opportunities		
			Establishing School-Based Nurses and Health Clinics						Other Supportive Services				
			Promoting Access to Healthy and Nutritious Food										

Even Start

Federal Agency	Department of Education, Office of Student Achievement and School Accountability Programs
Funding Type	Formula/Block Grant
Purpose of Funds	<p>Even Start is designed to improve the academic achievement of young children and their parents, especially in the area of reading. The goal of Even Start is to help break the cycle of poverty and low literacy by improving the educational opportunities available to low-income families. Even Start offers grants to support local family literacy projects that integrate: (1) early childhood education (for children primarily from birth through age seven), (2) adult literacy (basic education and instruction for English language learners), (3) parenting education, and (4) interactive literacy activities between parents and their children. All local projects must provide the four core services; serve eligible families in need; include support services (such as child care and transportation) when unavailable from other sources; conduct local evaluations; and participate in the national evaluation.</p> <p>Projects provide for early childhood education, adult literacy (adult basic and secondary-level education and instruction for English language learners), parenting education, and interactive parent-child literacy activities for participating families, often through other entities providing these services, such as government agencies, colleges and universities, public schools, Head Start programs, and other public and private community-based groups. Projects operate year-round and provide staff training and support services, such as child care and transportation, when unavailable from other sources, to enable participation in core education activities.</p>
Who Can Apply	Formula grants are awarded to state educational agencies. Sub-grantees are partnerships that consist of a local educational agency, and a nonprofit, community-based organization, a public agency other than an LEA, an institution of higher education or other public or private nonprofit organizations.
Application Process	State educational agencies submit state plans to the Department of Education in accordance with requirements in Section 14302 of the Elementary and Secondary Education Act and guidance by the Department of Education.
Flow of Funds	The Department of Education awards grants to state education agencies (SEAs) on a formula basis. SEAs award subgrants on the basis of selection criteria and priorities in Section 1208 of the Elementary and Secondary Education Act of 1965 (ESEA), as amended. SEAs make awards based on applicant scores.
Funding History	FY 06: \$99,000,000; FY 07: \$82,282,760; FY 08: \$66,454,399
Matching Requirements	For a local grant from the state educational agency, local grantees will be responsible for matching funding in the amount of 10 percent in the first year, 20 percent in the second year, 30 percent in the third year, 40 percent in the fourth year, and 50 percent in the fifth through eighth years, and 65 percent in any subsequent years.
Web Site Link(s)	http://www.ed.gov/programs/evenstartformula/index.html
Contact Information	<p>Program Contact: Patricia McKee; patricia.mckee@ed.gov; (202) 260-0991</p> <p>Even Start State Coordinators: http://www.ed.gov/about/offices/list/oese/sasa/escontacts.html#state</p>
Potential Partners	Local educational agencies; Head Start agencies; institutions of higher education; community-based organizations; and family service agencies.

continued

**How
Funds Are
Currently
Flowing
to Your
State or
Community¹**

Denver, Colorado: In FY 2007, the Colorado Department of Education received 2 Even Start grants totaling \$739,046. Contact Information: Pamela M. Smith, State Even Start Coordinator, Colorado Department of Education, Tel: (303) 866-6640, Email: smith_p@cde.state.co.us, Website: <http://www.cde.state.co.us/cdeadult/EvenStartIndex.htm>

Des Moines, Iowa: In FY 2007, the Iowa Department of Education received 2 Even Start grants totaling \$413,973, which were then sub-granted to 6 local projects, including Fort Dodge, Iowa City, Storm Lake, Sioux City, Lineville, and Leon. Des Moines did not receive any funding from this program. Contact Information: Tom Rendon, Even Start Office, Iowa Department of Education, Tel: 515-242-6024, Email: Tom.Rendon@iowa.gov, Website: <http://www.iowa.gov/educate/content/view/85/1265/>

Hartford, Connecticut: In FY 2007, the Connecticut Department of Education received 2 Even Start grants for \$666,135. Contact Information: Judy Carson, Project Director, Tel: 860-807-2122, Email: judy.carson@ct.gov, Website: http://www.sde.ct.gov/sde/lib/sde/word_docs/rfp/rfp084_evenstart_08_09_final.doc

Indianapolis, Indiana: In FY 2007 the Indiana Department of Education received 2 Even Start grants totaling \$1,389,531, which were then sub-granted to 14 local projects. Two local projects in Indianapolis received sub-grants: Hilton U. Brown Early Childhood Center; Washington Irvin Elementary #4. Contact Information: Susan Wakefield, Even Start Coordinator, Indianapolis Public Schools, Tel: 317-226-4624, Email: wakefies@ips.k12.in.us; Linda Hogan, Even Start Director, Indianapolis Public Schools, Tel: 317-226-4624, Email: wakefies@ips.k12.in.us, Website: <http://www.doe.in.gov/adulted/adultlearner.html#5>

Louisville, Kentucky: In FY 2007, the Kentucky Department of Education received 2 Even Start grants totaling \$1,118,229, which were then sub-granted to 8 local projects. No local projects in Louisville were awarded sub-grants. Contact Information: Bill Buchanan, Even Start State Coordinator, Department of Education, Tel: 502-564-7056, Email: Bill.Buchanan@education.ky.gov, Website: <http://www.education.ky.gov/KDE/Instructional+Resources/Literacy/Kentucky+Even+Start/Even+Start+Program+Contacts.htm>

Milwaukee, Wisconsin: In FY 2007, the Wisconsin Department of Public Instruction received 2 Even Start grants totaling \$1,211,794,000. Contact Information: Kathleen Jackson, Wisconsin Department of Public Instruction, Tel: 608-266-9616, Email: kathleen.jackson@dpi.wi.gov, Website: http://dpi.wi.gov/titleone/esfl_index.html

Oakland, California: In FY 2007, the California State Board of Education received 2 Even Start grants totaling \$9,766,698, which were then sub-granted to 78 local projects. Six local projects in Alameda County received sub-grants: Alameda Unified School District (\$120,750), Alameda New Haven Unified School District (\$120,750), Alameda County Office of Education-YWCA (\$172,500), Alameda San Leandro Unified School District (\$172,500), Alameda City of Oakland/San Antonio (\$172,500), and Alameda County Office of Education (\$172,500). Contact information: Salvador Arriaga, Even Start Office, California Department of Education, Tel: 916-319-0275, Email: Sarriaga@cde.ca.gov, Website: <http://www.cde.ca.gov/sp/cd/op/evenstart.asp>

Providence, Rhode Island: In FY 2007, the Rhode Island Department of Education received 2 Even Start grants totaling \$388,501. Contact Information: Charlotte Diffendale, Rhode Island Even Start Coordinator, Rhode Island Department of Education, Tel: 401-222-4600 X 1-2457, Email: Charlotte.Diffendale@ride.ri.gov, Website: <http://www.ride.ri.gov/instruction/docs/reading/evenstart.aspx>

San Antonio, Texas: In FY 2007, the Texas Education Agency received 2 Even Start grants totaling \$6,982,523. Contact Information: Joanie Rethlake, Tel: 512-463-9294, Email: jrethlake@hcdex-texas.org, Website: <http://www.tea.state.tx.us/adult/programs/evenstart.html>

White Center, Washington: In FY 2007, the Washington State Office of Superintendent of Public Instruction received 2 Even Start grants totaling \$1,096,756, which were then sub-granted to 7 local projects, none of which were in White Center. Contact Information: Debra Williams Appleton, Program Supervisor Early Childhood Education and Even Start Program, Washington State Office of Superintendent of Public Instruction, Tel: 360-725-6049, Email: debra.appleton@k12.wa.us, Website: <http://www.k12.wa.us/LearningTeachingSupport/default.aspx>

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¹ Source, Department of Education, FY2007 Even Start Grant Awards, http://wdcrobcolp01.ed.gov/CFAPPS/grantaward/search_program.cfm?cfda_subpr=84.213C&admin_fy=2007

Potential Uses of Even Start Funds for CHAPSS:

Early Learning	Health Services	Literacy and Tutoring	Out-of-School Time	Parent Outreach and Engagement	Supports for Schools and Child Care Providers	Infrastructure
X Pre-Kindergarten	Immunizations	Increase Availability of Books and Reading Materials	Academic Programs and Activities	Parent Resource Centers	Training and Professional Development Opportunities	Resident Engagement and Leadership
Early Learning Initiatives	Health Insurance Enrollment	X Family Literacy Initiatives	Recreational Program and Activities	X Play and Learn Groups	Resource and Referral Services	X Planning, Coordination, and Collaboration
X Play and Learn Groups	Prenatal Care	Academic Support and Tutoring for Students	Other Development Opportunities	Home Visitations	Technical Assistance on Licensing and Professional Certifications	X Data Collection and Evaluation
	Developmental Screening and Follow-Up Services			Parent Liaisons to Facilitate School Engagement	Peer Learning and Networking Opportunities	
	Establishing School-Based Nurses and Health Clinics			X Other Supportive Services		
	Promoting Access to Healthy and Nutritious Food					

Temporary Assistance for Needy Families (TANF)

Federal Agency	Department of Health and Human Services Administration for Children and Families, Office of Family Assistance
Funding Type	Formula/Block Grant
Purpose of Funds	<p>This program provides assistance to needy families with children to 1) ensure that children can be cared for in their own homes; 2) reduce dependency by promoting job preparation, work, and marriage; 3) reduce and prevent out-of-wedlock pregnancies; and 3) encourage the formation and maintenance of two-parent families. This program replaced the Aid to Families with Dependent Children (AFDC) program.</p> <p>The program provides financial assistance and supportive services to needy families. States decide what categories of needy families to help, as well as penalties and rewards, asset limits, and benefit levels. States use funds not allocated for cash assistance to fund a variety of job preparation activities and work supports, including school-age care, education and job training, transportation, housing and wage supplements. States and territories may also transfer a limited portion of their assistance grant funds to the Child Care and Development Fund (CCDF) and Social Services Block Grant (SSBG) programs. Not more than 15 percent of any grant may be spent on administrative costs, exclusive of certain computerization and information technology expenses.</p>
Who Can Apply	In general, all states, territories, the District of Columbia, and all federally-recognized tribes in the lower 48 states and 13 specified entities in Alaska are eligible.
Application Process	Each state should develop a plan, including the certifications signed by the Executive Officer (Governor), and submit it to the Secretary of HHS. Tribes should contact the ACF Regional Administrators for tribal plan submittal procedures.
Flow of Funds	Funds flow quarterly to designated state agencies.
Funding History	FY 06: \$17,058,625,000; FY 07: \$17,058,625,000; FY 08: \$17,058,625,000
Matching Requirements	The TANF block grant program has an annual cost-sharing requirement known as maintenance-of-effort (MOE). Each fiscal year, each state receiving federal TANF funds must spend an applicable percentage of its own money to help eligible families in ways that are consistent with the purposes of the TANF program. The applicable percentage depends on whether the state meets the minimum work participation rate requirements for that fiscal year.
Web Site Link(s)	http://www.acf.hhs.gov/programs/ofa/
Contact Information	States, territories and tribes should contact their ACF regional office.
Potential Partners	Social service agencies; job training and other community-based organizations.

continued

How Funds Are Currently Flowing to Your State or Community

Denver, Colorado: In FY 2006, Colorado spent \$63,000,000 of TANF funding. Contact Information: Tel: (720) 944-3666 Website: http://www.denvergov.org/Family_and_Adult/TemporaryAssistanceforNeedyFamiliesTANF/tabid/387015/Default.aspx

Des Moines, Iowa: In FY 2006, Iowa spent \$73,900,000 of TANF funding.

Hartford, Connecticut: In FY 2006, Connecticut spent \$124,000,000 of TANF funding. Contact Information: Website: <http://www.ct.gov/dss/cwp/view.asp?a=2353&q=305260>

Indianapolis, Indiana: In FY 2006, Indiana spent \$108,000,000 of TANF funding.

Louisville, Kentucky: In FY 2006, Kentucky spent \$100,000,000 of TANF funding. Contact Information: Website: <http://chfs.ky.gov/dcbs/dfs/>

Milwaukee, Wisconsin: In FY 2006, Wisconsin spent \$110,000,000 of TANF funding. Contact Information: Website: <http://dcf.wisconsin.gov/w2/>

Oakland, California: In FY 2006, California spent \$3,400,000,000 of TANF funding. Contact Information: Website: <http://www.dss.cahwnet.gov/CDSSWEB/PG85.htm>

Providence, Rhode Island: In FY 2006, Rhode Island spent \$65,000,000 of TANF funding.

San Antonio, Texas: In FY 2006, Texas spent \$138,000,000 of TANF funding. Contact Information: Website: <http://www.hhsc.state.tx.us/programs/TexasWorks/TANF.html>

White Center, Washington: In FY 2006, Washington received \$284,000,000 of TANF funding. Contact Information: Website: https://fortress.wa.gov/dshs/f2ws03esaapps/onlinecso/tanf_support_services.asp; <https://fortress.wa.gov/dshs/f2ws03esaapps/onlinecso/findservice.asp?action=csoByCounty&county=14>

continued

Potential Uses of TANF Funds for CHAPSS:

Early Learning		Health Services		Literacy and Tutoring		Out-of-School Time		Parent Outreach and Engagement		Supports for Schools and Child Care Providers		Infrastructure	
X	Pre-Kindergarten		Immunizations		Increase Availability of Books and Reading Materials	X	Academic Programs and Activities	X	Parent Resource Centers		Training and Professional Development Opportunities		Resident Engagement and Leadership
	Early Learning Initiatives		Health Insurance Enrollment		Family Literacy Initiatives	X	Recreational Program and Activities		Play and Learn Groups		Resource and Referral Services		Planning, Coordination, and Collaboration
	Play and Learn Groups		Prenatal Care		Academic Support and Tutoring for Students	X	Other Development Opportunities		Home Visitations		Technical Assistance on Licensing and Professional Certifications		Data Collection and Evaluation
			Developmental Screening and Follow-Up Services						Parent Liaisons to Facilitate School Engagement		Peer Learning and Networking Opportunities		
			Establishing School-Based Nurses and Health Clinics					X	Other Supportive Services				
			Promoting Access to Healthy and Nutritious Food										

Title I: Supplemental Educational Services (SES)

Federal Agency	Department of Education Office of Elementary and Secondary Education
Funding Type	Formula/Block Grant
Purpose of Funds	<p>Title I funds can be used to provide supplemental educational services in core academic subjects. Funding may be used for tutoring, after-school services, and summer school programs for children in schools designated as failing by the state educational agency.</p> <p>Supplemental Services are extra help provided to students in core academic subjects. Funding may be used for tutoring, after-school services, and summer school programs for children in schools designated as failing by the state educational agency.</p>
Who Can Apply	Parents of children in schools classified as in need of improvement are eligible to receive these funds. The school district is required to tell parents if the school their child attends is in need of improvement. A parent can also call 1-800-USA-LEARN to check on a school's classification. Organizations eligible to become an SES provider include for-profit companies, nonprofit programs, local community programs, colleges and universities, national organizations, faith-based groups, private and charter schools, and public schools and districts not identified as in need of improvement.
Application Process	School districts notify parents if their child is eligible for supplemental services. Parents then select a program approved by the state to deliver supplemental educational services. Programs must be registered with their state Department of Education as a Supplemental Education Service Provider to receive funds for providing supplemental services.
Flow of Funds	Funds flow from the federal government to the state educational agency to school districts. School districts will pay a provider directly for supplemental services.
Funding History	Districts must spend an amount equal to 20 percent of their Title I allocation on a combination of SES and transportation for students opting to transfer to other public schools not in need of improvement. How a district divides its funds depends on the relative demand for each of these services. For each student receiving SES, districts spend either their per-child Title I allocation or the actual cost of the services, whichever is less. The maximum per-child expenditure for SES varies widely across the nation, ranging from roughly \$600 to \$3,500.
Matching Requirements	There are no matching requirements. Parents are responsible for any costs that are not covered by the supplemental services funding from the school district.
Web Site Link(s)	http://www.ed.gov/nclb/choice/help/ses/index.html
Contact Information	1-800-USA-LEARN
Potential Partners	Nonprofit and for-profit companies; schools; local colleges and universities; community and faith-based organizations; academic enrichment and tutoring programs. The local school district will maintain a list of eligible partners.

continued

How Funds
Are Currently
Flowing to
Your State or
Community

Denver, Colorado: In FY 2007, the Colorado Department of Education received \$24,785,675 in SES funding. Contact Information: Laura Hensinger, Senior Consultant, Title I, Colorado Department of Education, Tel: (303) 866-6675, Email: Hensinger_L@cde.state.co.us, Website: <http://www.cde.state.co.us/fedprograms/improvement/suppservices.asp>

Des Moines, Iowa: In FY 2007, the Iowa Department of Education received \$13,672,822 in SES funding. West Des Moines Community School District received \$65,337 (\$682 per pupil). Des Moines Independent School District received \$1,692,851 (\$1,577 per-pupil). Urbandale Community School District received \$34,010 (\$876 per-pupil). Contact Information: Paul Cahill, Title I Administrative Consultant, Iowa Department of Education, Tel: (515) 281-3944, Email: paul.cahill@iowa.gov, Website: <http://www.iowa.gov/educate/content/view/652/619/>

Hartford, Connecticut: In FY 2007, the Connecticut State Department of Education received \$16,714,967 of SES funding. Hartford schools received \$3,880,632 (\$2,599 per pupil). Contact Information: Michelle Rosado, Connecticut State Department of Education, Tel: (860) 713-6748, Email: michelle.rosado@ct.gov; Christine Ruman, Connecticut State Department of Education, Email: Christine.ruman@ct.gov, Website: http://www.csde.state.ct.us/public/cedar/nclb/psc_ses/index.htm

Indianapolis, Indiana: In FY 2007, the Indiana Department of Education received \$230,085,248 in SES funding. Indianapolis public schools received \$1609 per pupil for SES services. 8 school corporations in Marion County provided SES services (<http://mustang.doe.state.in.us/dg/ses/SES08-welcome.html>). Contact Information: Molly Chamberlin, Director, Division of Educational Options, Indiana Department of Education, Tel: (317) 232-0579, Email: strice@doe.state.in.us, Website: <http://mustang.doe.state.in.us/dg/ses/welcome.html>

Louisville, Kentucky: In FY 2007, the Kentucky Department of Education received \$37,170,859 in SES funding. In 2008-2009, there were 44 SES providers in the state, 18 of which were in Louisville (<http://www.kentuckyschools.org/NR/rdonlyres/17263E71-6583-4A70-BE85-90627691719F/0/20082009ApprovedProvidersupdated102208.pdf>). Contact Information: Claude Christian, Kentucky Department of Education, Tel: (502) 564-3791, Email: claudc.christian@education.ky.gov, Website: <http://www.kentuckyschools.org/KDE/Administrative+Resources/Federal+Programs+and+Instructional+Equity/Title+Programs/SES+Downloads+Page.htm>. Louisville Contact Information (Jefferson County): Raymond Fehr, Gheens Academy, Tel: (502) 485-7019, Email: Raymond.fehr@jefferson.kyschools.us.

Milwaukee, Wisconsin: In FY 2007, the Wisconsin Department of Public Instruction received \$40,320,115 in SES funding. In 2008-2009, there were 12 schools in Wisconsin that were eligible for SES services, all located in the Milwaukee Public School District (http://dpi.wi.gov/esea/doc/ses_eligible07-08.doc). A list of providers is available at: http://www2.dpi.state.wi.us/esea_ses/ProvList.asp. Contact Information: Elizabeth McClure, Title I and School Support, Wisconsin Department of Public Instruction, Tel: (608) 261-6324, Email: Elizabeth.mcclure@dpi.state.wi.us, Website: http://dpi.wi.gov/esea/ses_index.html

Oakland, California: In FY 2007, the California Department of Education received \$328,699,256 in SES funding. A list of SES providers in Alameda County is available at <http://www.cde.ca.gov/ta/ac/ti/ap/selectdistrict.aspx?county=2>. Contact Information: Jerry Cummings, California Department of Education, Tel: (916) 319-0381, Email: jcumming@cde.ca.gov, Website: <http://www.cde.ca.gov/ta/ac/ti/supplemental.asp>.

Providence, Rhode Island: In FY 2007, the Rhode Island Department of Education received \$10,078,077 in SES funding. In 2008-2009, there were 14 SES providers in Rhode Island, 5 of which were in Providence (http://www.ride.ri.gov/psi/docs/title1/docs.%20Title%20%20Website/SES%20Website/08-09%20providers/SES_Provider_List_2008-09.doc). 33 schools in providence were considered Title I schools (<http://www.ride.ri.gov/psi/docs/title1/docs.%20Title%20%20Website/2007-2008%20Title%20%20School%20Listing%20Public.xls>) Contact Information: Colleen Hedden, Rhode Island Department of Education, Tel: (401) 222-8939, Email: colleen.hedden@ride.ri.gov, Website: http://www.ride.ri.gov/psi/docs/title1/title1_ses%20.aspx.

How Funds Are Currently Flowing to Your State or Community	<p>San Antonio, Texas: In FY 2007, the Texas Education Agency received \$233,899,917 in SES funding. A list of SES providers is available at http://www5.esc13.net/ses/docs/08-09%20New%20Files/Provider%20Directory%20Fall08.pdf. Flow of funds within the state is available at http://www5.esc13.net/ses/docs/08-09%20New%20Files/SESFLOWCHART072808.pdf. A listing of Title I per-pupil amounts is available at: http://www5.esc13.net/ses/docs/08-09%20New%20Files/TIPAPerPupilsbyDistrict.pdf. A list of schools districts eligible is available at: http://www5.esc13.net/ses/docs/08-09%20New%20Files/DistrictContacts0809.xls Contact Information: Anita Villarreal, Director, School Improvement Program, Texas Education Agency, Tel: (512) 463-9402, Email: anita.villarreal@tea.state.tx.us, Website: http://www5.esc13.net/ses/</p> <p>White Center, Washington: In FY 2007, Washington Department of Education received \$36,559,023 in SES funding. A list of SES providers is available at: http://www.k12.wa.us/title/pubdocs/2008-09SESAApprovedProviderList.doc. Contact Information: Gayle Pauley, Director of Title I and Title V, Tel: (360) 725-6100, Website: http://www.k12.wa.us/title/supplementalservices.aspx.</p>
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Potential Uses of Title I SES Funds for CHAPSS:

Early Learning	Health Services	Literacy and Tutoring	Out-of-School Time	Parent Outreach and Engagement	Supports for Schools and Child Care Providers	Infrastructure
Pre-Kindergarten	Immunizations	Increase Availability of Books and Reading Materials	X Academic Programs and Activities	Parent Resource Centers	Training and Professional Development Opportunities	Resident Engagement and Leadership
Early Learning Initiatives	Health Insurance Enrollment	Family Literacy Initiatives	Recreational Program and Activities	Play and Learn Groups	Resource and Referral Services	Planning, Coordination, and Collaboration
Play and Learn Groups	Prenatal Care	X Academic Support and Tutoring for Students	Other Development Opportunities	Home Visitations	Technical Assistance on Licensing and Professional Certifications	Data Collection and Evaluation
	Developmental Screening and Follow-Up Services			Parent Liaisons to Facilitate School Engagement	Peer Learning and Networking Opportunities	
	Establishing School-Based Nurses and Health Clinics			Other Supportive Services		
	Promoting Access to Healthy and Nutritious Food					

Appendix C. Drill-Down Analysis of Selected Federal Discretionary Grants

- Early Reading First
- Head Start
- Healthy Start Initiative
- Parent Information Resource Centers

Early Reading First

Federal Agency	Department of Education Office of Elementary and Secondary Education
Funding Type	Discretionary/Project Grant
Purpose of Funds	<p>This program supports local efforts to enhance the early language, literacy, and pre-reading development of preschool age children, particularly those from low-income families, through instructional and professional development strategies proven effective through scientifically-based reading research. Early Reading First programs will have a high-quality oral language and print-rich environment, and will monitor children's progress toward language, literacy, and cognitive goals using screening reading assessments and other appropriate measures.</p> <p>Program funds support projects designed to help early childhood centers improve their programs by creating centers of excellence that provide preschool-age children with language and cognitive skills, and an early reading foundation. Funds must be used to: enhance children's language, cognitive, and early reading skills through professional development for teachers; provide early language and reading development and instructional materials as developed from scientifically based reading research; provide preschool-age children with cognitive learning opportunities in high-quality language and literature-rich environments; use screening assessments to effectively identify preschool children who may be at risk for reading failure; and improve existing early childhood programs by integrating scientifically based reading research into all aspects of the program (including instructional materials, teaching strategies, curricula, parent engagement, and professional development).</p>
Who Can Apply	Institutions of Higher Education, Local Educational Agencies, Non-profit organizations, State Education Agencies. The following are eligible to apply: 1) one or more eligible LEA; 2) one or more public or private organization located in the community served by another eligible LEA; 3) one or more eligible LEA applying in collaboration with one or more eligible organizations.
Application Process	Eligible applicants who wish to receive an Early Reading First grant must submit a pre-application of no more than ten pages which addresses four criteria: 1) the program's vision, 2) the program plan, 3) the continuity of services, and 4) how they will measure the program's success. Those applicants who are invited to submit a full application must prepare and submit them in accordance with the notice published in the Federal Register.
Flow of Funds	Funds flow directly to grantees.
Funding History	FY 06: \$103,118,000; FY 07: 117,666,000; FY 08: \$112,549,000
Matching Requirements	There are no matching requirements.
Web Site Link(s)	http://www.ed.gov/programs/earlyreading/index.html
Contact Information	US Department of Education, OESE Early Reading First Program, (202) 260-0968 or (202) 260-2533
Potential Partners	Local educational agencies; community-based organizations; nonprofit agencies.

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<p>How Funds Are Currently Flowing to Your State or Community²</p>	<p>Denver, Colorado: No Early Reading First grants were awarded to Colorado in FY 2007 or FY 2008. In FY 2006, one grant was awarded to Project REAL: Results through Early Advantages in Learning, located in Denver, totaling \$3,598,734. Contact Information: Chris Sciarrino, Project Director, Tel: (303) 355-4411, Website: http://www.ed.gov/programs/earlyreading/abstractsfinal2006.doc</p> <p>Des Moines, Iowa: In FY 2008, one Early Reading First grant was awarded to The Des Moines Independent Community School District, totaling \$4,308,288. The grant will be used to implement the Preparing Early Readers for Kindergarten (PERK) project at five early childhood sites serving high-need neighborhoods. This project builds on the success of a 2004 Early Reading First grant. Contact information: Nancy Duey, Project Director of Preparing Early Readers for Kindergarten, Des Moines Independent Community School District, Tel: (515) 242-7588, Email: nancy.duey@dmps.k12.ia.us. For more information, visit http://www.ed.gov/programs/earlyreading/abstractsfinal2008.doc</p> <p>Hartford, Connecticut: In FY 2008, three Early Reading First grants were awarded to programs in Connecticut, totaling \$7,634,271. They included Connecticut is Reading First and WE Read First in New Haven County, Community Partners for Early Literacy in Windham County. For more information, visit: http://www.ed.gov/programs/earlyreading/abstractsfinal2008.doc</p> <p>Indianapolis, Indiana: No Early Reading First grants were awarded to Indiana in FY 2008.</p> <p>Louisville, Kentucky: No Early Reading First grants were awarded to Kentucky in FY 2008. In FY 2007, one grant was awarded to GRREC Early Reading First in Bowling Green, Kentucky, totaling \$4,466,755. For more information, visit http://www.ed.gov/programs/earlyreading/abstractsfinal2007.doc</p> <p>Milwaukee, Wisconsin: In FY 2008, one grant was awarded to Wisconsin Reading Acquisition Program (WRAP), totaling \$4,034,108. The project is a collaborative between Marquette University and Day Care Services for Children, Inc., Milwaukee, Wisconsin. Contact Information: Maura Moyle, Project Director, Tel: (414) 288-1408, Email: Maura.moyle@marquette.edu. For more information, visit http://www.ed.gov/programs/earlyreading/abstractsfinal2008.doc. In FY 2007, Project EMERGE (Exemplary Model of Early Reading Growth and Excellence) received a grant for \$3,212,726. This multi partnership effort seeks to transform five existing pre-kindergarten Head Start and Early Childhood centers in the Milwaukee urban community into exemplary, scientifically based early literacy programs. Contact Information: Karen Stoiber, Project Director, Tel: (414) 229-6841, Email: kstoiber@uwm.edu. For more information, visit http://www.ed.gov/programs/earlyreading/abstractsfinal2007.doc.</p> <p>Oakland, California: In FY 2008, 5 grants were awarded to programs in California, totaling \$15,958,063. One of these grants (\$3,967,979) was allocated to the Oakland Unified School District (OUSD). The goal of OUSD's Smart Start Early Learning Program (SSELP) is to improve the literacy of the 3 through 5 year old children in the community. Contact Information: Lynne Rodezo, Project Director, Tel: (510) 879-8328, Email: lynne.rodezo@oakland.k12.ca.us. For more information, visit http://www.ed.gov/programs/earlyreading/abstractsfinal2008.doc.</p> <p>Providence, Rhode Island: No Early Reading First grants were awarded to Rhode Island in FY 2007 or FY 2008. In FY 2006, one grant was awarded to Ready to Learn Providence, in the amount of \$3,659,640. Contact Information: Joyce Butler, Project Director, Tel: (401) 490-9960, Email: jbutler@provplan.org. For more information, visit http://www.ed.gov/programs/earlyreading/abstractsfinal2006.doc</p> <p>San Antonio, Texas: No Early Reading First grants were awarded to Texas in FY 2008. In FY 2007, one grant was awarded to Good Beginnings (Robertson, Texas) for \$2,166,898. In FY 2006, South San Antonio Independent School District, Ready to Read, Preparing to Lead received a grant for \$4,500,000. Contact Information: Mourette Hodge, Project Director, Tel: (210) 977-7125, Email: Mhodge@southsanisd.net. For more information, visit http://www.ed.gov/programs/earlyreading/abstractsfinal2006.doc.</p> <p>White Center, Washington: No Early Reading First grants were awarded to Washington in FY 2008. In FY 2007, Seattle Early Reading First (Seattle, Washington) received a grant for \$3,974,248.</p>
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² Source: <http://www.ed.gov/programs/earlyreading/abstractsfinal2008.doc>

Potential Uses of Early Reading First Funds for CHAPSS:

Early Learning		Health Services		Literacy and Tutoring		Out-of-School Time		Parent Outreach and Engagement		Supports for Schools and Child Care Providers		Infrastructure	
X	Pre-Kindergarten		Immunizations	X	Increase Availability of Books and Reading Materials		Academic Programs and Activities		Parent Resource Centers	X	Training and Professional Development Opportunities		Resident Engagement and Leadership
X	Early Learning Initiatives		Health Insurance Enrollment		Family Literacy Initiatives		Recreational Program and Activities		Play and Learn Groups		Resource and Referral Services		Planning, Coordination, and Collaboration
	Play and Learn Groups		Prenatal Care		Academic Support and Tutoring for Students		Other Development Opportunities		Home Visitations		Technical Assistance on Licensing and Professional Certifications		Data Collection and Evaluation
			Developmental Screening and Follow-Up Services						Parent Liaisons to Facilitate School Engagement		Peer Learning and Networking Opportunities		
			Establishing School-Based Nurses and Health Clinics						Other Supportive Services				
			Promoting Access to Healthy and Nutritious Food										

Head Start

Federal Agency	Department of Health and Human Services Administration for Children and Families
Funding Type	Discretionary/Project Grant
Purpose of Funds	The Head Start program provides grants to local public and private non-profit and for-profit agencies to provide comprehensive child development services to economically disadvantaged children and families, with a special focus on helping preschoolers develop the early reading and math skills they need to be successful in school. Funding promotes school readiness by enhancing the social and cognitive development of low-income children, including children on federally recognized reservations and children of migratory farm workers, through the provision of comprehensive health, educational, nutritional, social and other services. Head Start seeks to involve parents in their children's learning and help parents make progress toward their educational, literacy and employment goals. The program also emphasizes the significant involvement of parents in the administration of their local Head Start programs.
Who Can Apply	Any local government, federally-recognized Indian tribe, or public or private nonprofit or for-profit agency which meets the requirements may apply for a grant.
Application Process	The Administration for Children and Families regional representative will provide each applicant agency with a completed checklist form showing exactly which items must be completed by each applicant and delegate agency. However, applications will be considered only when submitted in response to a specific announcement, published via the Internet at the following website address: http://www.acf.hhs.gov/grants/grants_hsb.html , which solicits proposals to establish new Head Start Programs.
Flow of Funds	Funds are awarded directly to the grantees. Grantee agencies may subcontract with other child-serving agencies to provide support services (e.g. disability specialists, mental health consultants) to Head Start children.
Funding History	(Grants) FY 06: \$6,646,831,000; FY 07: \$6,713,508,728; FY 08: \$6,713,502,090; (Contracts) FY 06: \$75,000,000; FY 07: \$154,935,559; FY 08: \$143,300,915
Matching Requirements	Head Start grantees are required to provide 20 percent of the total cost of the program, although this may be waived wholly or in part if certain conditions apply. Matching share may be in cash or in-kind.
Web Site Link(s)	http://www.acf.hhs.gov/programs/ohs/
Contact Information	US Department of Health and Human Services, Head Start Bureau, (202) 205-8572
Potential Partners	Community-based organizations; family service agencies; and educational entities; Even Start agencies

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<p>How Funds Are Currently Flowing to Your State or Community</p>	<p>Denver, Colorado: In FY 2007, the Office of Head Start administered grants to 345 programs in Colorado, totaling \$68,621,163. Eighty-six grants were allocated to programs in Denver. Contact information for programs in Denver is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>Des Moines, Iowa: In FY 2007, the Office of Head Start administered grants to 305 programs in Iowa, totaling \$51,762,241. Thirty grants were allocated to programs in Des Moines. Contact information for programs in Des Moines is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>Hartford, Connecticut: In FY 2007, the Office of Head Start administered grants to 154 programs in Connecticut, totaling \$52,112,641. Fourteen grants were allocated to programs in Hartford. Contact information for programs in Hartford is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>Indianapolis, Indiana: In FY 2007, the Office of Head Start administered grants to 338 programs in Indiana, totaling \$96,596,956. Twelve grants were allocated to programs in Indianapolis. Contact information for programs in Indianapolis is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>Louisville, Kentucky: In FY 2007, the Office of Head Start administered grants to 479 programs in Kentucky, totaling \$108,797,056. Four grants were allocated to programs in Louisville. Contact information for programs in Louisville is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>Milwaukee, Wisconsin: In FY 2007, the Office of Head Start administered grants to 343 programs in Wisconsin, totaling \$91,252,718. Fifty-eight grants were allocated to programs in Milwaukee. Contact information for programs in Milwaukee is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>Oakland, California: In FY 2007, the Office of Head Start administered grants to 2,286 programs in California, totaling \$835,094,424. Thirty-one grants were allocated to programs in Oakland. Contact information for programs in Oakland is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>Providence, Rhode Island: In FY 2007, the Office of Head Start administered grants to 41 programs in Rhode Island, totaling \$22,105,950. Nine grants were allocated to programs in Providence. Contact information for programs in Providence is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>San Antonio, Texas: In FY 2007, the Office of Head Start administered grants to 1,202 programs in Texas, totaling \$480,685,049. Eighty-six grants were allocated to programs in San Antonio. Contact information for programs in San Antonio is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p> <p>White Center, Washington: In FY 2007, the Office of Head Start administered grants to 370 programs in Washington, totaling \$100,776,184. No grants were allocated to programs in White Center. Contact information for programs in Washington is available at: http://www.acf.hhs.gov/programs/hsb/hsweb/index.jsp</p>
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Potential Uses of Head Start Funds for CHAPSS:

Early Learning		Health Services		Literacy and Tutoring		Out-of-School Time		Parent Outreach and Engagement		Supports for Schools and Child Care Providers		Infrastructure	
X	Pre-Kindergarten		Immunizations		Increase Availability of Books and Reading Materials		Academic Programs and Activities	X	Parent Resource Centers		Training and Professional Development Opportunities		Resident Engagement and Leadership
X	Early Learning Initiatives		Health Insurance Enrollment	X	Family Literacy Initiatives		Recreational Program and Activities		Play and Learn Groups		Resource and Referral Services		Planning, Coordination, and Collaboration
X	Play and Learn Groups		Prenatal Care		Academic Support and Tutoring for Students		Other Development Opportunities		Home Visitations		Technical Assistance on Licensing and Professional Certifications		Data Collection and Evaluation
		X	Developmental Screening and Follow-Up Services						Parent Liaisons to Facilitate School Engagement		Peer Learning and Networking Opportunities		
		X	Establishing School-Based Nurses and Health Clinics					X	Other Supportive Services				
		X	Promoting Access to Healthy and Nutritious Food										

Healthy Start Initiative

Federal Agency	Department of Health and Human Services Health Resources and Services Administration
Funding Type	Discretionary/Project Grant
Purpose of Funds	<p>This program is designed to eliminate disparities in perinatal infant and maternal health by enhancing a community and state's health care infrastructure and service system; and directing resources and interventions to improve access to, utilization of, and full participation in comprehensive perinatal and women's health services, particularly for women and infants at higher risk for poor health outcomes. Grants are awarded for a four-year cycle.</p> <p>Healthy Start projects implement community-driven approaches to address infant mortality rates by reducing maternal behavioral and medical risk factors and promoting healthy outcomes for women and their families. Beginning with prenatal care and continuing through the infant's second year of life, each community awarded funds assures the availability of a core set of services and activities for the perinatal population in their project area. These services include case management, home visiting and links to health care and other needed services for mothers and their infants; direct outreach and peer mentoring by trained community members; screening and referral for perinatal/postpartum depression; and strong coordination with and access to substance abuse, domestic violence, mental health, early intervention, parenting and other critical services for high-risk women and families. In addition, each Healthy Start project is required to have a community-based consortium composed of individuals, organizations, women and families served by their project, to collaborate with their State Title V (MCH) Agency, and to implement a local health system action plan to improve the quality, cultural competence of and access to services and/or to address other problems in the local system of care. Funds may not be used to supplant currently funded activities/services.</p>
Who Can Apply	Urban and rural communities with significant disparities in perinatal health, and states with a need to build their infrastructure/capacity to address and support communities trying to achieve the goals of the Healthy Start program. Eligible applicants include public or private entities, Indian Tribe or tribal organizations, and community-based organizations, including faith-based organizations.
Application Process	Applications are generally solicited by a program announcement in the HRSA Preview. Applicants can apply by visiting http://www.grants.gov . All qualified applications will be forwarded to an objective review committee which will make funding recommendations to the Associate Administrator for the Maternal and Child Health Bureau. The Associate Administrator has the authority to make final selections for awards.
Flow of Funds	Funds flow directly to grantees.
Funding History	FY 06: \$97,266,000; FY 07: \$96,660,615; and FY 08 est. \$94,450,895
Matching Requirements	There are no matching requirements.
Web Site Link(s)	http://mchb.hrsa.gov/programs/womeninfants/prenatal.htm
Contact Information	US Department of Health and Human Services, Grants Management Office, (301) 443-2385
Potential Partners	Indian tribes, local public agencies, non-profits/community based organizations, and state territorial agencies.

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<p>How Funds Are Currently Flowing to Your State or Community</p>	<p>Denver, Colorado: In FY 2006-FY 2008, no new Healthy Start grants were awarded in Colorado. In FY 2005, one Healthy Start grant was awarded to Metro Community Provider Network in Englewood for \$700,000. The organization aims to reduce infant mortality and numbers of low birth weight babies in Aurora, Englewood, and Sheridan, Colorado. Contact Information: Sherryl Weston, Interim Director, The Healthy Start Project, Tel: (303) 360-6276, Email: sweston@mcpcn.org, Website: http://mcpcn.com/education/healthyStart.htm</p> <p>Des Moines, Iowa: In FY 2006-FY 2008, no new Healthy Start grants were awarded in Iowa. In FY 2005, one grant was awarded to Visiting Nurse Services in Des Moines, Iowa, for \$900,000. Contact Information: Darby Taylor, Project Director, Des Moines Healthy Start Project, Tel: (515) 557-9012, Email: darbyt@vnsdm.org, Website: http://www.vnsdm.org/women_children_family.php#Anchor-HEALTH-60497</p> <p>Hartford, Connecticut: In FY 2006-FY 2008, no new Healthy Start grants were awarded in Connecticut. In FY 2005, one grant was awarded to the Community Foundation of Greater New Haven for \$900,000. Contact Information: Delores Greenlee, Project Director, New Haven Healthy Start, Tel: (203) 777-2386, Email: dgreenlee@cfgnh.org, State of Connecticut Department of Social Services Website: http://www.ct.gov/dss/cwp/view.asp?a=2353&q=305218#HS</p> <p>Indianapolis, Indiana: In FY 2006-FY 2008, no new Healthy Start grants were awarded in Indiana. In FY 2005, one grant was awarded to the Health and Hospital Corp. of Marion County, in Indianapolis for \$900,000. Contact Information: Yvonne Beasley, Project Director, Indianapolis Healthy Start, Tel: (317) 221-2312, Email: ybeasley@hhcorp.org, Website: http://www.mchd.com/</p> <p>Louisville, Kentucky: In FY 2006-FY 2008, no new Healthy Start grants were awarded in Kentucky. In FY 2005, one grant was awarded to the Jefferson County Health Department in Louisville, Kentucky, for \$1,275,000. Contact Information: Ryan Irvine, Program Manager, Louisville Metro Healthy Start, Tel: (502) 574-5275, Email: ryan.irvine@louisvilleky.gov, Website: http://www.louisvilleky.gov/Health/healthystart.htm</p> <p>Milwaukee, Wisconsin: In FY 2006-FY 2008, no new Healthy Start grants were awarded in Wisconsin. In FY 2005, two grants were awarded in Wisconsin, one of which went to Black Health Coalition of Wisconsin, in Milwaukee for \$900,000. Contact Information: Pat McManus, Project Director, Milwaukee Healthy Beginnings, Tel: (414) 933-0064, Email: bhcpmc@aol.com, Website: http://www.bhcv.org/program_healthy_beginning.htm</p> <p>Oakland, California: In FY 2007, the California Department of Education received a Healthy Start grant for \$10 million and then sub-granted awards to 23 different projects. One grant was awarded to the Oakland Unified School district for \$450,000. Contact Information: Kay Adams, MPH Interim Director, IPOP, Alameda County Healthy Start, Tel: (510) 618-2080, Email: kay.adams@acgov.org, Website: http://www.cde.ca.gov/fg/fo/r8/healthystart06rfa.asp</p> <p>Providence, Rhode Island: No Healthy Start grants have recently been awarded in Rhode Island.</p> <p>San Antonio, Texas: In FY 2006-FY 2008, no new Healthy Start grants were awarded in Texas. In FY 2005, one grant was awarded to the San Antonio Metropolitan Health District for \$750,000. Contact Information: Paola Tovar-Kurth, Program Manager, San Antonio Healthy Start, Tel: (210) 299-5035, Email: paola.tovar-kurth@sanantonio.gov, Website: http://www.sanantonio.gov/health/Healthystart-mainpage.html</p> <p>White Center, Washington: No Healthy Start grants have recently been awarded in Washington.</p>
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Potential Uses of Healthy Start Initiative Funds for CHAPSS:

Early Learning		Health Services		Literacy and Tutoring	Out-of-School Time	Parent Outreach and Engagement	Supports for Schools and Child Care Providers	Infrastructure	
Pre-Kindergarten	X	Immunizations		Increase Availability of Books and Reading Materials	Academic Programs and Activities	Parent Resource Centers	Training and Professional Development Opportunities	X	Resident Engagement and Leadership
Early Learning Initiatives	X	Health Insurance Enrollment		Family Literacy Initiatives	Recreational Program and Activities	Play and Learn Groups	Resource and Referral Services	X	Planning, Coordination, and Collaboration
Play and Learn Groups	X	Prenatal Care		Academic Support and Tutoring for Students	Other Development Opportunities	X Home Visitations	Technical Assistance on Licensing and Professional Certifications		Data Collection and Evaluation
	X	Develop-mental Screening and Follow-Up Services				Parent Liaisons to Facilitate School Engagement	Peer Learning and Networking Opportunities		
	X	Establishing School-Based Nurses and Health Clinics				X Other Supportive Services			
	X	Promoting Access to Healthy and Nutritious Food							

Parental Information and Resource Centers

Federal Agency	Office of Innovation and Improvement Department of Education
Funding Type	Discretionary/Project Grant
Purpose of Funds	<p>These grants assist nonprofit organizations in establishing school-linked or school-based parental information and resource centers that provide training, information, and support to: (1) assist parents in helping their children to meet State and local standards; (2) obtain information about the range of programs, services, and resources available nationally and locally for parents and school personnel who work with parents; (3) help parents use the technology applied in their children's education; (4) plan, implement, and fund activities for parents that coordinate the education of their children with other programs that serve their children and families; and (5) coordinate and integrate early childhood programs with school-age programs.</p> <p>Each grantee receiving funds under this program must use at least 50 percent of the funds provided to serve areas with high concentrations of low-income families in order to serve parents that are severely educationally or economically disadvantaged. At least 30 percent of the funds must also be used to establish, expand, or operate a Parents As Teachers Program or a Home Instruction Program for Preschool youngsters. Other requirements include the establishment of a special advisory committee and design requirements. Grantees must serve both urban and rural areas. For funding in subsequent years, grantees must demonstrate that a portion of the services provided under this project is supported through nonfederal contributions.</p>
Who Can Apply	Nonprofit organizations and nonprofit organizations in consortia with LEAs may apply.
Application Process	The application guidelines are published in the Federal Register. Contact the program office for more information.
Flow of Funds	Funds flow directly to grantees.
Funding History	(Grants) FY 06 \$39,600,000; FY 07 \$39,600,000; FY 08 \$38,908,000
Matching Requirements	After the project's first year, grantees must contribute a portion of the cost of services from non-federal sources.
Web Site Link(s)	http://www.ed.gov/programs/pirc/index.html
Contact Information	U.S. Department of Education, Office of Innovation and Improvement, Parental Options and Information. Contact: Steven L. Brockhouse. Telephone: 202-260-2476. E-mail Address: steve.brockhouse@ed.gov .
Potential Partners	Nonprofit organizations and local educational agencies.

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How Funds Are Currently Flowing to Your State or Community	<p>Funding information for PIRC grant awards is not available from the Office of Innovation and Improvement; please see below for a list of current grantees:</p> <p>Denver, Colorado: Colorado Statewide Parent Coalition, Contact: Richard Garcia, Tel: (720) 890-0123, Website: www.cpirc.org, and The Clayton Foundation, Contact: Tina House, Tel: (303) 355-5387, Website: www.theclaytonfoundation.org</p> <p>Des Moines, Iowa: School Administrators of Iowa, Contact: Ed Redalen, Tel: (515) 267-1115, Website: www.sai-iowa.org</p> <p>Hartford, Connecticut: Rensselaer Hartford Graduate Center, Inc., Contact: Marianne Kirner, Tel: (860) 632-1485, Website: www.ctserc.org/ctpirc</p> <p>Indianapolis, Indiana: Indiana Center for Family, School, & Community Partnerships, Contact: Jacqueline Garvey, Tel: (866) 391-1039, Website: www.fscp.org</p> <p>Louisville, Kentucky: Ohio Valley Education Collaborative, Contact: Leon Mooneyhan, Tel: (502) 647-3581, Website: www.ovec.org/index.cfm</p> <p>Milwaukee, Wisconsin: Parents Plus, Inc., Contact: Susan Rodriguez, Tel (414) 755-8703, Website: http://www.parentspluswi.org/</p> <p>Oakland, California: Cambridge Academies, Contact: Geni Boyer, Tel: (209) 545-2660, Website: http://www.calpirc.org, and Maria Quezada, California Association for Bilingual Education Tel: (626) 814-4441, Website: www.bilingualeducation.org</p> <p>Providence, Rhode Island: Rhode Island Parent Information Network, Inc., Contact: Vivian Weisman, Tel: (401) 727-4144, Website: www.ripin.org</p> <p>San Antonio, Texas: Intercultural Development Research Association, Contact: Maria “Cuca” Robledo Montecel, Tel: (210) 444-1710, Website: www.idra.org</p> <p>White Center, Washington: Columbia Basin College Foundation, Contact: Richard Reisinger, Tel: (509) 547-0511, Website: www.columbiabasin.edu/home/index.asp?page=86</p>
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Potential Uses of Parent Information and Resource Center Funds for CHAPSS:

Early Learning		Health Services		Literacy and Tutoring		Out-of-School Time		Parent Outreach and Engagement		Supports for Schools and Child Care Providers		Infrastructure	
	Pre-Kindergarten		Immunizations		Increase Availability of Books and Reading Materials		Academic Programs and Activities	X	Parent Resource Centers		Training and Professional Development Opportunities		Resident Engagement and Leadership
	Early Learning Initiatives		Health Insurance Enrollment		Family Literacy Initiatives		Recreational Program and Activities	X	Play and Learn Groups	X	Resource and Referral Services		Planning, Coordination, and Collaboration
X	Play and Learn Groups		Prenatal Care		Academic Support and Tutoring for Students		Other Development Opportunities		Home Visitations		Technical Assistance on Licensing and Professional Certifications		Data Collection and Evaluation
			Developmental Screening and Follow-Up Services					X	Parent Liaisons to Facilitate School Engagement		Peer Learning and Networking Opportunities		
			Establishing School-Based Nurses and Health Clinics						Other Supportive Services				
			Promoting Access to Healthy and Nutritious Food										

Appendix D. Drill-down Analysis of Selected Federal Entitlement Programs

■ Medical Assistance Program (Medicaid; Title XIX)

Medical Assistance Program (Medicaid; Title XIX)

Federal Agency	Department of Health and Human Services Centers for Medicare and Medicaid Services
Funding Type	Entitlement
Purpose of Funds	<p>Medicaid is a federal-state matching entitlement program providing medical assistance to low-income persons who are aged, blind, disabled, members of families with dependent children and certain pregnant women and children. States have flexibility in designing and operating their Medicaid programs.</p> <p>For the categorically needy, states must provide in- and out-patient hospital services; rural health clinic services; federally-qualified health center services; other laboratory and x-ray services; nursing facility services, home health services for persons over age 21; family planning services; physicians' services; early and periodic screening, diagnosis, and treatment for individuals under age 21; pediatric or family nurse practitioner services; and services furnished by a nurse-midwife as licensed by the states. For the medically needy, states are required to provide a minimum mix of services for which federal financial participation is available.</p>
Who Can Apply	State governments, the District of Columbia, and the U.S. territories.
Application Process	State governments submit a plan to the Department of Health and Human Services for approval.
Flow of Funds	Funds flow to a designated state agency. Low-income people who are over age 65, blind or disabled, members of families with dependent children, low-income children and pregnant women, certain Medicare beneficiaries and, in many states, medically-needy individuals, may apply to a state or local welfare agency for medical assistance. Eligibility is determined by the state in accordance with federal regulations.
Funding History	FY 06 \$192,333,763,000; and FY 07 \$203,499,801,000; FY 08 est. \$204,052,706,000
Matching Requirements	The federal government helps states pay the cost of Medicaid services through a matching formula that is adjusted annually. The federal contribution is inversely related to a state's per capita income and ranges from 50 to 83 percent.
Web Site Link(s)	http://www.cms.hhs.gov/home/medicaid.asp
Contact Information	US Department of Health and Human Services, Center for Medicare and Medicaid Services, (877) 486-2048
Potential Partners	State Medicaid agency; local health care providers; and other youth serving agencies and organizations.

continued

How Funds Are
Currently Flowing
to Your State or
Community

Denver, Colorado: FY 2006 Medicaid spending in Colorado amounted to \$2,873,216,407. Federal and state expenditures each were \$1,436,608,204. Contact Information: Valerie Brooks, Acting Director, Denver County Department of Human Services, Tel: (720) 944-2545, Email: codhs.fcs-sls@acs-inc.com, Website:

http://www.denvergov.org/Family_and_Adult/MedicaidOnly/tabid/387019/Default.aspx

Des Moines, Iowa: FY 2006 Medicaid spending in Iowa amounted to \$2,614,996,813. Federal expenditures were \$1,663,399,473; state expenditures were \$951,597,340. Contact Information: Des Moines County Office, Tel: (319) 754-4622, Email: cdesmo01@dhs.state.ia.us Website: http://www.dhs.state.ia.us/Consumers/Health/Medical_Insurance/WhatsAvailable.html

Hartford, Connecticut: FY 2006 Medicaid spending in Connecticut amounted to \$4,213,071,822. Federal and state expenditures each were \$2,106,535,911. Contact Information: Connecticut Department of Social Service, Hartford Office, Tel: (860) 723-1000, Website: <http://www.ct.gov/dss/lib/dss/pdfs/medicaid.pdf>

Indianapolis, Indiana: FY 2006 Medicaid spending in Indiana amounted to \$5,674,356,529. Federal expenditures were \$3,573,709,742; state expenditures were \$2,100,646,787. Contact Information: Website: <http://www.in.gov/fssa/2408.htm>

Louisville, Kentucky: FY 2006 Medicaid spending in Kentucky amounted to \$4,377,834,330. Federal expenditures were \$3,032,088,057; state expenditures were \$1,345,746,273. Contact Information: Kentucky Department for Medicaid Services, Tel: (800) 205-4696, Email: dmsweb@ky.gov, Website: <http://chfs.ky.gov/dms/>

Milwaukee, Wisconsin: FY 2006 Medicaid spending in Wisconsin amounted to \$4,653,047,015. Federal expenditures were \$2,682,481,604; state expenditures were \$1,970,565,411. Contact Information: Wisconsin Department of Health Services, Tel: (608) 266-1865 Email: webmaildhcf@dhs.state.wi.us, Website: <http://dhs.wisconsin.gov/MEDICAID/>

Oakland, California: FY 2006 Medicaid spending in California amounted to \$34,247,357,424. Federal and state expenditures each were \$17,123,678,712. Contact Information: Stan Rosenstein, Chief Deputy Director, Department of Health Care Services, Website: <http://www.dhcs.ca.gov/services/medi-cal/Pages/default.aspx>

Providence, Rhode Island: FY 2006 Medicaid spending in Rhode Island amounted to \$1,696,670,833. Federal expenditures were \$923,837,269; state expenditures were \$772,833,564. Contact Information: Providence Regional Family Center, Tel: (401) 222-7032, Website: <http://www.dhs.state.ri.us/dhs/doffices.htm>

San Antonio, Texas: FY 2006 Medicaid spending in Texas amounted to \$18,115,908,724. Federal expenditures were \$10,989,110,232; state expenditures were \$7,126,798,492. Contact Information: Texas Health and Human Services Commission, Tel: 1-800-252-8263, Website: http://www.hhsc.state.tx.us/medicaid/med_info.html

White Center, Washington: FY 2006 Medicaid spending in Washington amounted to \$5,579,368,299. Federal and state expenditures each were \$2,789,684,150. Contact Information: Doug Porter, Assistant Secretary, Health and Recovery Services Administration, Washington State Department of Social and Health Services, Website: <http://www.adsa.dshs.wa.gov/pubinfo/benefits/medicaid.htm>

continued

Potential Uses of Medicaid Funds for CHAPSS:

Early Learning		Health Services		Literacy and Tutoring	Out-of-School Time	Parent Outreach and Engagement	Supports for Schools and Child Care Providers	Infrastructure
Pre-Kindergarten	X	Immunizations		Increase Availability of Books and Reading Materials	Academic Programs and Activities	Parent Resource Centers	Training and Professional Development Opportunities	Resident Engagement and Leadership
Early Learning Initiatives	X	Health Insurance Enrollment		Family Literacy Initiatives	Recreational Program and Activities	Play and Learn Groups	Resource and Referral Services	Planning, Coordination, and Collaboration
Play and Learn Groups	X	Prenatal Care		Academic Support and Tutoring for Students	Other Development Opportunities	Home Visitations	Technical Assistance on Licensing and Professional Certifications	Data Collection and Evaluation
	X	Developmental Screening and Follow-Up Services				Parent Liaisons to Facilitate School Engagement	Peer Learning and Networking Opportunities	
		Establishing School-Based Nurses and Health Clinics				Other Supportive Services		
		Promoting Access to Healthy and Nutritious Food						

Appendix E. State and Local Funding Sources: Examples from the Field

General Revenues

- General revenues are the largest source of funding for early care and education programs. Currently, 40 states and the District of Columbia have state-funded pre-kindergarten initiatives.
- Iowa passed legislation in 2007 to fund pre-k for four year olds, starting with an investment of \$15 million supported by its general revenues that will increase to \$63.75 million by 2011.
- In Illinois, general revenues fund the state's Early Childhood Block Grant that provides pre-k for three and four year olds in addition to services for at-risk infants and toddlers, which provided \$273,305,000 in FY 2006. Of that total, 11%, or \$30,063,550, is set aside for infant and toddler programs that serve children age birth through three.
- In San Francisco, the passage of Proposition H in 2004 resulted in the investment of \$10 million of the city's general revenues to create the Public Education Enrichment Fund, which will grow to \$60 million in support by 2009 and remain at that level until the initiative sunsets in 2015. One third of these funds are dedicated to pre-k programs, reaching an estimated 683 kids in four neighborhoods in 2005 and expanding to serve all the city's neighborhoods by the end of 2008.
- A growing number of states (including Colorado, Texas, and Wisconsin) use their K-12 school funding formulas to finance pre-k programs, which local school districts often sub-contract out to local providers of early care and education services.

Tobacco & Alcohol Taxes

- In 1998, California voters passed the California Children and Families First Act that added a 50-cent tax to every pack of cigarettes sold in the state. Of the \$596 million raised in FY 2005, \$41 million went to fund pre-k programs.
- More recently, Arizona's First Things First campaign culminated in 2006 with the passage of Proposition 203 that levies an 80 cent per pack fee on tobacco products, which is expected to generate \$150 million a year for the state's Early Childhood Development and Health Fund. These revenues will in turn be distributed by regional governance bodies to support a variety of early childhood programs.
- Between 2001 and 2007, the Arkansas Better Chance (ABC) pre-k program was funded by a 3 percent tax on the sale of beer. While this legislation sunset after 2007, the state's initial investment built a base of support for pre-k and other early childhood services that resulted in an FY 2007 appropriation of \$111 million from its general fund revenues.

Sales Taxes

- Started in 1984, South Carolina's Education Improvement Act dedicates one percent of the state sales tax to education programs, with 22.3 million in support during FY 2007 going to the state's pre-k program.
- The cities of Aspen and Denver, Colorado use local sales taxes to fund early childhood programs

Property Taxes

- Portland, Oregon created its Children's Investment Fund through a five year property tax of 40.26 cents on every \$1,000 of assessed property value, a cost of \$60 a year for a \$150,000 house that raises \$10 million a year for the city.
- Miami-Dade, Florida sets its levy at 50 cents per \$1,000, generating \$60 million annually, of which 50 percent goes to programs serving children age birth through five.

These three types of targeted taxes have two main benefits. First, they provide relatively stable dedicated revenues for early childhood programs like those offered by CHAPPS efforts. Second, taxes implemented by ballot initiatives can often rely on voter support for narrowly based taxes that fund specific programs, support that tends to dissipate with larger and farther reaching proposals. Commonly cited drawbacks are the concerns that these types of taxes can be regressive, falling disproportionately on low income families, almost always require broad-based public campaigns to generate support, and can experience declines in revenue over time as taxes discourage spending on such products as alcohol and tobacco. However, as underscored by the success of Denver's new sales tax, this type of locally-based advocacy effort is well within the capacity of Making Connections stakeholders to help organize and implement.

State lottery and gaming revenues

- Georgia, North Carolina, and Tennessee are the three states that currently finance pre-k and other ECE programs through the use of dedicated lottery funds.
- The Georgia Lottery for Education was started in 1992, and provides all the funding for the state's Bright From the Start pre-k program, the first in the nation to offer universal pre-k to all four year olds. In 2007, the lottery provided \$309 million, serving over 75,000 children, or 51 percent of four year olds in the state.
- Tennessee earmarks \$25 million of its lottery proceeds as recurring for the state's voluntary pre-k program, a total that is supplemented by substantial investments of general revenue funds.
- Missouri is the only state that uses non-lottery gaming revenue to fund early childhood programs. In 2008, the Early Childhood Development Education and Care Fund provided \$14.8 million for the Missouri Preschool Project, an amount that has remained flat for the last three years.

While controversial, the use of lottery and gaming funding has several notable advantages. The overall level of funds provided by such sources can be substantial, they don't require any additional appropriations, and lotteries especially enjoy broad public support. However, funding strategies that rely on lottery and gaming revenues are also criticized as regressive, have the potential to reduce retail and sales tax revenues, and can fluctuate over time.

Tobacco Master Settlement Agreement funds

Since payments from the Tobacco Master Settlement Agreement first began in 2000, states have used these funds to support a wide variety of education and social service programs.

- In Kentucky, the iKentucky's Kids Now! Initiative dedicated 25 percent of its tobacco revenues to early childhood programs.
- Kansas is the only state that currently uses MSA funds to provide a dedicated funding stream for early childhood programs. In FY 2008, Kansas provided \$5 million in funding to serve 990 children in a pilot pre-k program, an initiative that supplements the state's At-Risk Four-Year-Old Preschool program started in 1998 and funded through general revenues. The use of MSA dollars to support ECE programs has the benefits of tapping a stable source of very flexible funding that does not require increasing taxes.

State tax credits

The use of tax credits is another mechanism employed by states to fund child care through the redistribution of public revenues to tax payers. Refundable tax credits in particular can be an important source of support to low income parents since they can be claimed even by taxpayers who owe no taxes.

- As of 2004, at least 27 states had enacted child care tax credits, with 13 of those using refundable credits.
- Additionally, 28 states have experimented with corporate tax credits for child care.
- One of the most recent examples of a state using this strategy on a large scale is Louisiana's School Readiness Tax Credit legislation enacted in 2007 that provides refundable tax credits to parents for children age five and younger, to providers for quality improvements in programs, to child care professionals through salary increases linked to educational attainment, and to businesses for the construction, renovation, and expansion of child care centers.

The use of tax credits for child care has several advantages that include broad political popularity since they are typically made available to all state residents, don't require annual authorization by the legislature, and are easier to administer than entitlement programs. However, there are also several commonly cited drawbacks to using tax credits as a funding source. Since families must wait until the end of the year to receive their credit, low income families are often pressed financially to cover the up front cost of services. Another factor that affects families and child care centers alike is that they often need technical assistance to properly claim the credit when filling out tax forms. Finally, the use of corporate tax credits is often faulted for not providing enough financial incentive to compel the private sector to fully implement child care services. In states with Making Connections sites that do have tax credit programs, CHAPPS programs might consider providing technical assistance to families, providers, and businesses to help claim the credit.

Appendix F: Selected Private Foundations and Corporation Giving Programs³

This appendix is designed to serve as a starting place for identifying private funding sources that may be particularly relevant for *Making Connections* sites. It includes a series of tables which highlight the leading private foundations and corporate giving programs—at both the national and regional/community levels—that provide support across three major areas of interest to *Making Connections* initiatives: Health Services, Early Learning/Literacy and Tutoring, and Out-of-School Time/Supports for Schools and Child Care Providers. Site leaders interested in a particular foundation or corporate giving program can visit their official website to learn more about their specific grantmaking criteria, the relevant contact person, and grant application process. As part of The Finance Project’s technical assistance to *Making Connections* sites, staff is also available to conduct additional research on a specific funding area, grantmaker, or region, as requested.

Table of Contents: Grantmaker Tables

1. Top National Foundations

- 1A. National Foundations with a Focus on Out-of-School Time/Supports for Schools and Child Care Providers
- 1B. National Foundations with a Focus on Health Services
- 1C. National Foundations with a Focus on Early Learning/Literacy and Tutoring

2. Top Community Foundations Across *Making Connections* Sites

Note: Community Foundations listed are either based in a Making Connections region or have a specific geographic focus in that area.

- 2A. Community Foundations with a Focus on Out-of-School Time/Supports for Schools and Child Care Providers
(Denver, CO; Des Moines, IA; Hartford, CT; Indianapolis, IN; Louisville, KY; Milwaukee, WI; Oakland, CA; Providence, RI; San Antonio, TX; and Seattle, WA)
- 2B. Community Foundations with a Focus on Health Services
(Denver, CO; Des Moines, IA; Hartford, CT; Indianapolis, IN; Louisville, KY; Milwaukee, WI; Oakland, CA; Providence, RI; San Antonio, TX; and Seattle, WA)
- 2C. Community Foundations with a Focus on Early Learning/Literacy and Tutoring
(Denver, CO; Des Moines, IA; Hartford, CT; Indianapolis, IN; Louisville, KY; Milwaukee, WI; Oakland, CA; Providence, RI; San Antonio, TX; and Seattle, WA)

3. Top National Corporate Giving Programs

- 3A. National Corporate Giving Programs with a Focus on Out-of-School Time/Supports for Schools and Child Care Providers
- 3B. National Corporate Giving Programs with a Focus on Health Services
- 3C. National Corporate Giving Programs with a Focus on Early Learning/Literacy and Tutoring

³ The information in this appendix is drawn from The Foundation Center’s Foundation Directory Online, available at <http://fconline.fdncenter.org/>.

4. Top Corporate Giving Programs Across Making Connections Sites

Note: Corporate Giving Programs listed are either based in a Making Connections region or have a specific geographic focus in that area.

4A. Corporate Giving Programs with a Focus on Out-of-School Time/Supports for Schools and Child Care Providers

(Denver, CO; Des Moines, IA; Hartford, CT; Indianapolis, IN; Louisville, KY; Milwaukee, WI; Oakland, CA; Providence, RI; San Antonio, TX; and Seattle, WA)

4B. Corporate Giving Programs with a Focus on Health Services

(Denver, CO; Des Moines, IA; Hartford, CT; Indianapolis, IN; Louisville, KY; Milwaukee, WI; Oakland, CA; Providence, RI; San Antonio, TX; and Seattle, WA)

4C. Corporate Giving Programs with a Focus on Early Learning/Literacy and Tutoring

(Denver, CO; Des Moines, IA; Hartford, CT; Indianapolis, IN; Louisville, KY; Milwaukee, WI; Oakland, CA; Providence, RI; San Antonio, TX; and Seattle, WA)

1A. National Foundations with a Focus on Out-of-School Time/Supports for Schools and Child Care Providers

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Johnson Foundation, Robert Wood, The	Princeton	NJ	http://www.rwjf.org	\$ 407,698,000
Packard Foundation, David and Lucile, The	Los Altos	CA	http://www.packard.org	\$ 307,935,012
Kellogg Foundation, W. K.	Battle Creek	MI	http://www.wkcf.org	\$ 272,511,561
Pew Charitable Trusts, The	Philadelphia	PA	http://www.pewtrusts.org	\$ 205,011,434
Mott Foundation, Charles Stewart	Flint	MI	http://www.mott.org/	\$ 135,868,710
Chicago Community Trust, The	Chicago	IL	http://www.cct.org	\$ 115,544,031
Columbus Foundation and Affiliated Organizations, The	Columbus	OH	http://www.columbusfoundation.org	\$ 110,778,929
Community Coordinated Care for Children, Inc.	Orlando	FL	http://www.4corlando.org	\$ 101,453,901
San Francisco Foundation, The	San Francisco	CA	http://www.sff.org	\$ 96,511,000
Citi Foundation	New York	NY	http://www.citifoundation.com	\$ 96,422,843
Dell Foundation, Michael and Susan, The	Austin	TX	http://www.msdf.org/	\$ 95,250,084
McKnight Foundation, The	Minneapolis	MN	http://www.mcknight.org	\$ 93,643,806
McCormick Foundation	Chicago	IL	http://www.mccormickfoundation.org	\$ 81,328,066
Boston Foundation, Inc.	Boston	MA	http://www.tbf.org	\$ 78,664,000
Arizona Community Foundation	Phoenix	AZ	http://www.azfoundation.org	\$ 70,383,000
Hillsborough County School Readiness Coalition, Inc.	Tampa	FL		\$ 63,023,438
Penn Foundation, William, The	Philadelphia	PA	http://www.williampenfoundation.org	\$ 61,644,970
Charity Projects Entertainment Fund	Beverly Hills	CA	http://www.cpefund.org	\$ 61,377,500
San Diego Foundation, The	San Diego	CA	http://www.sdfoundation.org	\$ 55,938,000
Minneapolis Foundation, The	Minneapolis	MN	http://www.MinneapolisFoundation.org	\$ 49,540,078
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
Harris Foundation, Irving, The	Chicago	IL		\$ 14,647,005
Grant Foundation, William T.	New York	NY	http://www.wtgrantfoundation.org/	\$ 7,454,412

Source: The Foundation Center's Foundation Directory Online

IB. National Foundations with a Focus on Health Services

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Johnson Foundation, Robert Wood, The	Princeton	NJ	http://www.rwjf.org	\$ 407,698,000
Packard Foundation, David and Lucile, The	Los Altos	CA	http://www.packard.org	\$ 307,935,012
American Nicaraguan Foundation, Inc.	Miami	FL	http://www.aidnicaragua.org	\$ 147,830,609
Wal-Mart Foundation	Bentonville	AR	http://www.walmartfoundation.org	\$ 128,043,643
University of Florida Jacksonville Physicians, Inc.	Jacksonville	FL		\$ 112,424,355
Kosair Charities Committee, Inc.	Louisville	KY	http://www.kosair.org	\$ 95,932,344
Dell Foundation, Michael and Susan, The	Austin	TX	http://www.msdf.org/	\$ 95,250,084
Sandler Family Supporting Foundation	San Francisco	CA		\$ 80,550,898
HealthWell Foundation, The	Gaithersburg	MD	http://www.healthwellfoundation.org	\$ 59,391,157
Children's Hospital, The	Cincinnati	OH		\$ 55,823,598
California HealthCare Foundation	Oakland	CA	http://www.chcf.org	\$ 33,757,855
Johns Hopkins Hospital Endowment Fund, Inc.	Baltimore	MD		\$ 28,800,048
Abbott Fund	Abbott Park	IL	http://www.abbottfund.org	\$ 26,821,486
Medtronic Foundation, The	Minneapolis	MN	http://www.medtronic.com/foundation	\$ 23,392,823
United Way of Middle Tennessee, Inc.	Nashville	TN	http://www.unitedwaynashville.org	\$ 21,586,932
Patient Services, Inc.	Midlothian	VA	http://www.unneedpsi.org	\$ 21,467,030
Presbyterian Healthcare Foundation	Dallas	TX	http://www.presbyhealthfoundation.org	\$ 21,051,000
California Pacific Medical Center Foundation	San Francisco	CA		\$ 18,733,453
WellPoint Foundation, Inc.	Indianapolis	IN	http://www.wellpointfoundation.org/home.html	\$ 17,763,558
Memorial Medical Center Foundation	Long Beach	CA	http://www.lbmmcf.org	\$ 17,537,509

Source: The Foundation Center's Foundation Directory Online

IC. National Foundations with a Focus on Early Learning/Literacy and Tutoring

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Gates Foundation, Bill & Melinda	Seattle	WA	http://www.gatesfoundation.org	\$ 2,011,675,000
Ford Foundation, The	New York	NY	http://www.fordfound.org	\$ 526,464,000
Packard Foundation, David and Lucile, The	Los Altos	CA	http://www.packard.org	\$ 307,935,012
Kellogg Foundation, W.K.	Battle Creek	MI	http://www.wkcf.org	\$ 272,511,561
Annenberg Foundation, The	Radnor	PA	http://www.annenbergfoundation.org	\$ 266,898,723
California Community Foundation	Los Angeles	CA	http://www.calfund.org	\$ 216,019,934
Early Learning Coalition of Miami-Dade and Monroe	Coral Gables	FL	http://www.elcmdm.org	\$ 168,983,674
American Nicaraguan Foundation, Inc.	Miami	FL	http://www.aidnicaragua.org	\$ 147,830,609
Chicago Community Trust, The	Chicago	IL	http://www.cct.org	\$ 115,544,031
United Way of King County	Seattle	WA	http://www.uwkc.org	\$ 113,103,849
Columbus Foundation and Affiliated Organizations, The	Columbus	OH	http://www.columbusfoundation.org	\$ 110,778,929
Mellon Foundation, Richard King	Pittsburgh	PA	http://fdncenter.org/grantmaker/rkmellon	\$ 109,215,672
Wachovia Foundation, Inc., The	Winston-Salem	NC	http://www.wachovia.com/inside/page/0,,139_414_430,00.html	\$ 96,909,222
San Francisco Foundation, The	San Francisco	CA	http://www.sff.org	\$ 96,511,000
Citi Foundation	New York	NY	http://www.citifoundation.com	\$ 96,422,843
McCormick Foundation	Chicago	IL	http://www.mccormickfoundation.org	\$ 81,328,066
Carnegie Corporation of New York	New York	NY	http://www.carnegie.org	\$ 80,272,806
JPMorgan Chase Foundation, The	New York	NY	http://www.jpmmorganchase.com/grants	\$ 79,895,591
United Way of New York City	New York	NY	http://www.unitedwaynyc.org	\$ 79,152,385
Cleveland Foundation, The	Cleveland	OH	http://www.clevelandfoundation.org	\$ 78,915,972
Boston Foundation, Inc.	Boston	MA	http://www.tbf.org	\$ 78,664,000

Source: The Foundation Center's Foundation Directory Online

2. Top Community Foundations by Three Areas of Focus, Across Making Connections Sites

Note: Community Foundations listed are either based in a Making Connections region or have a specific geographic focus in that area.

2A. Community Foundations with a Focus on Out-of-School Time/Supports for Schools and Child Care Providers

Denver, CO

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
El Pomar Foundation	Colorado Springs	CO	http://www.elpomar.org	\$15,907,639
Rose Foundation	Denver	CO		\$11,256,000
Buell Foundation, Temple Hoyne	Denver	CO	http://www.buellfoundation.org	\$ 5,702,292
Rose Community Foundation	Denver	CO	http://www.rcfdenver.org	\$ 2,929,718
Telluride Foundation	Telluride	CO	http://www.telluridefoundation.org	\$ 2,633,566

Des Moines, IA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Principal Financial Group Foundation, Inc.	Des Moines	IA	http://www.principal.com/about/giving	\$ 7,521,251
Community Foundation of Waterloo/Cedar Falls & Northeast Iowa	Waterloo	IA	http://www.cfneia.org	\$ 3,896,230
Siouxland Community Foundation	Sioux City	IA	http://www.sioxlandcommunityfoundation.org	\$ 931,405

Hartford, CT

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Connecticut Community Foundation, The	Waterbury	CT	http://conncf.org	\$ 1,592,653
Community Foundation of Greater New Britain	New Britain	CT	http://www.cfgnb.org	\$ 825,947

Indianapolis, IN

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Portland Foundation, The	Portland	IN	http://www.portlandfoundation.org	\$ 1,010,620
Community Foundation of Greater Lafayette, The	Lafayette	IN	http://www.cfglaf.org	\$ 674,928
United Way of Central Indiana	Indianapolis	IN	http://www.uwci.org	\$ 38,891,536
Foundations of East Chicago, Inc., The	East Chicago	IN	http://www.foundationsec.org	\$ 2,721,493

Source: The Foundation Center's Foundation Directory Online

Louisville, KY

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Big Sandy Area Community Action Program, Inc.	Paintsville	KY	http://www.pikeville.des.ky.gov/bsacap/bsacaphome.htm	\$ 11,621,471
Humana Foundation, Inc., The	Louisville	KY	http://www.humanafoundation.org	\$ 5,778,900
Buckhorn Children's Foundation, Inc.	Buckhorn	KY		\$ 2,082,421

Milwaukee, WI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Milwaukee Foundation, Greater	Milwaukee	WI	http://www.greatermilwaukeefoundation.org	\$ 32,662,025
Reiman Foundation, Inc.	Milwaukee	WI	http://www.reimanfoundation.org	\$ 20,853,739
Pettit Foundation, Jane Bradley	Milwaukee	WI	http://www.jbpf.org	\$ 5,526,414
Duluth Superior Area Community Foundation	Duluth	MN	http://www.dsacommunityfoundation.com	\$ 2,138,778
McBeath Foundation, Faye	Milwaukee	WI	http://www.fayemcbeath.org	\$ 1,803,619
Dickinson Area Community Foundation	Iron Mountain	MI	http://www.dcacf.org	\$ 152,324

Oakland, CA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
San Francisco Foundation, The	San Francisco	CA	http://www.sff.org	\$ 96,511,000
San Diego Foundation, The	San Diego	CA	http://www.sdfoundation.org	\$ 55,938,000
Santa Barbara Foundation	Santa Barbara	CA	http://www.sbfoundation.org	\$ 29,701,987
Sacramento Region Community Foundation	Sacramento	CA	http://www.sacregcf.org	\$ 8,636,523
Sonora Area Foundation	Sonora	CA	http://www.sonora-area.org	\$ 671,901
Palo Alto Community Fund, The	Palo Alto	CA	http://www.paloaltocommfund.org	\$ 134,029
San Marcos Community Foundation	San Marcos	CA	http://www.sanmarcoscommunityfoundation.org	\$ 57,709

Providence, RI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Rhode Island Foundation, The	Providence	RI	http://www.rifoundation.org	\$ 22,963,604
Rosenberg Family Foundation, Inc., William	Boca Raton	FL		\$ 1,120,000
Cove Point Foundation, The	New York	NY		\$ 320,498

San Antonio, TX

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
United Way of San Antonio and Bexar County	San Antonio	TX	http://www.unitedwaysatx.org	\$ 25,600,883
Austin Community Foundation for the Capital Area, Inc.	Austin	TX	http://www.austincommunityfoundation.org	\$ 12,324,845
San Antonio Area Foundation	San Antonio	TX	http://www.saafdn.org	\$ 10,227,854
Tobin Endowment, The	San Antonio	TX		\$ 3,934,441
Waco Foundation, The	Waco	TX	http://www.wacofoundation.org	\$ 3,247,632
Children's Shelter, The	San Antonio	TX	http://www.chshel.org	\$ 2,362,679
Heart of Texas Community Foundation	Austin	TX		N/A

Seattle, WA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Norcliffe Foundation, The	Seattle	WA	http://www.thenorcliffefoundation.com/	\$ 19,181,318
Community Foundation for Southwest Washington	Vancouver	WA	http://www.cfsww.org	\$ 6,472,720
Tacoma Community Foundation, Greater, The	Tacoma	WA	http://www.tacomafoundation.org	\$ 2,256,273
Community Foundation of North Central Washington	Wenatchee	WA	http://www.cfncw.org	\$ 1,980,244
Social Venture Partners	Seattle	WA	http://www.svpseattle.org	\$ 1,937,034
Blue Mountain Community Foundation	Walla Walla	WA	http://www.bluemountainfoundation.org	\$ 918,493

2B. Community Foundations with a Focus on Health Services

Denver, CO

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Denver Foundation, The	Denver	CO	http://www.denverfoundation.org	\$65,127,294
Aspen Community Foundation	Aspen	CO	http://www.aspencommunityfoundation.org/	\$ 7,042,842
Community Foundation - Boulder County, The	Boulder	CO	http://www.commfound.org	\$ 5,210,380
Community Foundation of Northern Colorado	Fort Collins	CO	http://www.communityfoundationnc.org	\$ 4,223,974
Pikes Peak Community Foundation	Colorado Springs	CO	http://www.ppcf.org	\$ 3,990,332
Rose Community Foundation	Denver	CO	http://www.rcfdenver.org	\$ 2,929,718
Summit Foundation, The	Breckenridge	CO	http://www.summitfoundation.org	\$ 925,262
Community Foundation Serving Greeley and Weld County	Greeley	CO	http://www.greeleyweldcomfound.org	\$ 734,944
Western Colorado Community Foundation, Inc.	Grand Junction	CO	http://www.wc-cf.org	\$ 431,845
Community Foundation Serving Southwest Colorado	Durango	CO	http://www.swcommunityfoundation.org	\$ 181,087
Southern Colorado Community Foundation	Pueblo	CO	http://www.southerncoloradocommunityfoundation.org	\$ 20,544

Des Moines, IA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Omaha Community Foundation	Omaha	NE	http://www.omahafoundation.org	\$57,627,570
Des Moines Community Foundation, Greater, The	Des Moines	IA	http://www.desmoinesfoundation.org	\$19,898,155
Community Foundation of Waterloo/Cedar Falls & Northeast Iowa	Waterloo	IA	http://www.cfneia.org	\$ 3,896,230
Cedar Rapids Community Foundation, Greater, The	Marion	IA	http://www.gcrf.org	\$ 2,815,156
Community Foundation of the Great River Bend	Bettendorf	IA	http://www.cfgrb.org	\$ 2,434,815
Maquoketa Area Community Foundation	Maquoketa	IA	http://www.maqarea.org	\$ 953,781
Siouxland Community Foundation	Sioux City	IA	http://www.sioxlandcommunityfoundation.org	\$ 931,405
Moline Foundation, The	Moline	IL	http://www.molinefoundation.org	\$ 844,567
Poweshiek Community Foundation, Greater	Grinnell	IA	http://www.greaterpcf.org	\$ 674,313
Jasper Community Foundation	Newton	IA	http://www.jaspercommunityfoundation.org	\$ 156,056
Community Foundation of the Quincy Area	Quincy	IL	http://www.mycommunityfoundation.org	\$ 126,845
Pella Community Foundation	Pella	IA	http://www.pellacommunityfoundation.org	\$ 71,203
GEC Community Foundation, Inc.	Trenton	MO	http://www.grundyec.com/programs_foundation.htm	\$ 22,223
Keokuk Area Community Foundation	Keokuk	IA	http://www.keokukfoundation.org/	N/A

Hartford, CT

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Hartford Foundation for Public Giving	Hartford	CT	http://www.hfpg.org	\$ 26,214,465
Community Foundation for Greater New Haven, The	New Haven	CT	http://www.cfgnh.org	\$ 12,614,531
Berkshire Taconic Community Foundation	Great Barrington	MA	http://www.berkshiretaconic.org	\$ 8,378,718
Fairfield County Community Foundation, Inc.	Norwalk	CT	http://www.fccfoundation.org	\$ 8,306,892
Connecticut Community Foundation, The	Waterbury	CT	http://connctf.org	\$ 1,751,806
Community Foundation of Southeastern Connecticut, The	New London	CT	http://www.cfsect.org	\$ 1,634,085
Main Street Community Foundation	Bristol	CT	http://www.mainstreetfoundation.org	\$ 1,396,931
Community Foundation of Greater New Britain	New Britain	CT	http://www.cfgnb.org	\$ 825,947
New Canaan Community Foundation, Inc.	New Canaan	CT	http://www.newcanaancf.org	\$ 360,645
Community Foundation of Northwest Connecticut, Inc., The	Torrington	CT	http://www.cfnwct.org	\$ 169,798
Branford Community Foundation, Inc.	Branford	CT	http://www.branfordcommunityfoundation.org	\$ 36,387
Essex Community Fund, Inc.	Essex	CT	http://www.essexcommunityfund.com	\$ 27,100

Indianapolis, IN

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Cincinnati Foundation, Greater, The	Cincinnati	OH	http://www.greatercincinnati.org	\$ 39,998,633
Central Indiana Community Foundation, Inc.	Indianapolis	IN	http://www.cicf.org	\$ 38,539,909
Harrison County Community Foundation, Inc.	Corydon	IN	http://www.hccfindiana.org	\$ 7,452,211
Community Foundation of Greater Fort Wayne, Inc.	Fort Wayne	IN	http://www.cfgfw.org	\$ 5,363,747
Community Foundation of St. Joseph County	South Bend	IN	http://www.cfsjc.org	\$ 4,788,307
Dearborn Community Foundation	Lawrenceburg	IN	http://www.dearborncf.org	\$ 2,695,462
Heritage Fund - The Community Foundation of Bartholomew County	Columbus	IN	http://www.heritagefundbc.com	\$ 2,366,760
Elkhart County Community Foundation, Inc.	Elkhart	IN	http://www.elkhartccf.org	\$ 2,144,605
Kosciusko County Community Foundation, Inc.	Warsaw	IN	http://www.kcfoundation.org	\$ 1,719,897
Blue River Community Foundation, Inc., The	Shelbyville	IN	http://www.blueriverfoundation.com	\$ 1,243,563
Community Foundation of Wabash County	North Manchester	IN	http://www.cfwbash.org	\$ 1,238,799
Steuben County Community Foundation	Angola	IN	http://www.steubenfoundation.org	\$ 1,230,173
Community Foundation of Southern Indiana	New Albany	IN	http://www.cfsouthernindiana.com	\$ 1,211,850
DeKalb County Community Foundation, Inc.	Auburn	IN	http://www.dekalbfoundation.org	\$ 1,104,606
Legacy Foundation, Inc.	Merrillville	IN	http://www.legacyfoundationlakeco.org	\$ 1,086,525
Portland Foundation, The	Portland	IN	http://www.portlandfoundation.org	\$ 1,010,620
Whitley County Community Foundation	Columbia City	IN	http://whitleycountycommunityfoundation.org	\$ 983,840
Noble County Community Foundation	Ligonier	IN	http://www.noblecounty.org/cf_about_it.html	\$ 983,030

Louisville, KY

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Kosair Charities Committee, Inc.	Louisville	KY	http://www.kosair.org	\$ 95,932,344
Cincinnati Foundation, Greater, The	Cincinnati	OH	http://www.greatercincinnati.org	\$ 39,998,633
Community Foundation of Louisville, Inc., The	Louisville	KY	http://www.cflouisville.org	\$ 12,737,214
Children's Hospital Foundation, The	Louisville	KY	http://www.nortonhealthcare.com/services/help/childrensfoundation/index.aspx	\$ 7,937,895
WHAS Crusade for Children, Inc.	Louisville	KY	http://www.whascrusade.org	\$ 4,903,206
Blue Grass Community Foundation, Inc.	Lexington	KY	http://www.bgcf.org	\$ 2,255,851
Community Foundation of West Kentucky	Paducah	KY	http://www.cfwestky.org	\$ 280,208
Bowling Green-Warren County Community Foundation, Inc.	Bowling Green	KY		\$ 25,431

Milwaukee, WI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Milwaukee Foundation, Greater	Milwaukee	WI	http://www.greatermilwaukeefoundation.org	\$ 32,662,025
Community Foundation for the Fox Valley Region, Inc.	Appleton	WI	http://www.cffoxvalley.org	\$ 18,306,967
Green Bay Community Foundation, Inc., Greater	Green Bay	WI	http://www.ggbcf.org	\$ 4,622,010
Community Foundation of Greater South Wood County, Inc.	Wisconsin Rapids	WI	http://www.cfswc.org	\$ 3,843,507
Community Foundation of Southern Wisconsin, Inc.	Janesville	WI	http://www.cfsw.org	\$ 1,863,260
Racine Community Foundation, Inc.	Racine	WI	http://www.racinecf.org	\$ 1,701,714
St. Croix Valley Community Foundation	Hudson	WI	http://www.scvcf.org	\$ 1,505,265
Community Foundation of North Central Wisconsin, Inc.	Wausau	WI	http://www.cfncw.org	\$ 1,378,100
La Crosse Community Foundation	La Crosse	WI	http://www.laxcommfoundation.com	\$ 1,137,786
Waukesha County Community Foundation	Waukesha	WI	http://www.waukeshafoundation.org	\$ 1,092,007
Fond du Lac Area Foundation	Fond du Lac	WI	http://www.fdlareafoundation.com	\$ 977,944
Community Foundation of Portage County, Inc.	Stevens Point	WI	http://www.cfpcwi.org	\$ 351,736
St. Elizabeth Hospital Community Foundation	Appleton	WI	http://www.affinityhealth.org/page/about-foundations-elizabeth	\$ 341,326
Black River Falls Area Foundation	Black River Falls	WI	http://www.brfareafoundation.org	\$ 231,953
M & M Area Community Foundation	Menominee	MI	http://www.mmcommunityfoundation.org	\$ 186,880
Kenosha Community Foundation	Kenosha	WI	http://www.kenoshafoundation.org	\$ 168,152
Dickinson Area Community Foundation	Iron Mountain	MI	http://www.dcacf.org	\$ 152,324
Menomonie Area Community Foundation, Inc., Greater	Menomonie	WI	http://www.gmacf.org	\$ 42,874
New Richmond Area Community Foundation, The	New Richmond	WI	http://www.NRCommFoundation.org	\$ 7,208

Oakland, CA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
California Community Foundation	Los Angeles	CA	http://www.calfund.org	\$ 216,019,934
San Francisco Foundation, The	San Francisco	CA	http://www.sff.org	\$ 96,511,000
Sandler Family Supporting Foundation	San Francisco	CA		\$ 80,550,898
East Bay Community Foundation, The	Oakland	CA	http://www.ebcf.org	\$ 65,176,217
San Diego Foundation, The	San Diego	CA	http://www.sdfoundation.org	\$ 55,938,000
California HealthCare Foundation	Oakland	CA	http://www.chcf.org	\$ 33,757,855
Santa Barbara Foundation	Santa Barbara	CA	http://www.sbfoundation.org	\$ 29,701,987
Orange County Community Foundation	Irvine	CA	http://www.oc-cf.org	\$ 20,452,692
Community Foundation Sonoma County	Santa Rosa	CA	http://www.sonomacf.org	\$ 14,743,866
Sacramento Region Community Foundation	Sacramento	CA	http://www.sacregcf.org	\$ 8,636,523
Community Foundation for Monterey County	Monterey	CA	http://www.cfmco.org	\$ 7,633,944
Community Foundation of Santa Cruz County, The	Soquel	CA	http://www.cfsc.org	\$ 5,247,093
Fresno Regional Foundation	Fresno	CA	http://www.fresnorefoundation.org	\$ 5,146,740
Pasadena Community Foundation	Pasadena	CA	http://www.pasadenacf.org	\$ 4,592,326

Providence, RI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Rhode Island Foundation, The	Providence	RI	http://www.rifoundation.org	\$ 22,963,604
Clarke Trust, John	Providence	RI		\$ 405,227

San Antonio, TX

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Communities Foundation of Texas, Inc.	Dallas	TX	http://www.cftexas.org	\$ 76,888,000
Houston Community Foundation, Greater	Houston	TX	http://www.ghcf.org	\$ 58,380,000
Dallas Foundation, The	Dallas	TX	http://www.dallasfoundation.org	\$ 43,231,586
Austin Community Foundation for the Capital Area, Inc.	Austin	TX	http://www.austincommunityfoundation.org	\$ 12,324,845
Community Foundation of North Texas	Fort Worth	TX	http://www.cfntx.org	\$ 10,999,625
San Antonio Area Foundation	San Antonio	TX	http://www.saafdn.org	\$ 10,227,854
El Paso Community Foundation	El Paso	TX	http://www.epcf.org	\$ 7,735,789
Amarillo Area Foundation, Inc.	Amarillo	TX	http://www.amarilloareafoundation.org	\$ 7,363,403
Topfer Family Foundation	Austin	TX	http://www.topferfamilyfoundation.org	\$ 6,673,201
Permian Basin Area Foundation	Midland	TX	http://www.pbaf.org	\$ 5,355,403
Community Foundation of Abilene	Abilene	TX	http://www.cfabilene.org	\$ 5,352,574
Waco Foundation, The	Waco	TX	http://www.wacofoundation.org	\$ 3,247,632
Anderson Charitable Foundation, Carl C. Anderson, Sr. and Marie Jo	Dallas	TX		\$ 3,215,354
Coastal Bend Community Foundation	Corpus Christi	TX	http://www.cbcfoundation.org	\$ 3,071,556
East Texas Communities Foundation, Inc.	Tyler	TX	http://www.etcf.org	\$ 2,490,875
Lubbock Area Foundation, Inc.	Lubbock	TX	http://www.lubbockareafoundation.org	\$ 801,613
St. David's Community Health Care Foundation	Austin	TX	http://www.sdchf.org	\$ 627,058
Long Foundation, The	Austin	TX	http://www.longfoundations.org/long2/long2.html	\$ 446,000

Seattle, WA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Seattle Foundation, The	Seattle	WA	http://www.seattlefoundation.org	\$ 57,603,017
Community Foundation for Southwest Washington	Vancouver	WA	http://www.cfsww.org	\$ 6,472,720
Inland Northwest Community Foundation	Spokane	WA	http://www.inwcomfound.org	\$ 2,927,100
Tacoma Community Foundation, Greater, The	Tacoma	WA	http://www.tacomafoundation.org	\$ 2,256,273
Community Foundation of North Central Washington	Wenatchee	WA	http://www.cfncw.org	\$ 1,980,244
Everett Community Foundation, Greater, The	Everett	WA	http://www.greatereverettcf.org	\$ 1,534,518
Moyer Foundation, The	Seattle	WA	http://www.moyerfoundation.org	\$ 937,036
Blue Mountain Community Foundation	Walla Walla	WA	http://www.bluemountainfoundation.org	\$ 918,493
Grays Harbor Community Foundation	Hoquiam	WA	http://www.gh-cf.org	\$ 538,495
Community Foundation of South Puget Sound, The	Olympia	WA	http://www.thecommunityfoundation.com	\$ 502,861
Yakima Valley Community Foundation	Yakima	WA	http://www.yvcf.com/	\$ 369,590
Bainbridge Community Foundation	Bainbridge Island	WA	http://www.bainbridgecommunityfoundation.org	\$ 250,000
Skagit Community Foundation, The	Mount Vernon	WA	http://www.skagitcf.org	\$ 148,115
Leslie Fund, Inc.	Seattle	WA		\$ 103,875
Stanwood-Camano Area Foundation	Stanwood	WA	http://www.s-caf.org	\$ 90,908
Kitsap Community Foundation	Silverdale	WA	http://www.kitsapfoundation.org	\$ 70,536
Selinger-Shone Foundation, The	Spokane	WA		\$ 15,500

2C. Community Foundations with a Focus on Early Learning/Literacy and Tutoring

Denver, CO

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Daniels Fund	Denver	CO	http://www.danielsfund.org	\$47,932,111
El Pomar Foundation	Colorado Springs	CO	http://www.elpomar.org	\$15,907,639
Boettcher Foundation	Denver	CO	http://www.boettcherfoundation.org/	\$10,634,734
Qwest Foundation	Denver	CO	http://www.qwest.com/about/company/community/foundation/	\$ 6,401,555
Buell Foundation, Temple Hoyne	Denver	CO	http://www.buellfoundation.org	\$ 5,702,292

Des Moines, IA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Siouxland Community Foundation	Sioux City	IA	http://www.siouxlandcommunityfoundation.org	\$ 931,405
GEC Community Foundation, Inc.	Trenton	MO	http://www.grundyec.com/programs_foundation.htm	\$ 22,223
McElroy Trust, R. J.	Waterloo	IA	http://www.mcelroytrust.org	\$ 2,516,992

Hartford, CT

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Community Renewal Team, Inc., The	Hartford	CT	http://www.crtct.org	\$ 16,571,904
New Opportunities, Inc.	Waterbury	CT	http://www.newopportunitiesinc.org	\$ 11,796,352
Fairfield County Community Foundation, Inc.	Norwalk	CT	http://www.fccfoundation.org	\$ 8,306,892
Thames Valley Council for Community Action, Inc.	Jewett City	CT	http://www.tvcca.org	\$ 4,107,501
Connecticut Community Foundation, The	Waterbury	CT	http://connctf.org	\$ 1,592,653

Indianapolis, IN

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Cincinnati Foundation, Greater, The	Cincinnati	OH	http://www.greatercincinnati.org	\$ 39,998,633
Community Foundation of Greater Fort Wayne, Inc.	Fort Wayne	IN	http://www.cfgfw.org	\$ 5,363,747
Wayne County, Indiana Foundation, Inc.	Richmond	IN	http://www.waynecountyfoundation.org	\$ 1,430,910
Community Foundation of Howard County, Inc., The	Kokomo	IN	http://www.cfhoward.org	\$ 671,136
Decatur County Community Foundation, Inc.	Greensburg	IN	http://www.dccfound.org	\$ 665,704
Adams County Community Foundation	Decatur	IN	http://www.adamscountyfoundation.org	\$ 300,329
United Way of Central Indiana	Indianapolis	IN	http://www.uwci.org	\$ 38,891,536
Pulliam Charitable Trust, Nina Mason	Indianapolis	IN	http://www.ninapulliamtrust.org	\$ 15,162,364

Louisville, KY

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Cincinnati Foundation, Greater, The	Cincinnati	OH	http://www.greatercincinnati.org	\$ 39,998,633

Milwaukee, WI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Milwaukee Foundation, Greater	Milwaukee	WI	http://www.greatermilwaukeefoundation.org	\$ 32,662,025
Stateline Community Foundation, The	Beloit	WI	http://www.statelinecf.com	\$ 230,347
Siebert Lutheran Foundation, Inc.	Brookfield	WI	http://www.siebertfoundation.org	\$ 5,151,330
Fleck Foundation	Brookfield	WI	http://www.fleckfoundation.org	\$ 3,039,757

Oakland, CA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
California Community Foundation	Los Angeles	CA	http://www.calfund.org	\$ 216,019,934
San Francisco Foundation, The	San Francisco	CA	http://www.sff.org	\$ 96,511,000
San Diego Foundation, The	San Diego	CA	http://www.sdfoundation.org	\$ 55,938,000
Orange County Community Foundation	Irvine	CA	http://www.oc-cf.org	\$ 20,452,692
Sacramento Region Community Foundation	Sacramento	CA	http://www.sacregcf.org	\$ 8,636,523
Sonora Area Foundation	Sonora	CA	http://www.sonora-area.org	\$ 671,901

Providence, RI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Rhode Island Foundation, The	Providence	RI	http://www.rifoundation.org	\$ 22,963,604
Prince Charitable Trusts	Chicago	IL	http://www.fdncenter.org/grantmaker/prince/	\$ 8,964,847
Collis Foundation, The	Greenwich	CT		\$ 667,718
Bridgewater Fund, Inc., The	New York	NY		\$ 144,139
Dewing Foundation, Frances R.	South Attleboro	MA	http://www.frd-foundation.org	\$ 131,090
Ramlose Foundation, Inc., George A.	Sterling	MA		\$ 112,278
Burney Fund, Rena	Providence	RI		\$ 41,538
O'Farrell Family Foundation, Inc.	Providence	RI		\$ 32,100

San Antonio, TX

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
United Way of San Antonio and Bexar County	San Antonio	TX	http://www.unitedwaysatx.org	\$ 25,600,883
San Antonio Area Foundation	San Antonio	TX	http://www.saaafdn.org	\$ 10,227,854
Coastal Bend Community Foundation	Corpus Christi	TX	http://www.cbcfoundation.org	\$ 3,071,556
Lubbock Area Foundation, Inc.	Lubbock	TX	http://www.lubbockareafoundation.org	\$ 801,613

Seattle, WA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Seattle Foundation, The	Seattle	WA	http://www.seattlefoundation.org	\$ 57,603,017
Norcliffe Foundation, The	Seattle	WA	http://www.thenorcliffefoundation.com/	\$ 19,181,318
Community Foundation of North Central Washington	Wenatchee	WA	http://www.cfncw.org	\$ 1,980,244
Social Venture Partners	Seattle	WA	http://www.svpseattle.org	\$ 1,937,034
Yakima Valley Community Foundation	Yakima	WA	http://www.yvcf.com/	\$ 369,590

3. Top National Corporate Giving Programs by Three Areas of Focus

3A. National Corporate Giving Programs with a Focus on Out-of-School Time/Supports for Schools and Child Care Providers

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Johnson & Johnson Corporate Giving Program	New Brunswick	NJ	http://www.jnj.com/community/index.htm	\$509,900,000
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
Penney Corporation, Inc. Corporate Giving Program, J. C.	Dallas	TX	http://www.jcpenney.net/company/commrel/support.htm	\$ 12,347,640
QuikTrip Corporation Contributions Program	Tulsa	OK	http://www.quiktrip.com/community/community.asp	\$ 5,700,000
Iams Company Friends for Life Program, The	Dayton	OH		\$ 2,600,000
Assurant Solutions Corporate Giving Program	Miami	FL	http://www.assurantsolutions.com/inCommunity.html	\$ 1,598,562
New Balance Athletic Shoe, Inc. Corporate Giving Program	Boston	MA	http://www.newbalance.com/corporate/socialresponsibility/corporate_giving.php	\$ 1,291,507
Peoples Energy Corporation Contributions Program	Chicago	IL	http://www.peoplesenergy.com/community/community.asp	\$ 1,135,000
Northwest Natural Gas Company Contributions Program	Portland	OR	https://www.nwnatural.com/content_aboutus.asp?id=122	\$ 1,000,000
Owens & Minor, Inc. Corporate Giving Program	Richmond	VA		\$ 290,000
Imperial Sugar Company Contributions Program	Sugar Land	TX		\$ 25,000
Zale Corporation Contributions Program	Irving	TX	http://www.zalecorp.com/corporate/corporate.aspx?pid=110	N/A
Worthington Industries, Inc. Corporate Giving Program	Columbus	OH	http://www.civicassets.com/worthingind/guidelines.html	N/A
World Wrestling Entertainment, Inc. Corporate Giving Program	Stamford	CT	http://corporate.wwe.com/community/overview.jsp	N/A
VSP Corporate Giving Program	Rancho Cordova	CA	http://www.vsp.com/about/html/community.jsp	N/A
Vignette Corporation Contributions Program	Austin	TX	http://www.vignette.com/us/About+Vignette/Community+Relations	N/A
United Supermarkets, Inc. Corporate Giving Program	Lubbock	TX		N/A
UBS Investment Bank Corporate Giving Program	Stamford	CT		N/A
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Tupperware U.S., Inc. Corporate Giving Program	Orlando	FL	http://www.tupperware.com/pls/httprod_www/tup_career.community	N/A

Source: The Foundation Center's Foundation Directory Online

3B. National Corporate Giving Programs with a Focus on Health Services

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Johnson & Johnson Corporate Giving Program	New Brunswick	NJ	http://www.jnj.com/community/index.htm	\$509,900,000
Exxon Mobil Corporation Contributions Program	Irving	TX	http://www.exxonmobil.com/community	\$ 98,593,499
P & G Corporate Giving Program	Cincinnati	OH	http://www.pg.com/company/our_commitment/community.jhtml	\$ 80,000,000
Baxter International Inc. Corporate Giving Program	Deerfield	IL	http://sustainability.baxter.com/community_support/index.html	\$ 47,200,000
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
Shakopee Mdewakanton Dakota Community Contributions Program	Prior Lake	MN	http://www.ccsmdc.org/donations.html	\$ 26,051,471
Chesapeake Energy Corporation Contributions Program	Oklahoma City	OK	http://www.chk.com/p/457/Default.aspx	\$ 20,000,000
GM Corporate Giving Program	Detroit	MI	http://www.gm.com/corporate/responsibility/community	\$ 19,700,000
GlaxoSmithKline Holdings (Americas) Inc. Corporate Giving Program	Research Triangle Park	NC	http://us.gsk.com/html/community/index.html	\$ 16,400,000
McDonald's Corporation Contributions Program	Oak Brook	IL	http://www.mcdonalds.com/usa/good.html	\$ 13,300,000
Penney Corporation, Inc. Corporate Giving Program, J. C.	Dallas	TX	http://www.jcpenney.net/company/commrel/support.htm	\$ 12,347,640
BB&T Corporation Contributions Program	Winston-Salem	NC		\$ 11,553,402
Walgreen Co. Contributions Program	Deerfield	IL	http://www.walgreens.com/about/community/default.jsp	\$ 7,000,000
Giant of Maryland, LLC Corporate Giving Program	Landover	MD	http://www.giantfood.com/corporate/company_charitable.htm	\$ 6,000,000
Hess Corporation Contributions Program	New York	NY	http://www.hess.com/ehs/social_responsibility.htm	\$ 5,500,000
Spirit Mountain Community Fund	Grand Ronde	OR	http://www.thecommunityfund.com/	\$ 5,139,448
AMD Corporate Giving Program	Austin	TX	http://www.amd.com/us-en/0,,3715_14217_15127,00.html	\$ 4,579,995
National City Corporation Contributions Program	Cleveland	OH	http://www.nationalcity.com/about/commrelations/default.asp	\$ 4,100,000
Alaska Airlines, Inc. Corporate Giving Program	Anchorage	AK	http://www.alaskaair.com/www2/company/Community-Contributions.asp	\$ 3,498,001
Nationwide Mutual Insurance Company Contributions Program	Columbus	OH	http://www.nationwide.com/nw/about-us/community-involvement/index.htm?WT.svl=2	\$ 3,476,098

Source: The Foundation Center's Foundation Directory Online

3C. National Corporate Giving Programs with a Focus on Early Learning/Literacy and Tutoring

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Target Corporation Contributions Program	Minneapolis	MN	http://target.com/target_group/community_giving/index.jhtml	\$ 76,100,000
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
Citigroup Inc. Corporate Giving Program	New York	NY	http://www.citigroup.com/citigroup/citizen/index.htm	\$ 41,000,000
Starbucks Corporation Contributions Program	Seattle	WA	http://www.starbucks.com/aboutus/csr.asp	\$ 36,777,189
GlaxoSmithKline Holdings (Americas) Inc. Corporate Giving Program	Research Triangle Park	NC	http://us.gsk.com/html/community/index.html	\$ 16,400,000
Walgreen Co. Contributions Program	Deerfield	IL	http://www.walgreens.com/about/community/default.jsp	\$ 7,000,000
Sprint Nextel Corporation Contributions Program	Reston	VA	http://www.sprint.com/community	\$ 6,500,000
QuikTrip Corporation Contributions Program	Tulsa	OK	http://www.quiktrip.com/community/community.asp	\$ 5,700,000
Nicor Gas Company Contributions Program	Naperville	IL	http://www.nicor.com/en_us/nicor_inc/nicor_in_the_community/default.htm	\$ 1,400,000
Peoples Energy Corporation Contributions Program	Chicago	IL	http://www.peoplesenergy.com/community/community.asp	\$ 1,135,000
Tulalip Tribes Charitable Fund	Tulalip	WA	http://www.quilcedavillage.org/charitable_fund/index.asp	\$ 788,570
Borders Group, Inc. Corporate Giving Program	Ann Arbor	MI	http://www.borders.com/online/store/BGIView_community	\$ 600,000
UGI Corporation Contributions Program	King of Prussia	PA		N/A
Thomson U.S. Holdings Inc. Corporate Giving Program	Stamford	CT	http://www.thomson.com/corp/about/ab_community_relations.jsp	N/A
Scholastic Corporation Contributions Program	New York	NY	http://www.scholastic.com/aboutscholastic/community/index.htm	N/A
Roundy's Supermarkets, Inc. Corporate Giving Program	Milwaukee	WI	http://www.roundys.com/modules/content/index.php?id=1	N/A
Random House, Inc. Corporate Giving Program	Westminster	MD		N/A
Prudential Insurance Company of America Corporate Giving Program, The	Newark	NJ	http://www.prudential.com/community	N/A
Protective Life Insurance Company Contributions Program	Birmingham	AL	http://www.protective.com/default.asp?id=4	N/A
Pizza Hut, Inc. Corporate Giving Program	Dallas	TX	http://www.pizzahut.com/ContactUs/CorporateContributionGuidelines.aspx	N/A

Source: The Foundation Center's Foundation Directory Online

4. Top Corporate Giving Programs by Three Areas of Focus, Across Making Connections Sites

Note: Corporate Giving Programs listed are either based in a Making Connections region or have a specific geographic focus in that area.

4A. Corporate Giving Programs with a Focus on Out-of-School Time/Supports for Schools and Child Care Providers

Denver, CO

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
OppenheimerFunds, Inc. Corporate Giving Program	New York	NY		N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
Jackson National Life Insurance Company Contributions Program	Lansing	MI	https://www.jnl.com/ABOUT/JNCF/index.jsp	N/A
Colorado Rapids Corporate Giving Program	Denver	CO	http://www.coloradorapids.com/Community/Donations.aspx	N/A
Colorado Avalanche, LLC Corporate Giving Program	Denver	CO	http://www.coloradoavalanche.com/Community/Donations.aspx	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92____	N/A

Des Moines, IA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
QuikTrip Corporation Contributions Program	Tulsa	OK	http://www.quiktrip.com/community/community.asp	\$ 5,700,000
MidAmerican Energy Company Contributions Program	Des Moines	IA	http://www.midamericanenergy.com/html/careers6.asp	N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92____	N/A

Hartford, CT

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Hallmark Cards, Incorporated Corporate Giving Program	Kansas City	MO	http://www.hallmark.com/webapp/wcs/stores/servlet/article 10001 10051//HallmarkSite/AboutHallmark/SupportingOurCommunity/	\$ 12,968,100

Indianapolis, IN

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Quicksilver Resources Inc. Corporate Giving Program	Fort Worth	TX	http://www.qrinc.com/about/community_involvement.html	N/A
Indianapolis Colts, Inc. Corporate Giving Program	Indianapolis	IN	http://www.colts.com/sub.cfm?page=community_open	N/A

Louisville, KY

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Hanna Helps	Portland	OR	http://www.hannaandersson.com/aboutHanna.asp?pg=166	N/A

Milwaukee, WI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Manitowoc Company, Inc. Corporate Giving Program, The	Manitowoc	WI		N/A
Kohler Co. Contributions Program	Kohler	WI		N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92_____	N/A

Oakland, CA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
VSP Corporate Giving Program	Rancho Cordova	CA	http://www.vsp.com/about/html/community.jsp	N/A
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Save Mart Supermarkets Corporate Giving Program	Modesto	CA		N/A
Romic Environmental Technologies Corp. Contributions Program	East Palo Alto	CA	http://www.romic.com/community.html	N/A
Mighty Ducks of Anaheim Corporate Giving Program, The	Anaheim	CA	http://www.mightyducks.com/community	N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
Jackson National Life Insurance Company Contributions Program	Lansing	MI	https://www.jnl.com/ABOUT/JNCF/index.jsp	N/A
Foster Farms, Inc. Corporate Giving Program	Livingston	CA		N/A
C & S Wholesale Grocers, Inc. Corporate Giving Program	Keene	NH	http://www.cswg.com/community/mission.htm	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92____	N/A
Baker Commodities Inc. Corporate Giving Program	Los Angeles	CA		N/A
AOL LLC Corporate Giving Program	New York	NY	http://corp.aol.com/corporate-citizenship/community-relations	N/A

Providence, RI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A

San Antonio, TX

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
Hallmark Cards, Incorporated Corporate Giving Program	Kansas City	MO	http://www.hallmark.com/webapp/wcs/stores/servlet/article 10001 10051 /HallmarkSite/AboutHallmark/SupportingOurCommunity/	\$ 12,968,100
QuikTrip Corporation Contributions Program	Tulsa	OK	http://www.quiktrip.com/community/community.asp	\$ 5,700,000
Imperial Sugar Company Contributions Program	Sugar Land	TX		\$ 25,000
United Supermarkets, Inc. Corporate Giving Program	Lubbock	TX		N/A
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
San Antonio Spurs LLC Corporate Giving Program	San Antonio	TX	http://www.nba.com/spurs/community	N/A
RadioShack Corporation Contributions Program	Fort Worth	TX	http://www.radioshackcorporation.com/cc/index.html	N/A
Quicksilver Resources Inc. Corporate Giving Program	Fort Worth	TX	http://www.qrinc.com/about/community_involvement.html	N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
Kohler Co. Contributions Program	Kohler	WI		N/A
Dannon Company, Inc. Corporate Giving Program, The	White Plains	NY		N/A

Seattle, WA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Northwest Natural Gas Company Contributions Program	Portland	OR	https://www.nwnatural.com/content_aboutus.asp?id=122	\$ 1,000,000
Regence BlueCross BlueShield of Oregon Corporate Giving Program	Portland	OR	http://www.or.regence.com/about/community	N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92_____	N/A

4B. Corporate Giving Programs with a Focus on Health Services

Denver, CO

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Exxon Mobil Corporation Contributions Program	Irving	TX	http://www.exxonmobil.com/community	\$98,593,499
Shakopee Mdewakanton Dakota Community Contributions Program	Prior Lake	MN	http://www.ccsmdc.org/donations.html	\$26,051,471
AMD Corporate Giving Program	Austin	TX	http://www.amd.com/us-en/0,,3715_14217_15127,00.html	\$ 4,579,995
Questar Corporation Contributions Program	Salt Lake City	UT	http://www.questar.com/about_us/community/corporate_giving.html	\$ 1,200,000
USAA Corporate Giving Program	San Antonio	TX		N/A
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Longs Drug Stores Corporation Contributions Program	Walnut Creek	CA		N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
Jackson National Life Insurance Company Contributions Program	Lansing	MI	https://www.jnl.com/ABOUT/JNCF/index.jsp	N/A
Great-West Life & Annuity Insurance Company Contributions Program	Greenwood Village	CO	http://www.greatwest.com/about/community_supp.htm	N/A
Denver Broncos Corporate Giving Program	Englewood	CO	http://www.denverbroncos.com/page.php?id=484	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92_____	N/A
Anheuser-Busch Companies, Inc. Corporate Giving Program	St. Louis	MO	http://www.anheuser-busch.com/CharitableGivingIndex.html	N/A

Des Moines, IA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Wellmark, Inc. Corporate Giving Program	Des Moines	IA	http://www.wellmark.com/community/community.htm	N/A
Principal Life Insurance Company Contributions Program	Des Moines	IA	http://www.principal.com/about/giving	N/A
Mutual of Omaha Insurance Company Contributions Program	Omaha	NE	http://www.mutualofomaha.com/about/corporate_support/index.html	N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92_____	N/A
Bandag, Incorporated Corporate Giving Program	Muscatine	IA		N/A

Hartford, CT

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Sikorsky Aircraft Corporation Contributions Program	Stratford	CT		N/A
Shaw's Supermarkets, Inc. Corporate Giving Program	East Bridgewater	MA	http://www.shaws.com/pages/toolbar/donations.php	N/A
Pitney Bowes Inc. Corporate Giving Program	Stamford	CT	http://www.pb.com/cgi-bin/pb.dll/jsp/GenericEditorial.do?editorial_id=ed_CorporateGiving&rootCatOID=-18274&lang=en&country=US	N/A
Pfizer Inc. Corporate Giving Program	New York	NY	http://www.pfizer.com/pfizer/subsites/philanthropy/index.jsp	N/A
Pepperidge Farm, Incorporated Corporate Giving Program	Norwalk	CT		N/A
Northeast Utilities System Corporate Giving Program	Hartford	CT	http://www.nu.com/aboutnu/community/programs.asp	N/A
Middlesex Mutual Assurance Company Contributions Program	Middletown	CT		N/A
General Reinsurance Corporation Contributions Program	Stamford	CT		N/A
Connecticut Natural Gas Corporation Contributions Program	Orange	CT	http://www.cngcorp.com/GivingBack/InTheCommunity/CommunityActivities.html	N/A
CL&P Corporate Giving Program	Berlin	CT	http://www.cl-p.com/community/partners/indexpartners.asp	N/A
Campbell Soup Company Contributions Program	Camden	NJ	http://www.campbellsoupcompany.com/about_us.asp	N/A
C & S Wholesale Grocers, Inc. Corporate Giving Program	Keene	NH	http://www.cswg.com/community/mission.htm	N/A

Indianapolis, IN

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
National City Corporation Contributions Program	Cleveland	OH	http://www.nationalcity.com/about/commurelations/default.asp	\$ 4,100,000
Boyd Gaming Corporation Contributions Program	Las Vegas	NV	http://www.boydgaming.com/community	\$ 2,400,000
Zimmer, Inc. Corporate Giving Program	Warsaw	IN		N/A
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Toyota Motor Manufacturing, Indiana, Inc. Corporate Giving Program	Princeton	IN	http://www.toyota.com/about/community/fundguidelines/tmmi-contribution-app.pdf	N/A
Quicksilver Resources Inc. Corporate Giving Program	Fort Worth	TX	http://www.qrinc.com/about/community_involvement.html	N/A
Pfizer Inc. Corporate Giving Program	New York	NY	http://www.pfizer.com/pfizer/subsites/philanthropy/index.jsp	N/A
Marsh Supermarkets, Inc. Corporate Giving Program	Indianapolis	IN	http://www.marsh.net/ce_index.html	N/A
Family Dollar Stores, Inc. Corporate Giving Program	Matthews	NC	http://www.familydollar.com/givingback.aspx	N/A
Dot Foods, Inc. Corporate Giving Program	Mount Sterling	IL	http://www.dotfoods.com/community1.html	N/A
Beckman Coulter, Inc. Corporate Giving Program	Brea	CA	http://www.beckmancoulter.com/hr/ourcompany/oc_communityRelations.asp	N/A

Louisville, KY

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
National City Corporation Contributions Program	Cleveland	OH	http://www.nationalcity.com/about/commurelations/default.asp	\$ 4,100,000
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Toyota Motor Manufacturing, Kentucky, Inc. Corporate Giving Program	Georgetown	KY	http://www.toyota.com/about/operations/manufacturing/tmmk/philanthropy.html	N/A
Toyota Motor Manufacturing, Indiana, Inc. Corporate Giving Program	Princeton	IN	http://www.toyota.com/about/community/fundguidelines/tmmi-contribution-app.pdf	N/A
Toyota Motor Manufacturing North America, Inc. Corporate Giving Program	Erlanger	KY	http://www.toyota.com/about/our_commitment/philanthropy/guidelines/index.html	N/A
Southwire Company Contributions Program	Carrollton	GA	http://www.southwire.com/processGetArticle.do?commonId=2bf1aba544bbef00VgnVCM1000002702a8c0____	N/A
Fuller Company Contributions Program, H. B.	St. Paul	MN		N/A
Family Dollar Stores, Inc. Corporate Giving Program	Matthews	NC	http://www.familydollar.com/givingback.aspx	N/A
E.ON U.S. LLC Corporate Giving Program	Louisville	KY	http://www.eon-us.com/community/default.asp	N/A

Milwaukee, WI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Sikorsky Aircraft Corporation Contributions Program	Stratford	CT		N/A
SGI Corporate Giving Program	Mountain View	CA	http://www.sgi.com/company_info/community	N/A
Pitney Bowes Inc. Corporate Giving Program	Stamford	CT	http://www.pb.com/cgi-bin/pb.dll/jsp/GenericEditorial.do?editorial_id=ed_CorporateGiving&rootCatOID=-18274&lang=en&country=US	N/A
Lands' End, Inc. Corporate Giving Program	Dodgeville	WI	http://www.landsend.com/cd/fp/help/0,,l_36877_36883_37029_,00.html?sid=6193124412230124050	N/A
King Pharmaceuticals, Inc. Corporate Giving Program	Bristol	TN	http://kingpharm.com/kingpharm/Community/default.asp	N/A
Green Bay Packers, Inc. Corporate Giving Program	Green Bay	WI	http://www.packers.com/community	N/A
Briggs & Stratton Corporation Contributions Program	Wauwatosa	WI	http://www.briggsandstratton.com/corp/about_us/community.aspx	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92____	N/A
Appleton Papers Inc. Corporate Giving Program	Appleton	WI		N/A

Oakland, CA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Exxon Mobil Corporation Contributions Program	Irving	TX	http://www.exxonmobil.com/community	\$ 98,593,499
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
AMD Corporate Giving Program	Austin	TX	http://www.amd.com/us-en/0,,3715_14217_15127,00.html	\$ 4,579,995
Farmers Group, Inc. Corporate Giving Program	Los Angeles	CA	http://www.farmers.com/FarmComm/content/CC010153.jsp	\$ 2,000,000
NCR Corporation Contributions Program	Dayton	OH		\$ 235,000
Southwest Gas Corporation Contributions Program	Las Vegas	NV		\$ 24,512
USAA Corporate Giving Program	San Antonio	TX		N/A
Union Bank of California, N.A. Corporate Giving Program	San Francisco	CA	https://www.uboc.com/company_information/company_information/community_reinvestment/charitable_contributions/index.jsp	N/A
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Tropicana Products, Inc. Corporate Giving Program	Bradenton	FL	http://www.tropicana.com/#ourcommitment	N/A
Southwire Company Contributions Program	Carrollton	GA	http://www.southwire.com/processGetArticle.do?commonId=2bf1aba544bbef00VgnVCM1000002702a8c0_____	N/A
SGI Corporate Giving Program	Mountain View	CA	http://www.sgi.com/company_info/community	N/A
Sempra Energy Corporate Giving Program	San Diego	CA	http://sempra.com/community/community.htm	N/A
Rudolph and Sletten, Inc. Corporate Giving Program	Foster City	CA		N/A
Pfizer Inc. Corporate Giving Program	New York	NY	http://www.pfizer.com/pfizer/subsites/philanthropy/index.jsp	N/A
Northrop Grumman Corporation Contributions Program	Los Angeles	CA	http://www.northropgrumman.com/com_rel/community_main.html	N/A
New United Motor Manufacturing, Inc. Corporate Giving Program	Fremont	CA	http://www.nummi.com/community_involv.html	N/A
NEC Electronics America, Inc. Corporate Giving Program	Santa Clara	CA	http://www.necelam.com/community	N/A
Mitsubishi International Corporation Contributions Program	New York	NY	http://www.mitsubishicorp-us.com/corporatecitizenship_socialresponsibility.shtml	N/A
Mighty Ducks of Anaheim Corporate Giving Program, The	Anaheim	CA	http://www.mightyducks.com/community	N/A

Providence, RI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Textron Inc. Corporate Giving Program	Providence	RI	http://www.textron.com/about/commitment/corp_giving/index.jsp	N/A
Shaw's Supermarkets, Inc. Corporate Giving Program	East Bridgewater	MA	http://www.shaws.com/pages/toolbar/donations.php	N/A

San Antonio, TX

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Exxon Mobil Corporation Contributions Program	Irving	TX	http://www.exxonmobil.com/community	\$ 98,593,499
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
Chesapeake Energy Corporation Contributions Program	Oklahoma City	OK	http://www.chk.com/p/457/Default.aspx	\$ 20,000,000
AMD Corporate Giving Program	Austin	TX	http://www.amd.com/us-en/0,,3715_14217_15127,00.html	\$ 4,579,995
USAA Corporate Giving Program	San Antonio	TX		
Tyco Healthcare/Mallinckrodt Corporate Giving Program	Mansfield	MA	http://www.covidien.com/covidien/pagebuilder.aspx?topicID=161273&xsl=xsl/abstractTemplate.xsl&webPageID=161202	N/A
Texas Instruments Incorporated Corporate Giving Program	Dallas	TX	http://www.ti.com/giving	N/A
Samsung Austin Semiconductor L.L.C. Corporate Giving Program	Austin	TX	http://www.sas.samsung.com/community_overview.html	N/A
Quicksilver Resources Inc. Corporate Giving Program	Fort Worth	TX	http://www.qrinc.com/about/community_involvement.html	N/A
Mitsubishi International Corporation Contributions Program	New York	NY	http://www.mitsubishicorp-us.com/corporatecitizenship_socialresponsibility.shtml	N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
JM Family Enterprises, Inc. Corporate Giving Program	Deerfield Beach	FL	http://www.jmfamily.com/Community/CorporateGiving.aspx	N/A
Invesco AIM Management Group Inc. Corporate Giving Program	Houston	TX		N/A
Frost National Bank Corporate Giving Program, The	San Antonio	TX		N/A
Freescale Semiconductor, Inc. Corporate Giving Program	Austin	TX	http://www.freescale.com/webapp/sps/site/homepage.jsp?noId=06Pfbm	N/A
Fluor Corporation Contributions Program	Irving	TX	http://www.fluor.com/globalresponsibility/community.asp	N/A
Family Dollar Stores, Inc. Corporate Giving Program	Matthews	NC	http://www.familydollar.com/givingback.aspx	N/A
Entergy Mississippi, Inc. Corporate Giving Program	Jackson	MS	http://www.entergy.com/our_community/giving.aspx	N/A
Entergy Gulf States, Inc. Corporate Giving Program	New Orleans	LA	http://www.entergy.com/our_community/	N/A
Eastman Chemical Company Contributions Program	Kingsport	TN	http://www.eastman.com/Company/Corporate_Citizenship/Community_Involvement/	N/A

Seattle, WA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Cascade Natural Gas Corporation Contributions Program	Seattle	WA	http://www.cngc.com/community/index.asp	\$ 19,228
Vulcan Inc. Corporate Giving Program	Seattle	WA	http://www.vulcan.com/TemplateGeneric.aspx?contentId=33	N/A
Union Bank of California, N.A. Corporate Giving Program	San Francisco	CA	https://www.uboc.com/company_information/company_information/community_reinvestment/charitable_contributions/index.jsp	N/A
Unigard Insurance Group Corporate Giving Program	Bellevue	WA		N/A
Regence BlueShield Corporate Giving Program	Burlington	WA	http://www.wa.regence.com/ioc/ioc_index.html	N/A
Regence BlueCross BlueShield of Oregon Corporate Giving Program	Portland	OR	http://www.or.regence.com/about/community	N/A
Premera CARES Program	Mountlake Terrace	WA	https://www.premera.com/stellent/groups/public/documents/xcpproject/abt_social_responsibility.asp	N/A
Portland Trail Blazers Corporate Giving Program	Portland	OR	http://www.nba.com/blazers/community/community_overview.html	N/A
Pitney Bowes Inc. Corporate Giving Program	Stamford	CT	http://www.pb.com/cgi-bin/pb.dll/jsp/GenericEditorial.do?editorial_id=ed_CorporateGiving&rootCatOID=-18274&lang=en&country=US	N/A
Mitsubishi International Corporation Contributions Program	New York	NY	http://www.mitsubishicorp-us.com/corporatecitizenship_socialresponsibility.shtml	N/A
Lithia Motors, Inc. Corporate Giving Program	Medford	OR	http://www.lithia.com/index.cfm?action=dealerlink&Link=1358125&linkname=Contribution%20Request	N/A
Fluor Corporation Contributions Program	Irving	TX	http://www.fluor.com/globalresponsibility/community.asp	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92_____	N/A
Asuris Northwest Health Corporate Giving Program	Burlington	WA	http://www.asurisnorthwesthealth.com/about/community/index.html	N/A

4C. Corporate Giving Programs with a Focus on Early Learning/Literacy and Tutoring

Denver, CO

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
LexisNexis Corporate Giving Program	Miamisburg	OH	http://www.lexisnexis.com/cares	N/A
JetBlue Airways Corporation Contributions Program	Forest Hills	NY		N/A
Colorado Rockies Baseball Club, Ltd. Corporate Giving Program	Denver	CO	http://colorado.rockies.mlb.com/NASApp/mlb/col/community/index.jsp	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92____	N/A

Des Moines, IA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
QuikTrip Corporation Contributions Program	Tulsa	OK	http://www.quiktrip.com/community/community.asp	\$ 5,700,000
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92____	N/A

Hartford, CT

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Citigroup Inc. Corporate Giving Program	New York	NY	http://www.citigroup.com/citigroup/citizen/index.htm	\$ 41,000,000
Thomson U.S. Holdings Inc. Corporate Giving Program	Stamford	CT	http://www.thomson.com/corp/about/ab_community_relations.jsp	N/A
Kaman Corporation Contributions Program	Bloomfield	CT		N/A
Connecticut Natural Gas Corporation Contributions Program	Orange	CT	http://www.cngcorp.com/GivingBack/InTheCommunity/CommunityActivities.html	N/A
C & S Wholesale Grocers, Inc. Corporate Giving Program	Keene	NH	http://www.cswg.com/community/mission.htm	N/A

Indianapolis, IN

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Epson America, Inc. Corporate Giving Program	Long Beach	CA	http://www.epson.com/cgi-bin/Store/AboutFocusedGivingProgram.jsp?BV_UseBVCookie=yes	N/A

Louisville, KY

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Citigroup Inc. Corporate Giving Program	New York	NY	http://www.citigroup.com/citigroup/citizen/index.htm	\$ 41,000,000
E.ON U.S. LLC Corporate Giving Program	Louisville	KY	http://www.eon-us.com/community/default.asp	N/A

Milwaukee, WI

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Kohler Co. Contributions Program	Kohler	WI		N/A
Briggs & Stratton Corporation Contributions Program	Wauwatosa	WI	http://www.briggsandstratton.com/corp/about_us/community.aspx	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92_____	N/A

Oakland, CA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
Citigroup Inc. Corporate Giving Program	New York	NY	http://www.citigroup.com/citigroup/citizen/index.htm	\$ 41,000,000
Prudential Insurance Company of America Corporate Giving Program, The	Newark	NJ	http://www.prudential.com/community	N/A
NEC Electronics America, Inc. Corporate Giving Program	Santa Clara	CA	http://www.necelam.com/community	N/A
Los Angeles Times Newspapers, Inc. Corporate Giving Program	Los Angeles	CA	http://www.latimes.com/services/newspaper/mediacenter/la-mediacenter-community,0,4772116.story	N/A
LexisNexis Corporate Giving Program	Miamisburg	OH	http://www.lexisnexis.com/cares	N/A
JetBlue Airways Corporation Contributions Program	Forest Hills	NY		N/A
Epson America, Inc. Corporate Giving Program	Long Beach	CA	http://www.epson.com/cgi-bin/Store/AboutFocusedGivingProgram.jsp?BV_UseBVCookie=yes	N/A
C & S Wholesale Grocers, Inc. Corporate Giving Program	Keene	NH	http://www.cswg.com/community/mission.htm	N/A
Berry Petroleum Company Contributions Program	Bakersfield	CA	http://www.bry.com/index.php?page=community	N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92_____	N/A

Source: The Foundation Center's Foundation Directory Online

Providence, RI

Data not available.

San Antonio, TX

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
AstraZeneca Pharmaceuticals LP Corporate Giving Program	Wilmington	DE	http://www.astrazeneca-us.com/community-support/	\$ 47,000,000
QuikTrip Corporation Contributions Program	Tulsa	OK	http://www.quiktrip.com/community/community.asp	\$ 5,700,000
Kohler Co. Contributions Program	Kohler	WI		N/A
JetBlue Airways Corporation Contributions Program	Forest Hills	NY		N/A

Seattle, WA

Grantmaker Name	City	State	URL	Total Giving in 2007/2008
Tulalip Tribes Charitable Fund	Tulalip	WA	http://www.quilcedavillage.org/charitable_fund/index.asp	\$ 788,570
LexisNexis Corporate Giving Program	Miamisburg	OH	http://www.lexisnexis.com/cares	N/A
JetBlue Airways Corporation Contributions Program	Forest Hills	NY		N/A
Bank of the West Corporate Giving Program	Monterey Park	CA	http://www.bankofthewest.com/BOW/main.jsp?ChId=fdb75f9c6072ff00VgnVCM10000087c35c92_____	N/A

Additional Resources

General Resources on Strategic Financing

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An accompanying online cost calculator is available at www.wallacefoundation.org/cost-of-quality

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Dobbins-Harper, Dionne, and Soumya Bhat. *Finding Funding: A Guide to Federal Sources for Youth Programs*. Washington, D.C.: The Finance Project, January 2007. www.financeproject.org/publications/Finding_Funding_PM.pdf

Flynn, Margaret. *Title I **Supplemental Educational Services** and Afterschool Programs: Opportunities and Challenges*. Washington, D.C.: The Finance Project, August 2002. www.financeproject.org/publications/suppsvc.pdf

Flynn, Margaret, with Megan Perry. *Using the **Community Development Block Grant** to Support Out-of-School Time and Community School Initiatives*. Washington, D.C.: The Finance Project, October 2001. www.financeproject.org/publications/brief8.pdf

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Langford, Barbara Hanson. *Creating Dedicated Local Revenue Sources for Early Care and Education Initiatives*. Washington, D.C.: The Finance Project, April 2000. www.financeproject.org/publications/Local_revenue_early_care.pdf

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Sherman, Rachel H., Sharon G. Deich, and Barbara H. Langford. *Creating Dedicated Local and State Revenue Sources for Youth Programs*. Washington, D.C.: The Finance Project, January 2007. www.financeproject.org/publications/Dedicated_Local_Sources_PM.pdf

Websites

National Governors Association, Center for Best Practices. The NGA Center for Best Practices supports the work of governors and their policy advisors to promote school readiness and support those leading efforts to build a comprehensive system of services for children ages birth to five. The NGA Center is engaged in several projects related to early childhood: Governors' Early Childhood Summits (in seventeen states, including Connecticut, Kansas, and Washington); Supporting Gubernatorial Leadership for Building Early Childhood Systems (in three states); and State Early Childhood Advisory Councils (in twelve states, including Connecticut, Colorado, and Iowa). For more information, see: www.nga.org/portal/site/nga/menuitem.4096192acba1c8899cdcbeeb501010a0/?vgnextoid=abbb8cc156de1010VgnVCM1000001a01010aRCRD

National Conference of State Legislatures, Early Care and Education Legislation Database. This searchable database tracks related early care and education legislation from the 2008 session. Issues include child care and child care financing, early childhood services, prekindergarten, professional development, home visiting, infants and toddlers, and financing early education. Search legislation by state, topic, status, primary sponsor, bill number or keyword. For more information, see: www.ncsl.org/programs/cyf/ECELD.cfm

National League of Cities, Institute for Youth, Education and Families (IYEF). IYEF is a national resource, providing guidance and assistance to municipal officials, compiling and disseminating information on promising strategies and best practices, building networks of local officials working on similar issues and concerns, and conducting research on the key challenges facing municipalities in these core program areas. It focuses on five core areas, including Early Childhood Success. For more information, see www.nlc.org/iyef/early_childhood/index.aspx

State Fiscal Analysis Initiative (SFAI). A national initiative coordinated by The Center on Budget and Policy Priorities, which brings together nonpartisan, independent nonprofit organizations in 31 states. These organizations share a commitment to rigorous policy analysis and responsible budget and tax policies, with a particular focus on the needs of low- and moderate-income families. The organizations broaden the debate on budget and tax policy through public education and the encouragement of civic engagement on these issues. Contact information for SFAI organizations in Making Connections states is below (There is currently no SFAI organization in Indiana.)

- California: California Budget Project, Contact: Jean Ross, Tel: 916-444-0500, www.cbp.org
- Colorado: Colorado Fiscal Policy Institute, Contact: Maureen Farrell-Stevenson, Tel: 303-573-5669, www.cclponline.org
- Connecticut: CT Voices for Children, Contact: Shelley Geballe, Phone: 203-498-4240, www.ctkidslink.org
- Iowa: Iowa Fiscal Partnership, A joint initiative of Iowa Policy Project & the Child and Family Policy Center, Iowa Policy Project, Contact: Peter Fisher, Phone: 319-338-0773, www.iowafiscal.org
- Kentucky: Kentucky Youth Advocates, Contact: Terry Brooks, Phone: 888-825-5592, www.kyyouth.org
- Rhode Island: Poverty Institute at Rhode Island College, School of Social Work, Contact: Kate Brewster, Phone: 401-456-8239, www.povertyinstitute.org
- Texas: Center for Public Policy Priorities, Contact: Judge Scott McCown, Phone: 512-320-0222, www.cppp.org
- Washington: Washington Budget and Policy Center, Contact: Remy Trupin, Tel: 206-262-0973, www.budgetandpolicy.org
- Wisconsin: Wisconsin Council on Children & Families, Contact: Jon Peacock, Phone: 608-284-0580, www.wccf.org

Resources on Accessing Business and Foundation Funding

The Child Care Partnership Project. “Engaging Business Partners.” Fairfax, Va.: National Child Care Information Center, n.d. Available at: <http://nccic.org/ccpartnerships/facts/fs11.htm>

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Coalition of Community Foundations for Youth. *Out of School Time Matters: What Community Foundations Can Do*. Basehor, Kansas: Coalition of Community Foundations for Youth, September 2002. www.ccfy.org

Corporate Voices for Working Families. *Afterschool Toolkit: Community to Business*. Washington, D.C.: Corporate Voices for Working Families, n.d. <http://cvworkingfamilies.org/downloads/AS%20CtoB%20Booklet.pdf?CFID=19438723&CFTOKEN=11337549>

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Gruenstein, Deborah. *Using the Community Reinvestment Act to Help Finance Initiatives for Children, Families, and Communities*. Washington, D.C.: The Finance Project, April 2002. www.financeproject.org/Publications/CRA.pdf

Relave, Nanette, and Sharon Deich. *A Guide to Successful Public-Private Partnerships for Youth Programs*. Washington, D.C.: The Finance Project, January 2007. www.financeproject.org/publications/Public_Private_Guide_PM.pdf

Ypsilanti Area Chamber of Commerce and Michigan Association for the Education of Young Children. *Early Childhood Development is Workforce Development: A Toolkit for Engaging the Public*. Ypsilanti, Michigan: Ypsilanti Area Chamber of Commerce, 2007. www.workforceandchilddevelopment.org/Toolkit.pdf

Websites

Corporate Voices for Working Families. A leading national business membership organization representing the private sector on public policy issues involving working families. Corporate Voices for Working Families develops and advances innovative policies that reflect collaboration among the private sector, government and other stakeholders. To create bipartisan support for issues affecting working families, it also facilitates research in areas spotlighting the intersecting interests of business, community and families: workforce readiness, family economic stability and flexibility in the workforce. See www.cvworkingfamilies.org

Forum of Regional Associations of Grantmakers. A network of 32 regional associations of grant makers. In addition to providing information and resources for grant makers, its web site contains links to community and regional foundations across the country. See www.givingforum.org/.

Foundation Center. Provides data on philanthropy in the United States and links to hundreds of foundation and corporate giving sites as well as research, education and training programs on philanthropy and related topics, such as proposal and grant writing, fundraising and nonprofit management. See www.foundationcenter.org.

Grantmakers for Children, Youth and Families. An affinity group of foundations that fund programs for children, youth and families. See www.gcyf.org/.

Grantmakers in Health. An affinity group of foundations that fund in the health area. The organization develops a range of publications about health philanthropy and provides news and information about the field, including new grants. See www.gih.org.

Neighborhood Funders Group. A national network of foundations and philanthropic organizations that support community-based efforts to improve economic and social conditions in low-income communities. See www.nfg.org/

U.S. Chamber of Commerce The U.S. Chamber of Commerce is the world's largest business federation representing 3 million businesses of all sizes, sectors, and regions, as well as state and local chambers and industry associations. The Institute for a Competitive Workforce (ICW), a non-profit affiliate, serves as the primary bridge between the business and education communities to ensure an educated and skilled workforce. See www.uschamber.com/cwp

An online directory of state chambers of commerce is available at www.uschamber.com/chambers/directory/

United Way. A network of nearly 1,300 local organizations nationwide. Numerous communities have a local United Way that conduct annual fundraising campaigns and distribute grants to support local initiatives such as Making Connections. Each local United Way sets its own program priorities and selects initiatives and organizations that reflect those priorities. Common focus areas include helping children, youth and families to succeed and improving access to health care. An online directory of local United Way organizations is available at www.liveunited.org/myuw/

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About The Finance Project

Helping leaders finance and sustain initiatives that lead to better futures for children, families, and communities.

The Finance Project is an independent nonprofit research, consulting, technical assistance, and training firm for public- and private-sector leaders nationwide. It specializes in helping leaders plan and implement financing and sustainability strategies for initiatives that benefit children, families, and communities. Through a broad array of tools, products, and services, The Finance Project helps leaders make smart investment decisions, develop sound financing strategies, and build solid partnerships. To learn more, visit www.financeproject.org.



1401 New York Avenue, NW

Suite 800

Washington, D.C. 20005

T: 202.587.1000

F: 202.628.4205

www.financeproject.org