

Developing and Sustaining Child Abuse Prevention Programs in Tough Times

This series contains excerpts from an online toolkit developed by the National Clearinghouse on Child Abuse and Neglect Information in partnership with the Office on Child Abuse and Neglect, Children's Bureau, U.S. Department of Health and Human Services, and other national child abuse prevention organizations.

PREVENTION FACT SHEETS IN THIS SERIES

Collaborating With Your Community
Making an Economic Case for Prevention
Marketing for Prevention
Evaluating Your Prevention Program
Funding Your Prevention Program

For more information see the Prevention Initiative website:
<http://nccanch.acf.hhs.gov/topics/prevention>

Funding Your Prevention Program

- Introduction
- Developing a Proposal (p.2)
- Federal Sources of Prevention Funding (p.3)
- Federal Funds Dedicated to Child Abuse Prevention (p.4)
- Nondedicated Federal Funds (p.5)
- Other Federal Agencies That Fund Prevention Activities (p.6)
- Private Sources of Prevention Funding (p.7)
- Collaborative Funding Strategies (p.8)

BECAUSE NO SINGLE FUNDING SOURCE is guaranteed forever, programs must look to a variety of sources to sustain child abuse prevention activities over the long term.

Fundraising can take many forms. Each organization's fundraising strategy should fit its unique needs and capabilities. Examples of fundraising methods and activities include:

- Grant writing (to Federal, State, or local government; corporations; or foundations)
- Direct mail, phone, or e-mail solicitations
- Events such as banquets, concerts, and carnivals
- Planned giving (for example, when a person includes a gift to an organization in his or her will)
- Sale of merchandise
- Raffles or auctions
- Developing for-profit enterprises such as food service, landscaping, or thrift stores to increase operational revenues.

Community-based prevention programs also need community-based support.

Local corporations may have charitable programs or corporate volunteer programs or be able to make in-kind donations of office furniture or computers. Local service groups are another potential source of volunteer hours or financial support.

Most prevention programs receive the largest share of their funds through public and private grants. This fact sheet provides basic information, tools, and resources to help programs identify and access these sources of funding.



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Developing a Proposal

When approaching a potential grantor (public or private)—or undertaking any other fundraising activity—it is important to first spend time on a thoughtful planning and preparation process.

Here are some steps to follow in preparing to submit a proposal:

1. Prove that a significant need or problem exists.
 2. Develop an answer to the need or a solution to the problem based on evidence, experience, ability, logic, and imagination.
 3. Research grantmakers to be sure your organization's proposal addresses their stated purposes, priorities, and other eligibility criteria.
 4. Determine whether the grantmakers' goals and objectives match your grantseeking purposes.
 5. Target your proposal to grantmakers appropriate to your field and project, but do not limit your funding request to one source.
 6. Before you write your proposal, contact the grantmaker to be sure you clearly understand the guidelines for submission.
 7. Present your proposal in the appropriate and complete format. Include all required attachments.
 8. State clearly and concisely your organization's needs and objectives.
9. Reflect planning, research, and vision throughout your proposal.
 10. Always cover these important criteria: project purpose, feasibility, community need, funds needed, applicant accountability, and competence.
 11. Answer these questions: Who are you? How do you qualify? What do you want? What problem will you address and how? Who will benefit and how? What specific objectives will you accomplish and how? How will you measure your results? How does your funding request comply with the grantmaker's purpose, goals, and objectives?
 12. Demonstrate project logic and outcomes, impact of funds, and community support.
 13. Always follow the exact specifications of the grantmakers in their applications, Requests for Proposals (RFPs), and guidelines.
 14. Contact the grantmaker about the status, evaluation, and outcome of your proposal after it is submitted. Request feedback about your proposal's strengths and weaknesses.
 15. Use the feedback from the grantmakers and consider re-applying. Keep trying!

Adopted from Non-profit Guides:
www.npguides.org/guide/basic_steps.htm

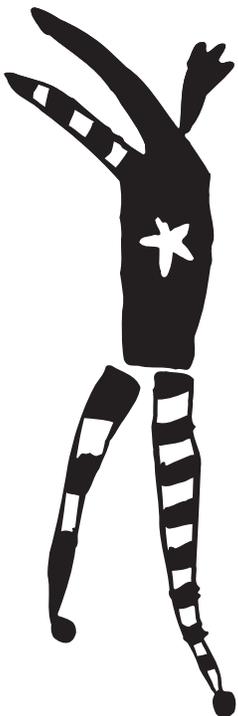
Example

Child Abuse and Neglect Council of Saginaw County, Michigan

www.cancouncil.org

In 1997, the Child Abuse and Neglect Council had a budget of \$38,000 and 10 volunteers. That year, the board hired a strategic planning consultant to help the Council clarify its mission and vision. With a renewed sense of purpose, the Council then turned its attention to developing partnerships, demonstrating outcomes, and making a strong case to a broad range of stakeholders.

The effort has paid off. By 2003, the Council (which now includes a prevention education and awareness campaign, a CASA program, and a children's assessment center) had a \$900,000 budget, 13 staff members, and more than 250 volunteers. For more information, visit the Council's website.



Federal Sources of Prevention Funding

This table, adapted from a 2002 report by the Urban Institute, summarizes key Federal funding sources for child abuse prevention activities. More details about each funding source follow the table.

KEY FEDERAL CHILD ABUSE PREVENTION FUNDING SOURCES*		
Federal Funds Dedicated to Child Abuse Prevention		
Funding Source	Eligible Population	Eligible Services
Title IV-B, Part 2 (Promoting Safe and Stable Families)	Varies by State according to the State 5-year Child and Family Services Plan	Services to support families, including in-home visits, respite care, and early developmental screening
Child Abuse and Prevention Treatment Act (CAPTA)	Competitive grants	Research and Demonstration grants
Title II of CAPTA Community-Based Child Abuse Prevention Program (CBCAP)	Formula grant and discretionary grants	Community-based family resource services
Nondedicated Federal Funds That Can Be Used for Child Abuse Prevention		
Funding Source	Eligible Population	Eligible Services
Temporary Assistance for Needy Families (TANF)	Needy families with children (as defined by the State)	Child welfare-related services must meet one of the four purposes of the program
Social Services Block Grant (SSBG)	Varies by State	States are given wide discretion in using funds for direct social services, as well as administration, training, and case management
Title XIX Medicaid	Varies by State	For child welfare purposes, targeted case management and rehabilitative services
Other Federal Agencies That Fund Prevention Activities		
Funding Source	Eligible Population	Eligible Services
Center for Substance Abuse Prevention (CSAP)	Competitive grants	Substance abuse prevention and services for children of substance abusing parents
National Center for Injury Prevention and Control (NCIPC)	Competitive grants	Violence prevention
Office of Justice Programs (OJP)	Varies by program	Family violence/violence prevention



Find more resources on the
Prevention Initiative website:
[http://nccanch.acf.hhs.gov/
topics/prevention](http://nccanch.acf.hhs.gov/topics/prevention)

*Adapted from: Bess, R., Andrews, C., Jantz, A., Russell, V., & Geen, R. (2002). *The cost of protecting vulnerable children III: What factors affect States' fiscal decisions*. Washington, DC: Urban Institute.

Federal Funds Dedicated to Child Abuse Prevention

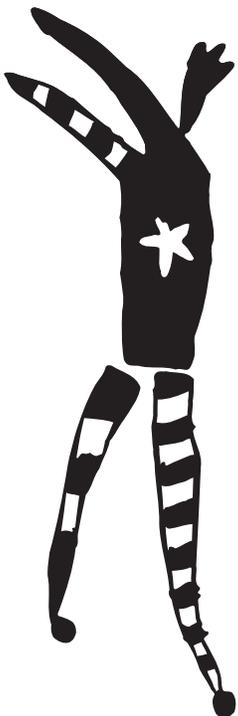
The Children's Bureau (www.acf.hhs.gov/programs/cb) is the oldest Federal agency for children located within the U.S. Department of Health and Human Services, Administration for Children and Families. It is responsible for assisting States in the delivery of child welfare services to protect children and strengthen families.

The Children's Bureau funds service demonstration, research, technical assistance, and training projects focused on knowledge development and knowledge transfer in the areas of adoption, foster care, and child maltreatment (including prevention). Some funds are available only to the States.

Three Federal programs dedicated to child welfare services and prevention are administered by the Children's Bureau:

- **Title IV-B** Title IV-B is one of the largest Federal programs dedicated to child welfare. It is a capped allocation to States that consists of two subparts: *Child Welfare Services* (subpart 1) and *Promoting Safe and Stable Families* (subpart 2). The Promoting Safe and Stable Families program funds family preservation and community-based family support programs, time-limited family reunification services, and adoption promotion and support services. The Federal financial participation for this grant is 75 percent. The State's match may include public funds, as well as local contributions or in-kind donations.

States are required to submit a 5-year Child and Family Services Plan (CFSP), showing how Title IV-B funds will be administered and what services will be delivered. Contact your State liaison for the Promoting Safe and Stable Families program for more information (<http://nccanch.acf.hhs.gov/topics/prevention/resources/pssf.cfm>).



- ***Child Abuse Prevention & Treatment Act Research and Demonstration Projects***

These discretionary grants are funds that support research on the causes, prevention, and treatment of child abuse and neglect; demonstration programs to identify the best means of preventing maltreatment and treating troubled families; and the development and implementation of training programs.

Grants for these projects are provided nationwide on a competitive basis to State and local agencies and public or private agencies/organizations.

Information about discretionary grants can be found on the Children's Bureau website at www.acf.hhs.gov/programs/cb/funding/apply.htm.

- ***Community-Based Grants for the Prevention of Child Abuse and Neglect (known as Community-Based Child Abuse Prevention [CBCAP] grants program)*** Title II of the Child Abuse Prevention and Treatment Act (CAPTA) authorizes a State grant program to develop, operate, expand, and enhance community-based, prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect, through networks where appropriate.

To receive these funds, the State Chief Executive Officer must designate an agency to receive and implement the program. Federal, State, and private funds are blended and made available to community agencies for child abuse and neglect prevention activities and family support programs. Contact information for each State CBCAP program is available at www.friendsnrc.org/leads.asp.

This program also authorizes discretionary grants to selected Indian Tribes, Tribal organizations, and migrant programs to develop linkages with the statewide CBCAP program and/or to provide services otherwise consistent with the purposes of CBCAP.

Nondedicated Federal Funds That Can Be Used for Child Abuse Prevention

In addition to the Federal funds dedicated for child abuse prevention, there are three funding streams (TANF, SSBG, and Medicaid) not specifically targeted for child welfare activities that many States rely on to fund child abuse prevention services and other services for child welfare clients.

Each program has different guidelines that govern a State's ability to use these funds for child abuse prevention activities.

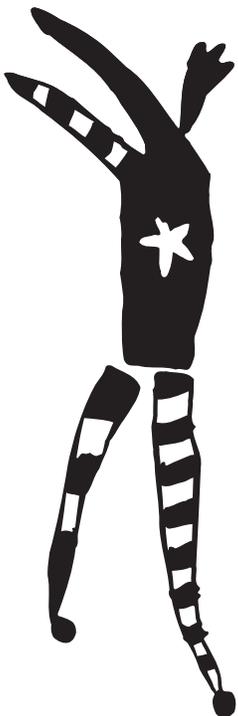
- **Temporary Assistance for Needy Families (TANF)** Within certain guidelines, States may fund a variety of child welfare activities using TANF funds, including services for family reunification, parenting education, in-home family services, and crisis intervention. In recent years, decreasing welfare caseloads allowed for more TANF money to be used for the development of programs and services that might aid in preventing abuse or neglect. TANF is 100 percent federally funded. No State match is required.
- **Social Services Block Grant (SSBG)** The Office of Community Services (OCS) within the Administration for Children and Families administers the SSBG program. The SSBG provides funds to States, territories, and insular areas for 29 different types of social services, including prevention and intervention services, counseling

services, employment services, home-based services, and information and referral. Each State has the flexibility to determine what services will be provided, who is eligible to receive services, and how funds are distributed among various services within the State. SSBG is 100 percent federally funded. No State match is required.

- **Medicaid** States also can use Medicaid, an open-ended entitlement, to fund some services provided by the child welfare agency. States have the option to include targeted case management and/or rehabilitative services in their Medicaid plan. Through targeted case management services, Medicaid pays a portion of child welfare workers' salaries for the time these workers spend assisting eligible clients in accessing necessary medical, social, educational, and other services.

Rehabilitative services are medical or remedial services provided for the reduction of the physical or mental disability, assisting child welfare clients and others to reach a higher level of functioning. In terms of prevention, some States use Medicaid funds to support home visitation programs.

Because each State develops its own Medicaid plan, the use of Medicaid funds will vary from State to State. A list of State Medicaid Directors is available at www.nasmd.org/members.htm.



Resources

Financing Child Welfare Services Under TANF

www.aphsa.org/publicat/cwfinance.htm

This publication from APHSA details requirements and prohibitions on using TANF money for child welfare activities.

Office of Community Services (OCS)

www.acf.hhs.gov/programs/ocs/ssbg/index.htm

Information on the Social Services Block Grant and how it is used by States. Includes an online version of the *Social Services Block Grant Program Annual Report of Expenditures and Recipients 2001*.

Other Federal Agencies That Fund Prevention Activities

Several Federal agencies fund a number of prevention programs and activities in other areas. While these programs are not specifically designed to fund child abuse prevention, they do fund some projects that are related to child abuse.

- **Center for Substance Abuse Prevention (CSAP)** Within the Substance Abuse and Mental Health Services Administration (SAMHSA), CSAP develops policy, programs, and services aimed at reducing substance abuse and ameliorating the negative consequences of substance abuse. Programs such as *Children of Substance Abusing Parents (COSAP)* work to minimize the risks (including child abuse and neglect) posed to families due to parental substance abuse.

In addition, CSAP's Fetal Alcohol Syndrome Center for Excellence provides training and technical assistance to a wide variety of audiences related to Fetal Alcohol Syndrome/Fetal Alcohol Effects.

Information on funding opportunities and other funding resources is available at <http://preventionpartners.samhsa.gov/resources.asp>.

- **National Center for Injury Prevention and Control (NCIPC)** NCIPC, a center within the Centers for Disease Control and Prevention, works to prevent death and disability from nonoccupational injuries, including those that result from violence. Funding opportunities for NCIPC can be found at www.cdc.gov/funding.htm.
- **Office of Justice Programs (OJOP)** OJP provides Federal leadership in developing the Nation's capacity to prevent and control crime, improve the criminal and juvenile justice systems, increase knowledge about crime and related issues, and assist crime victims. Some prevention activities, such as *Safe Start*, are funded through OJP's Office of Juvenile Justice and Delinquency Prevention (OJJDP) <http://ojjdp.ncjrs.org/programs/programs.html>.

General information on OJJDP's grants and funding is available at <http://ojjdp.ncjrs.org/grants/grants.html>.

The National Criminal Justice Resource Center (NCJRS) also provides information on grants and funding related to family violence on its website at www.ncjrs.org/family_violence/grants.html.



Resource

Grants.gov

www.grants.gov

This new website, launched in late 2003, provides a synopsis of all available Federal grants.

Private Sources of Prevention Funding

Two significant (and increasing) private sources of prevention funding are State Children's Trust and Prevention Funds and private foundations.

Children's Trust and Prevention Funds provide more than \$100 million annually for child abuse and neglect prevention.¹

In 2001, foundations gave an estimated \$4.5 billion to benefit children and youth. This is nearly double the amount reported 5 years earlier. Further, a study of more than 1,000 larger foundations found that approximately \$33 million in grants was given in 2000 to support crime, justice, and legal services (which includes child abuse prevention).²

Children's Trust and Prevention Funds

Children's Trust and Prevention Funds are organizations that support community prevention programs through policy formation, funding of innovative programs, public awareness, and education.

Trust Funds have been established in every State, as well as in the District of Columbia and Puerto Rico. Some Trust Funds are State-level agencies, others are private nonprofit organizations, and some are State agencies with nonprofit arms.

Although practices differ from State to State, many Trust Funds use a grant application process to distribute funds. Many of the Trust Funds also are lead agencies for the *Community-Based Child Abuse Prevention Program (CBCAP)*, authorized by Title II of the Child Abuse Prevention and Treatment Act.

Contact the Trust Fund in your State to determine how funds are accessed. Contact information for all 52 funds can be found at www.ctfalliance.org.

¹ 2002 State Profile Report of the National Alliance of Children's Trust and Prevention Funds. (www.msu.edu/user/millsda/alliance.html)

² Lawrence, S. (2002). *The Foundation Center's 2002 children and youth funding update*. (www.foundationcenter.org/research/trends_analysis/pdf/cyupdt.pdf)

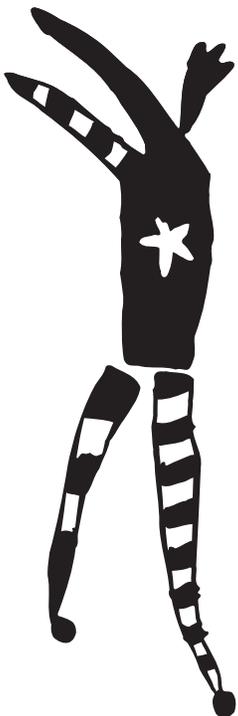
Foundations

Private foundations are another potential source of funding. While some foundations broadly support children and family programs, a few focus specifically on child abuse prevention. Examples include:

- ***Doris Duke Charitable Foundation***
<http://fdncenter.org/grantmaker/dorisduke/index.html>
The foundation's Child Abuse Prevention Program adopted a mission to protect children from abuse and neglect in order to promote their healthy development.
- ***Freddie Mac Foundation***
www.freddiemacfoundation.org
Among its other programs, the Freddie Mac foundation supports programs that focus on preventing child abuse and neglect.

Other foundations focus on slightly broader issues such as violence prevention or family preservation, which may encompass child abuse prevention. Among the larger foundations in this category:

- ***Annie E. Casey Foundation***
www.aecf.org
Through its *Family to Family* program, the Casey Foundation endeavors to strengthen a community's ability to address the needs of families involved in the child welfare system.
- ***Robert Wood Johnson Foundation***
www.rwjf.org
RWJF supports projects related to health, healthcare, and substance abuse. Child abuse prevention activities have been funded through a variety of grants, such as an advocacy center for abused children, nurse home visitor services, and various substance abuse prevention and treatment programs.
- ***Ewing Marion Kauffman Foundation***
www.emkf.org
Through its *Early Education* program, the Kauffman Foundation funds family support centers and parent education programs.



- **David and Lucile Packard Foundation**
www.packfound.org
One Packard Foundation program focuses on “Breaking the Cycle of Violence.” Prevention is one of the types of services funded through this program.
- **Public Welfare Foundation**
http://publicwelfare.org
One of the Public Welfare Foundation’s priorities for 2004 is Youth. Within this program area are two categories related to prevention: early intervention and violence prevention.

Resources

The Foundation Center

www.foundationcenter.org

The Foundation Center offers the Common Grant Application (<http://fdncenter.org/funders/cga/index.html>), adopted by a group of grantmakers to allow applicants to produce a single proposal for a specific community of funders. Other tools from the Foundation Center include a short course on proposal writing and a “prospect worksheet” to help grant seekers focus on the individuals and institutions whose interests most closely fit their funding needs.

The Grantsmanship Center

www.tgci.com

The Grantsmanship Center offers grantsmanship training and low-cost publications to nonprofit organizations and government agencies.

Collaborative Funding Strategies

Many prevention programs are beginning to seek ways to pool resources with other agencies serving children and families to broaden the available service array and achieve common goals. In fact, it is not uncommon for funders to require applicants to form collaborative partnerships before they are eligible to apply for funding.

Agencies that can demonstrate the capacity to raise financial resources from diverse sources also have a better chance of sustaining their programs over the long-term.

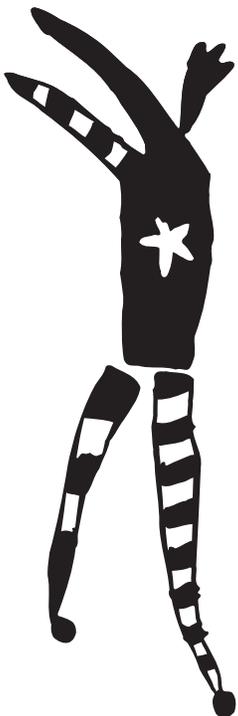
Other nonprofits may be willing to share resources or skills in a formal or informal manner. For example, two or more organizations could develop a memorandum of understanding detailing what each will contribute (services, money, facilities, staff time, etc.) to a specific project or initiative.

Similarly, a group of organizations could develop a collaborative or community partnership to address the issue of prevention. Such collaborative efforts are not only cost-effective, but also show foundations and other potential funders that your program has local support and is seeking innovative ways of supporting its activities.

Many States and localities are developing braided or blended funding projects to meet the wide-ranging needs of the families they serve. Braided funding is the pooling and coordination of resources from various agencies to provide needed services while maintaining the integrity of each agency’s funding stream. In other words, braided funds must be used for their original intent.

With blended funding, resources are more flexible and can be used however they are needed to achieve the project’s goals.

See the next page for several examples of successful collaborative funding strategies.



Examples

Orange County, California

www.oc.ca.gov/ssa/ssacfs.htm

In developing its comprehensive plan for child abuse prevention in 2000, Orange County, California, convened a funding team to identify resources and sustainability approaches for the proposed array of services. Family Preservation and Support funds were identified to fund community-based collaborative networks that include Family Resource Centers and case management services.

Other potential resources listed in the funding plan included private foundations (including California Wellness Foundation and Robert Wood Johnson), partnerships with city governments to support family resource centers, partnerships with hospitals to develop and implement home visitation programs, revenues from a statewide tax on tobacco products earmarked for the healthy development of children, and CalWORKS Incentive Funds allocated to the county based on achievement of welfare-to-work goals.

Alameda County, California

www.ackids.org/main2.htm

In its 2003-2005 strategic plan to improve the health and well-being of all young children in the county, Alameda County proposed a comprehensive, cross-system approach to service provision. In order to support such a system, the county developed a cross-agency fiscal leveraging plan that included pursuing State matching funds, maximizing Federal funds, providing technical assistance for fiscal leveraging to Community Grant Recipients, and pursuing foundation and corporate support. A copy of the strategic plan is available on the county's website.

State Legislation Allowing Community Collaboratives to Pool Funding and Maximize Federal Funds

www.ncsl.org/programs/cyf/fund_maximization.htm

This report from the National Conference of State Legislatures highlights how various State legislatures have allowed communities to blend or braid funds in order to maximize available Federal funds.





Examples and resources in this document are informational only and do not represent an endorsement by the Children's Bureau.

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**National Clearinghouse on Child Abuse and Neglect Information
National Adoption Information Clearinghouse**



Gateways to Information: Protecting Children and Strengthening Families