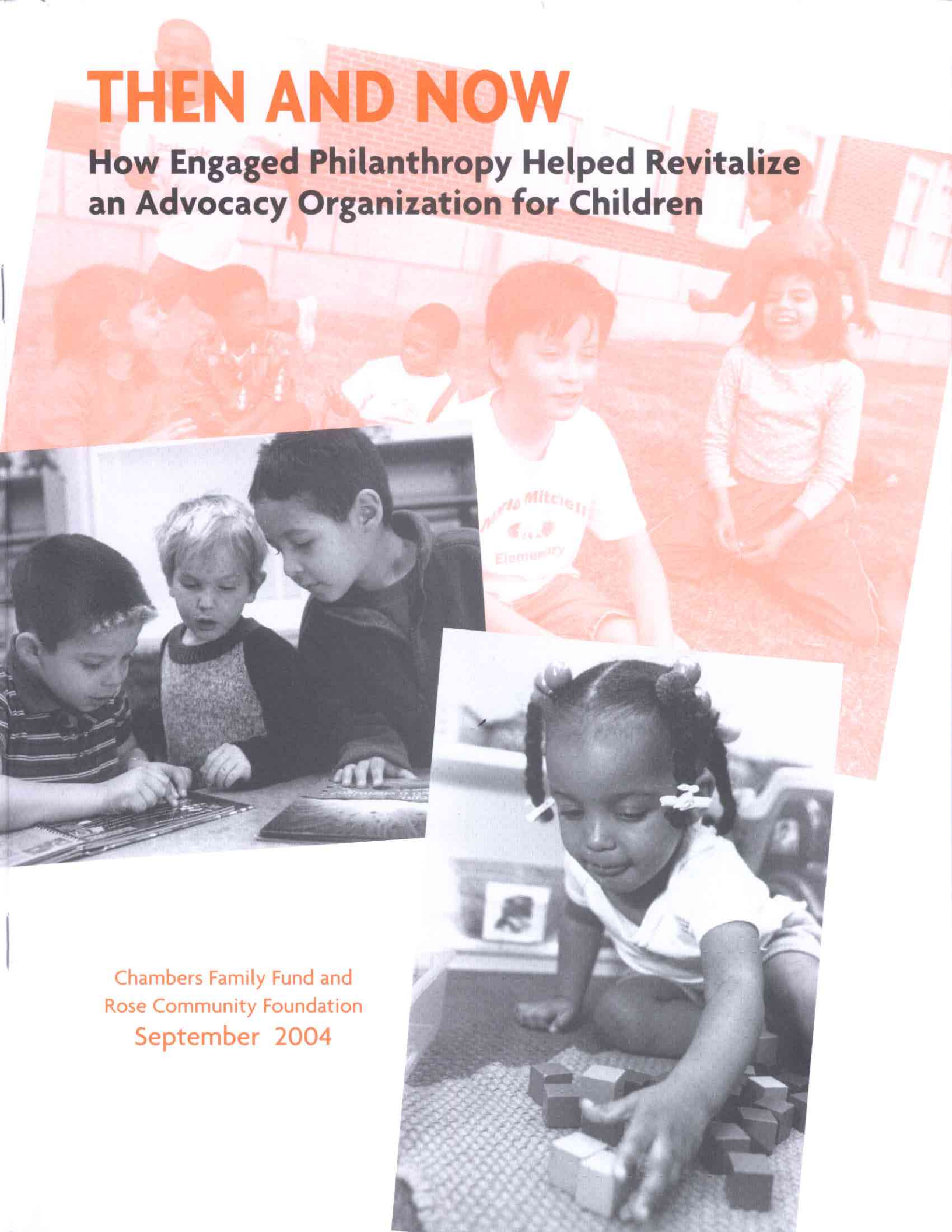


THEN AND NOW

How Engaged Philanthropy Helped Revitalize
an Advocacy Organization for Children



Chambers Family Fund and
Rose Community Foundation
September 2004

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A FUNDERS' COLLABORATIVE FOR CHANGE

Introduction

A successful funding collaborative can have a positive impact on a critical community need when funders work together in an active form of engagement with grantees. *A Funders' Collaborative for Change* is a case study of how 11 Colorado foundations joined together from 2000 to 2003 to build the capacity of an organization providing children's advocacy statewide. The participating foundations included:

- Adolph Coors Foundation
- Anschutz Family Foundation
- Anthem Blue Cross and Blue Shield Foundation
- Chambers Family Fund
- The Colorado Trust
- Daniels Fund
- The Denver Foundation
- Donnell-Kay Foundation
- The Piton Foundation
- Rose Community Foundation
- Temple Hoyne Buell Foundation

The collaboration of these Colorado foundations illustrates one way to bring funders together on behalf of a nonprofit organization whose role is deemed critical to an issue the philanthropic community cares about.

The Impetus

"If the Colorado Children's Campaign ceased to exist, we would need to recreate it."

—Elsa Holguín, Senior Program Officer,
Rose Community Foundation

The Columbine tragedy in April 1999, in which two teenage boys shot and killed 12 students and one teacher and injured another 23 in their suburban high school southwest of Denver, left metropolitan Denver reeling with shock and despair. Foremost in the minds of parents, community members, and policy leaders was the question: How could conditions in our community foment such a violent act by two students? Many in the community—and across the country—turned to the Colorado Children's Campaign for answers.

The Colorado Children's Campaign, founded in 1985, is the preeminent nonpartisan children's advocacy organization in Colorado. The Campaign is a leader in representing the needs of children at the state capitol and in the media, and promoting efforts to provide hope and opportunity for Colorado's young people. In its role as an advocate for children, the Campaign is often responsible for sustaining proven programs—usually started through foundation funding—by securing or reallocating funding for them in the state

TIMELINE

April 1999

Columbine High School shootings

October 1999

Barbara O'Brien of the Colorado Children's Campaign approaches Elsa Holguín of Rose Community Foundation about its funding crisis

December 1999

Holguín and Letty Bass of Chambers Family Fund convene 12 children's issues funders to brainstorm solutions to the Campaign's crisis

January 2000

Eleven funders continue to convene monthly to assess the Campaign's operations

February 2000

Expert counsel on funding of advocacy organizations addresses collaborative group

March 2000

Organizational assessment completed by consultant

budget. In addition, the organization's annual *KidsCount! Report* provides indicators of child well-being in the state and is often the springboard for the creation of programs and policies targeting children. During the 1990s, the Campaign spearheaded efforts to create a child health plan, fund youth crime prevention programs, and implement public charter schools and preschool programs.

Within hours of the Columbine shootings, the Colorado Children's Campaign was deluged by queries that followed in the tragedy's wake. Requests for specific information on youth programs and services poured in from across the country. At the State Capitol, a backlash from the violence appeared in the form of bills calling for arming teachers and installing penitentiary-style safeguards. Staff members poured time and resources into responding to the community's outcry and looking out for students' best interests at the Capitol.

The urgent and unforeseen situation that the Colorado Children's Campaign was thrust into exposed some major deficiencies in the Campaign's organizational structure and fundraising strategies. While the Colorado Children's Campaign was the obvious organization to turn to for answers addressing how Colorado communities were or were not providing adequate support for young people, the organization had no financial reserves to respond to such a tragedy. In particular, the Campaign had very little funding to support its advocacy work. The Campaign struggled each year to obtain funding to advance its strategic goals, and was only

able to secure the majority of its funding by creating projects peripheral to its advocacy activities. As a result of its reliance on project funding, the organization's flexibility to respond quickly to advocacy opportunities or to coordinate initiatives to bring about major policy impacts on behalf of Colorado's children was seriously limited.

In addition, the Campaign was made up of young, passionate, but mostly inexperienced staff members who were unable to step in and take over the day-to-day programs and management of the organization while the executive director was enmeshed in the Columbine emergency. Finally, when the Campaign was able to turn its attention to fundraising for 2000, many of the foundations' grant deadlines had passed or budgets were spent.

Facing burnout and seemingly insurmountable funding problems, the Campaign's president, Barbara O'Brien, turned to Elsa Holguín, senior program officer for child and family development at Rose Community Foundation in Denver. With many of its grantees, the foundation's approach to funding was to engage with its grantee organizations, playing the role of partner, investor, and sounding board.

Holguín understood how the mission and purpose of the Campaign aligned with Rose Community Foundation's interests in promoting the health, safety, and well-being of Colorado's children and adolescents. Not only was the Colorado Children's Campaign the leading voice for children's issues in the state, it was the

August 2000

The Campaign presents its 3-year strategic plan to funders; the Campaign invited to submit a single proposal to the funders

December 2000

The Campaign receives first unrestricted grant: \$100,000 a year for three years; eventually all collaborative members provide funding totaling \$1.3 million

January 2001

The Colorado Children's Campaign begins implementing strategic plan

September 2001

Funders' collaborative meets for first review of the Campaign's implementation of the strategic plan

2002–2003

The Campaign provides periodic updates of its progress to the funders' collaborative

February 2004

The Campaign presents last annual review of strategic plan implementation to funders' collaborative

most prominent nonpartisan children's advocacy organization of its kind in Colorado. The Campaign had a track record of success in using data to assess the greatest needs of the state's children, and in making systemic changes to improve children's lives. Colorado's children would suffer without the Colorado Children's Campaign's efforts.

As Rose Community Foundation was a past funder of the Colorado Children's Campaign, Holguín knew the organization struggled year to year to secure funding. She was also aware that the Campaign was stretched thin and unable to plan or strategize for the long term. Yet, recalled Holguín, this time "the urgency was unlike before."

Upon learning of O'Brien's plight, Holguín was concerned for the Campaign's future, acknowledging, "If the Colorado Children's Campaign ceased to exist, we would need to recreate it."

Holguín also recognized that funding alone could not remedy the Campaign's crisis; neither could the intervention of a single foundation. With O'Brien in her office, Holguín called Letty Bass, executive director of Chambers Family Fund in Denver, another funder of the Colorado Children's Campaign. Representing their foundations, Holguín and Bass had recently worked collaboratively to restore a children's cultural and educational institution to vitality.

"We had seen that with good assessment and good planning you could turn an organization around," said Bass.

Bass, too, valued the advocacy role that the Colorado Children's Campaign fulfilled, knowing "effective advocacy needs to come from the community, not

from funders." Furthermore, the Campaign provides a voice in the legislative process, representing issues affecting children and the organizations that serve them.

"It is vital to the other organizations we support," said Bass.

Both funders understood that the Campaign could not effectively fulfill its advocacy role with close to 85 percent of its foundation funding tied to project support each year. Multiple foundations would need to provide general operating support.

"We were funding the Colorado Children's Campaign like it was just another nonprofit, while the advocacy role it was playing really set it apart," said Holguín.

The two funders believed the Campaign could benefit from allowing a group of Denver-area funders—many of whom fund statewide—a more in-depth understanding of how the organization operated and what it needed to become more effective and self-sustaining. They convinced O'Brien not to continue to fundraise for project support, but to instead let them organize a collaboration of funders to determine how best to move forward. Rose Community Foundation and Chambers Family Fund, meanwhile, would provide short-term funding to keep the Campaign solvent as broader solutions were sought.

O'Brien, trusting that Holguín and Bass believed in the important role the Campaign played, and believing the two funders understood the capacity of the foundation community to conduct a fair analysis of the organization's situation, agreed to put the Colorado Children's Campaign's fate into the funders' hands.

The Formation

“The risk was that the funders would see how it really was and run away. The hope was that they would see our potential and help us to achieve it.”

—Barbara O'Brien, President,
Colorado Children's Campaign

Pre-existing conditions in Denver's philanthropic community played an underlying role in the formation of a collaboration to address the Colorado Children's Campaign's crisis. In the mid-1990s, a new climate emerged in the foundation community as many new staff moved into key foundation roles either through internal promotions or from recruitment from local nonprofit organizations. Many of the newcomers had worked together in former positions and felt comfortable calling on each other or convening around issues of mutual concern. For example, a consortium of foundations concerned with children's issues funded an assessment of early childhood education in Denver in the late 1990s.

Steps to establishing a funders' collaborative

- Convene the funders with interest in the issue
- Suspend expectations of the typical granting process in order to first understand the need
- Inform participants about the organizational and community needs
- Seek assistance from experts, such as lawyers and organizational consultants
- Identify goals that the funding dollars will help implement
- Formulate the plan
- Provide funding and oversight
- Accomplish goals
- Capture and share lessons learned

This climate of information sharing and networking in areas where foundations had a common interest allowed Holguín and Bass to feel comfortable calling on their peers to help them think through what to do about the Colorado Children's Campaign. They sent letters to area foundations involved in funding children's issues and followed up with phone calls.

“We were clear from the beginning that we weren't two funders coming to other funders to represent a grantee,” explained Bass. “Our fidelity was to the needs of the funders and the community. We were only asking that they come help us explore what would be the best use of resources to ensure strong advocacy for children. We also made it clear that their participation carried no obligation to fund the Campaign.”

Holguín's and Bass's invitations drew 12 participants to the initial funders' meeting in late 1999. Some participants were current or past funders of the Colorado Children's Campaign; others were not.

One participant, Susan Steele, executive director of the Temple Hoyne Buell Foundation, joined in the collaborative because she trusted the people involved. The Buell Foundation primarily funds programs and initiatives for children ages 0-5.

“I knew that if Letty and Elsa were willing to work on this it would be worthwhile,” said Steele. “There were no risks to my foundation; the risks were to those funding the planning process. Also,” she added, “I had confidence in the Colorado Children's Campaign to make the needed changes.”

Qualities of a successful collaborative

- Initiated by credible champion(s)
- Trust in the process and among the players
- Parity among participants
- Ownership of the process and the plan
- Candid and open communication
- Transparent process
- Fidelity to the needs of the funders and the community
- Development of a long-term vision
- Commitment to a long-term process
- Funding flexibility

Consultant's Recommendations

- Formalize a strategic plan directly aligned with the mission
- Develop a marketing plan
- Strengthen and balance the infrastructure
- Develop issue expertise and targeted goals for improving the lives of Colorado's children

The two funders initiating the collaborative process had no agenda and provided no ready answers. By leaving the process open-ended, all the funders involved were able to brainstorm and provide input on how to proceed. Inviting the full participation from each funder at the table, regardless of past funding for the Colorado Children's Campaign or the amount later contributed, was a key strategy in maintaining a focus on learning and on participating in the development of solutions that best served the needs of the community.

Another participant, Sally Vogler, executive director of Anthem Blue Cross and Blue Shield Foundation, pointed out, "We were all aware from the beginning that we could not—and should not—do this sort of intervention for every organization in transition. Everyone acknowledged that it was because of the critically important role the Colorado Children's Campaign plays for children in Colorado that we were eager to help them in their capacity-building process."

The initial discussion focused around the need for more information about the Colorado Children's Campaign's finances and management. Eleven funders agreed to continue meeting to further investigate the Campaign's internal operations. O'Brien was invited to provide information and answer questions about the Campaign at the beginning of each meeting. Following O'Brien's departure, the funders further discussed the issues, heard from guest experts, and strategized.

"I had to take a leap of faith," said O'Brien. "I'd worked hard to create the impression of the Colorado Children's Campaign as a strong, well-oiled machine. Internally, we weren't that. We had no employee benefits, a volunteer was doing our financial statements, our computers were outdated... But I knew I couldn't let my ego get in the way of this process. If people wanted to help, they would need to know the reality of where we were. The risk was that the funders would see how it really was and run away. The hope was that they would see our potential and help us to achieve it."

Questions arose regarding the organization's sources of revenues, fundraising restrictions, and lack of general operating support. O'Brien explained that, in response to the priorities of most of the foundations, the Campaign had created multiple projects to secure funding. Providing advocacy funding was not a common practice in the Colorado funding community. Yet advocacy was central to the mission of the organization.

The group of funders agreed to obtain more information on laws surrounding the funding of advocacy organizations. A presentation from expert counsel on rules applying to private foundations' support of advocacy organizations brought to light prevalent misperceptions regarding lobbying efforts as opposed to advocacy efforts. The group learned that, when it comes to funding advocacy, the best option for both foundations and grantees is to provide grants for general operating support.

"Having the foundations hear from the attorney that it was okay to fund advocacy organizations set me free," O'Brien confided. "I no longer had to camouflage what it is we do, and I could talk openly about what it takes to move an initiative forward. Lobbying is only a small percentage of an advocacy effort," she explained. "We spend much more of our time developing data to lead us toward our positions and educating the

public. All our funding for our lobbying activities is through special-event fundraising from individuals and not from foundations, so no foundation has to worry that its funds are used for direct lobbying.”

The funders formalized the collaborative and embarked on a discovery process to determine the Colorado Children’s Campaign’s organizational needs. In early 2000, Rose Community Foundation engaged a consultant to assess the Campaign’s internal operations. During the assessment process, the collaborative meetings included regular updates from the consultant. Many funders involved in the collaborative were interviewed by the consultant, as were the Campaign’s staff members and various policy leaders in the community. The assessment, completed in March 2000, shed light not only on the Campaign’s organizational culture and leadership, but also on its effectiveness and its specialized role in the community. It provided recommendations for building organizational capacity to ensure the Campaign’s future success.

“The assessment process required the Campaign’s total honesty and candidness,” acknowledged Holguín. “It had to open itself up to scrutiny and show its flaws. But this level of transparency had to be part of the process,” she stressed.

Funders in the collaborative benefited from learning together as the Campaign’s organizational structure and role in the community were described and discussed.

“We all got to ask questions and hear answers at the same time,” explained Steele. “Because of this, nothing was misinterpreted and everyone was privy to the same information.”

Implementation

“Funding was not a criterion for participation, and not all of the foundations’ boards agreed to contribute general operating support. Even so, all became supporters and advocates for the Children’s Campaign.”

—Letty Bass, Executive Director,
Chambers Family Fund

Six months after O’Brien had made her plea for help to Rose Community Foundation, she still had no guarantees of further funding for the Colorado Children’s Campaign. Meanwhile, she and her staff had disclosed their organizational flaws and deficiencies. They had spent countless hours meeting with the consultant during the same time that the legislature was in session. Their future, however, was still uncertain.

While the organizational assessment provided by the consultant pointed out strengths and weaknesses, it did not offer solutions. The recommendations presented did not constitute a plan of action. The Campaign needed a strategic plan.

The consultant’s findings provided some parameters upon which to build a plan. Recalled O’Brien, “In the beginning, it was hard for us to think outside the box and get beyond the old way of doing things. The consultant pushed us to think more broadly and we discovered that we could dream about a more effective, more stable organization, and that dream had a great chance of coming true.”

Components of a collaborative funding process

- Nonprofit playing a critical role
- Funders with common interest
- Consultants to provide assessment
- Agreement on goals to accomplish
- Accountability

A bridge grant provided by Chambers Family Fund and Rose Community Foundation alleviated a major pressure on the Campaign, and freed up the time that O'Brien would otherwise have devoted to fundraising. Additionally, O'Brien perceived that "the process was picking up momentum and heading in a positive direction." This realization gave her the fortitude to carry her through a careful, thorough strategic-planning process.

Holguín and Bass worked alongside O'Brien in developing the strategic plan. They provided the funders' perspectives with an eye toward how to address the needs of the collaborative. The collaborative group became involved as well, as members were concerned with how to achieve buy-in from their trustees. Meetings became conversations about how the Campaign's problems originated, and what was needed to turn them around.

For example, the consultants pointed out that the Campaign staff's inexperience, lack of training, and frequent turnover was hampering the organization's effectiveness. O'Brien explained how her inability to pay a competitive salary for more experienced staff led to the Campaign's culture of being a training ground for recent college graduates, who would then move on to better paying positions. The organizational culture also created the top-down management style that was leading to O'Brien's near burnout. As a result, the funders' collaborative urged O'Brien to include a goal of significantly increasing the Campaign's budget over the next three years to adequately carry out its work while also addressing the corresponding organizational capacity required to support the Campaign's mission. The budget would need to include new activities, policy initiatives, and raising salaries to competitive levels.

Vogler commented, "The funders helped the Colorado Children's Campaign take the long view of its work and its future."

Steele found the process was also beneficial to the funders. "We were able to weigh in on how the issues in the strategic plan would be helpful to us as funders," she said.

By late in the summer of 2000, O'Brien, Holguín, and Bass presented a finalized strategic plan to the funders' collaborative. Included was a set of internal capacity-building goals, as well as the strategic goals in the Campaign's policy focus areas.

Following the presentation, every funder at the table invited O'Brien to submit a proposal. Furthermore, the funders allowed some flexibility in their usual grant guidelines. For instance, the funders agreed to accept the same proposal, requiring the Campaign to write only one proposal to the group. Three funders that were unable to provide general operating support asked for a project proposal in support of the goals in the Campaign's strategic plan.

"This was a groundbreaking moment," said Holguín. "The foundations had taken a hands-on approach to helping the Colorado Children's Campaign. Their participation allowed them to totally understand the organization, its mission, and its needs. They also trusted the organization's leadership to follow through. They knew explicitly what their funding was going toward."

Internal Capacity-Building Goals

- Create a more experienced, committed staff
- Strengthen internal and external communications
- Upgrade financial operations
- Strengthen the board of directors
- Diversify sources of funding

Four Strategic Goals

- **Early Childhood Care and Education:** Improve the development and school readiness of low-income children, birth to age five.
- **K-12 Education:** Create a holistic strategy for addressing the academic needs of high-risk children in grades K-12.
- **Child Health:** Increase access to health care for moderate- to low-income children and youth.
- **Youth Development:** Decrease violence by and against children and youth.

Over the next several months, the Campaign received notification that all 11 foundations would fund the organization. Ultimately, members of the funders' collaborative contributed \$1.3 million over three years to the Colorado Children's Campaign's implementation of the strategic plan.

Steele explained, "Although this was a collaborative, it wasn't a *pooled* funding collaborative. We all funded separately and were able to follow our respective foundations' grant processes. That's why a lot of the people involved were able to provide funding. I'm not sure my board would have wanted to pool funds with other funders."

The collaborative process allowed flexibility for the foundations that were unable to provide general operating support. Three funders gave program support for projects related to the strategic plan as a way to contribute. Chambers Family Fund provided general operating support with the caveat that the Campaign was to use excess funds as a challenge to start an endowment fund.

Described Bass, "Funding was not a criterion for participation, and not all of the foundations' boards agreed to contribute general operating support. Even so, all became supporters and advocates for the Children's Campaign."

Within the first year, the Campaign hired a vice president of operations and reorganized the administrative staff. The new vice president of operations aligned the budget with the strategic plan, streamlined operations, and updated the Campaign's benefits package. The Campaign also hired key staff with specific expertise, including a communications director and a vice president of education initiatives. With the new staff in place and able to address specific strategic goals, O'Brien gained the flexibility to focus on the organization's accountability and long-term impact.

With the ability to act as a strategic leader, O'Brien was able to build relationships with national foundations. O'Brien was also able to tell national funders about the success of the funders' collaborative. A program officer at the Ford Foundation took notice. She had developed an initiative to provide unrestricted funding to state-based child advocacy efforts. The Ford Foundation's program and fiscal officers came to Denver on a site visit and, upon viewing the strategic plan and its goals, decided the goals were nearly identical to the goals of their initiative. O'Brien applied for the funding, using the multi-year general operating support grants for the required matching dollars. The Colorado Children's Campaign became one of 10 statewide organizations in the country to receive a \$100,000 grant.

As the Ford Foundation's other statewide grantees learned about the collaborative process in Denver, they wanted to learn more in order to replicate the process as a way to better educate their local foundations on the importance of their advocacy role on behalf of children. Bass and Holguín were invited to speak about the collaborative process in other states and at a national gathering of foundations. Just when other funders around the country were contemplating forming their own collaboratives, the September 11, 2001 terrorist attacks on our country sidelined the efforts.

The economic downturn across the country meant that much of the momentum the Campaign had gained in providing for the well-being of Colorado's children was in jeopardy. As the primary advocate for children in the state, the Colorado Children's Campaign played a leading role in developing guiding principles for maintaining a core safety net for children as funds were cut from the state budget. Suddenly the Campaign had to have fiscal expertise to provide direction on the state's budget. By adding a fiscal analyst to the staff, the Campaign

was able to more readily analyze each budget proposal's impact on children and offer strategies for making cuts without eliminating critical services.

Because the Colorado Children's Campaign was strong and staffed appropriately as a result of the strategic planning process and general operating support, it was able to protect public funding streams to ensure as many children as possible had access to quality education, received health care, and could attend supportive youth programs.

"We were able to turn on a dime during that state budget collapse because of the flexibility that the grants allowed us," said O'Brien.

During the implementation phase of the Campaign's strategic plan, the Campaign was able to submit only one year-end report to all the funders. The funders' collaborative continued to meet twice annually for updates from O'Brien and to receive briefings on policy issues that could affect other programs funded by the foundations in the collaborative. The Campaign was able to show how effectively it was implementing the strategic plan, in part, by becoming a valued resource to members of the collaborative.

Commented O'Brien, "Our reports to the funders were energizing. Having everyone together to see the results and talk about them as a group was so much more valuable than having them read and process them alone. This way, they keyed off each other's observations and everyone came away with a clear understanding of what we were accomplishing."

The Results

"The Colorado Children's Campaign got tremendous value out of the collaborative process and having all the excellent minds at the table to help them think through their capacity-building strategies."

—Susan Steele, Executive Director,
Temple Hoyne Buell Foundation

By December 2003, the Colorado Children's Campaign had demonstrated the difference an advocacy organization can make when it is well-funded and well-staffed. Stronger internal capabilities and expertise on staff allowed the organization to expand its influence in key public policy issues. In the midst of a budget crisis, the Campaign had ensured children's issues were on the state agenda and given priority in the state budget.

Because of the unrestricted grants provided by the funders' collaborative, the Campaign was able to leverage the general operating support to secure additional grants—including seven from national foundations—all directed toward strengthening the voice for children in Colorado.

"We could finally live up to our name," said O'Brien. "We were campaigning, not just reacting."

Said Steele, "The Colorado Children's Campaign got tremendous value out of the collaborative process and having all the excellent minds at the table to help them think through their capacity-building strategies." She explained, "This type of funding requires a more in-depth understanding of an organization's financial situation, its board, its structure, and its mission."

Benefits of collaborative funding

- Helps the organization(s)
- Helps the funders
- More effective planning
- More open communication
- Work toward same objectives
- No overlap in project funding
- Learning process for building organizational capacity

Certainly, the Colorado Children's Campaign could have survived without the support of the funders' collaborative and without having addressed its underlying problems of organizational capacity and infrastructure. Yet the organization would not have had the capacity to respond to the threat of massive state budget cuts to children's programs that resulted from the downturn in the economy. As a result, Colorado would have had deep cuts in child care, preschool, prevention programs, and health care for children. It would not have the statewide high school reform project because the Campaign could not have handled the requirements of being the fiscal agent for a new multi-year Bill & Melinda Gates Foundation grant. Finally, the Campaign would not have the national presence it has now gained, or the ability to attract national funders.

For the funders' collaborative, much more was accomplished beyond the revitalization of the Colorado Children's Campaign. Each member came away with a better understanding of what it takes to build the capacity of an advocacy organization.

"The Buell Foundation had not been proactive in strategic planning or building the infrastructures of its grantee organizations," said Steele. "It was a huge advantage to see an organization go through it. Now I can appreciate how much time, effort, and funding is required to make it work."

Furthermore, the members of the collaborative gained a better understanding of the importance of general operating support for organizations that need to be entrepreneurial and flexible in their work. Unrestricted funding keeps organizations from having to develop specific projects to capture the interest of funders. In fact, general operating support grants are no different than program grants, as both must clearly state what outcomes will be achieved, and then move forward with a plan to achieve them.

Most importantly, the funders in the collaborative received hands-on experience in how engaged grantmaking really works. Their relationship with the Colorado Children's Campaign took on a more direct, deliberate, and accountable role than the traditional grantor-grantee relationship. Before asking for a proposal, they first took the time to help the organization plan how to become an effective, sustainable organization, and then they invested in the plan. The key component to the funders' form of engaged grantmaking was a shared commitment—to the needs of the community, to their own foundations, and to the collaborative process.

"What came about was a real open exchange of ideas with no hidden agenda in the conversations," said O'Brien. "We were able to have very collegial conversations about pertinent issues without 'the ask' lurking in the background. The funders in the collaborative now use the Campaign as a resource on children's issues, and it's no longer just about a grant."

In all, the funders' collaborative has led to better grantmaking for everyone involved. By recognizing the importance of children's advocacy in Colorado, the funders learned the value and efficiency of convening in order to learn, to define goals, to fund creatively, and to work together to build an organization's capacity to address a critical need.

Conclusion

The funders' collaborative that Chambers Family Fund and Rose Community Foundation helped catalyze was not part of either organization's strategy to support an issue or benefit the community. Rather, it started spontaneously in response to a specific organizational need with broad implications for the vital function that the Colorado Children's Campaign performs for the state's children. It evolved thanks to a constellation of factors, including a pre-existing level of trust among funders, collaborative leadership skills, funder flexibility, and a willingness of the funders and grantee alike to take risks together.

Because of a convergence of factors—the strong economy, a climate of networking among foundations, and the determination of two credible champions—the funders' collaborative formed. Now, in 2004, after experiencing resounding success in revitalizing the Colorado Children's Campaign, the funders are actively looking for new opportunities that can benefit from their collaboration.

"We all recognize that we have more impact as a group than we do individually," says Bass.

The Early Care and Education (ECE) Funders Group—a continuation of the funders' collaborative—meets regularly to discuss issues and share information. Early in 2004, the ECE Funders Group worked collaboratively to help sustain Educare Colorado, an organization that has developed a rating system for early childhood care and education providers.

"We have built total trust among the funders in Denver," remarks Holguín. "The funders not only represent their foundations, but they now represent the collaborative. That's amazing!"

Through a process that spanned more than three years, the collaborative of Colorado funders helped to not only restore an ailing organization, but created a partnership by utilizing each members' strengths in order to address an urgent issue in the community. Ultimately, the community is the true beneficiary of the Colorado foundations' experience as a funders' collaborative.

CREATING ORGANIZATIONAL CHANGE

Introduction

“The Colorado Children’s Campaign has been an effective voice for children for nearly 20 years. We’ve worked together on important issues including charter schools, the Child Health Plan, child-abuse prevention, children’s health, and youth development, and I look forward to our continued work to improve the lives of Colorado’s children.”

— Governor Bill Owens

The Colorado Children’s Campaign is unique among children’s advocacy organizations in the state. Since 1985, the Campaign has provided a nonpartisan, objective, data-driven voice in the legislative process on issues affecting the needs of children. In the 1990s, the Campaign was influential in creating statewide policy and programs for underserved or at-risk youth—including a child health care plan, preschool program, youth crime prevention program, and public charter schools.

As the 21st century unfolded, the Colorado Children’s Campaign had become a victim of its own success: The growth in attention to children’s issues, policy initiatives, media coverage, and youth advocacy swamped the Colorado Children’s Campaign with requests for information and participation. The Campaign lacked the organizational structure needed to operate in this new environment.

Compounding these pressures, the Campaign’s role as the state’s foremost advocate for children made it the organization that the public and the

media turned to following the Columbine High School shootings. Once the Campaign emerged from pouring time and resources into responding to the tragedy, many foundations’ grant deadlines had passed or budgets were spent. As a result, the Colorado Children’s Campaign was facing a drastic reduction in funding.

Recognizing these dire circumstances, a group of local and statewide charitable foundations stepped in and provided the Colorado Children’s Campaign with general operating support over a three-year timeframe (2001–2003), along with resources to undertake an organizational assessment and strategic planning process. The funders included:

- Adolph Coors Foundation
- Anschutz Family Foundation
- Anthem Blue Cross/Blue Shield Foundation
- Chambers Family Fund
- The Colorado Trust
- Daniels Fund
- The Denver Foundation
- Donnell-Kay Foundation
- The Piton Foundation
- Rose Community Foundation
- Temple Hoyne Buell Foundation

The assessment and strategic planning process provided the Colorado Children’s Campaign with a set of goals to implement as a way to revise its organizational structure and provide a stronger, more active voice for Colorado’s children.

Creating Organizational Change shares the Colorado Children’s Campaign’s transformation over the three years from struggling and understaffed to a highly effective, take-charge organization as a result of the foundations’ timely investments.

Internal Capacity Building amid Challenging External Forces

Then – Now

External Forces

- From the strongest economy in 2001 to the worst economy since the 1980 recession
- From the largest state budget in 2001 (\$7 billion) to \$1.4 billion in cuts since 2001
- From building programs and services for children to downsizing or cutting services

Internal Capacity

- From 6 staff averaging 2.5 years experience to 13 staff averaging more than 8.5 years of experience
- From 2 to 7 national foundation grants
- From 7 to 11 counties active in the It's About Kids grassroots network
- From one major publication per year to an average of 13 publications per year
- From special projects within focus areas to major systems change initiatives across focus areas

“When the state had money, we were in a building mode. Now that there’s no money, we’re in a strengthening mode. By putting our advocacy and communications expertise into action, we are poised for a turn-around in the economy. When the economy does come around, our children will be in higher quality, more accountable programs.”

—Barbara O’Brien, President,
Colorado Children’s Campaign

The timeframe in which the general operating support occurred gives particular significance to the importance of the unrestricted grants from the funders’ collaborative to the Colorado Children’s Campaign, and to the extraordinary progress the organization achieved despite grim external forces.

Just months into the Campaign’s three-year funding period, the September 11th terrorist attacks on our country sparked a serious downturn in the economy. Much of the momentum gained in providing for the well-being of children in Colorado was in jeopardy. Yet even during a time of fiscal crisis, the Colorado Children’s Campaign was able to leverage its general operating support to build a foundation for the future.

How Does an Organization Create Change?

The growing influence of the Colorado Children’s Campaign as a result of the general operating support allows it to shape or set the state’s agenda for children.

Influence was gained from becoming:

- Respected
- Trusted
- Broadly supported
- Courageous

The Colorado Children’s Campaign’s influence gives it the ability to have an impact in:

- Changing policy
- Changing attitudes
- Starting new efforts and initiatives

By focusing on building internal capacity, and putting its strengthened advocacy and communications expertise into action, the Campaign was able to hold the line on—and even help pass additional funding for—important policies and services to make a difference in the lives of children.

When before, the Colorado Children’s Campaign lacked the staff and expertise to adapt quickly to unexpected changes in the public policy environment, now it is able to provide leadership and generate information that focuses the public’s attention on and helps policy leaders solve pressing children’s issues. Investment in the Colorado Children’s Campaign infrastructure is now paying tangible dividends.

Striving to Achieve Its Goals

“Now the Colorado Children’s Campaign feels like a vibrant organization; we have a more stable and experienced staff, and we can see a year out for our planning, fundraising, and staffing needs.”

—Van Schoales, Vice President of Education Initiatives, Colorado Children’s Campaign

In 2000, funding from Rose Community Foundation allowed the Colorado Children’s Campaign to engage in an organizational assessment and strategic planning process. From this process, the Campaign developed a set of internal capacity-building goals, as well as goals to accomplish in its four policy focus areas.

The infrastructure and policy-area goals would be accomplished by:

- Developing new technology and communications strategies;
- Strengthening the expertise of the staff; and
- Developing initiatives with the flexibility to quickly respond to, and create opportunities for, making positive differences in the lives of children.

Then...

While the Campaign was accomplishing a great deal on behalf of Colorado’s children, the effort was burning out the staff. The staffing, structure, and setting of the Colorado Children’s Campaign in 2000 were barriers to the organization’s work. Cramped office space and inadequate furniture meant some staff worked in the hallway on a table propped up by cinder blocks.

Technologically, the office was nearly inoperable. The lack of adequate phone or computer systems—or staff expertise to run them—resulted in frequent system failures and having to recreate lost work. Staff had to pull the president out of meetings to retrieve a contact name from her personal address book. Consecutive days would go by without e-mail access.

The president, Barbara O’Brien, was the lead person on all efforts the Campaign was involved in, as well as fundraising and administrative responsibilities. Support staff were mostly recent college graduates with passion, but little training or experience. Stretched thin with the need to both run the office and advocate for children’s issues, O’Brien was unable to build the coalitions necessary for creating systemic changes in policies for children. Much of the Colorado Children’s Campaign’s work at this time was reactive and self-initiated, rather than proactive and coalition-based.

Now...

Thirteen staff members and several contractors make up the Colorado Children’s Campaign team, all bringing expertise to their work. The staff’s skills and advocating abilities allow the Campaign to address a broad number of children’s issues, and to be a key and influential player in framing public policy.

In 2002, the Colorado Children’s Campaign moved into new office space—more than double its old space—at a very favorable lease rate. Updated business equipment, including new computers and software, dramatically improved internal efficiencies.

O’Brien, now a highly visible and influential policy leader, shares the internal and external work with two accomplished vice presidents and several department directors with specific expertise—all of whom represent the Campaign in both statewide and national initiatives.

Because of the general operating support, in three years the Colorado Children’s Campaign has transformed itself. Progress was achieved by adhering to the goals established in the strategic plan. The Campaign is now looking ahead to its 20-year anniversary in 2005 and the opportunity the celebration will allow for the Campaign to tell its story and cultivate new donors and partners.

Infrastructure Goals: Create a More Experienced, Committed Staff

“Throughout the 1990s, Barbara O’Brien was the Campaign. Now the Campaign has a legion of influential staff members that add to our credibility.”

—Bruce Atchison, Vice President of Policy and Programs, Colorado Children’s Campaign

Shortly following the strategic planning process, the Colorado Children’s Campaign hired a vice president of operations with a strong background in office and systems management. In addition to upgrading the Campaign’s internal systems and taking on financial and management responsibilities, the vice president of operations allowed the president to focus more broadly on children’s issues. The president was now able to build stronger relationships with advocacy and youth-serving organizations and to pursue new fundraising opportunities.

One significant funding opportunity the Campaign was able to pursue shortly after receiving the general operating support was with the Bill & Melinda Gates Foundation’s Small Schools Initiative. In 2001, after an intensive proposal process, the Campaign secured an \$8 million, five-year grant to implement the Colorado Small Schools Initiative. The funding allowed the Campaign to hire a K-12 education expert—a staff need identified in the strategic plan.

The Colorado Children’s Campaign added a communications director to the staff in 2001 to better inform the public about the Campaign’s efforts and areas of expertise. In the past, the Campaign generated extensive media attention only following the release of its annual *KidsCount Report* on indicators of child well-being in the state. Now, the Campaign sustains a high level of media attention throughout the year.

The addition of the communications director gave the Colorado Children’s Campaign the capacity to apply for and receive a national grant from the Communications Media

Consortium to combine public awareness efforts with three other states in the Early Childhood Collaborative. The social marketing expertise the Campaign gained from this collaborative led to additional funding and partnering opportunities.

Eventually, the Campaign had experts in three of its four focus areas: early childhood care and education, K-12 education, and child health—as well as expertise in communications, advocacy, data analysis, and finance.

The Campaign added a fiscal analyst with expertise in the state budget process to the staff in 2003. This expertise has been a tremendous benefit to the Campaign’s ability to evaluate the implications of policies and proposals on the state’s budget. Other organizations and policy leaders are now turning to the Colorado Children’s Campaign for analysis around costs and impacts of prospective projects to benefit children. In this capacity, the Campaign has helped move discussions on the Taxpayer’s Bill of Rights (TABOR) Amendment’s impact on funding children’s issues to center stage. The fiscal analyst is preparing a five-year funding history on all state-funded children’s programs—from child care licensing to juvenile diversion programs—to help both the Campaign and other children’s advocacy organizations better understand the funding history of specific programs.

The Campaign’s professional development opportunities provided training to staff on internal systems, including database and other computer software. Job-specific staff development opportunities helped to improve the capabilities of the *KidsCount Report* coordinator, and enabled various staff members to take part in advanced advocacy training in Washington D.C. The employee benefits package was also enhanced to better retain skilled employees.

With the formation of a strong staff of qualified individuals, the Colorado Children’s Campaign was able to take on new responsibilities within its four focus areas, to attract new funding opportunities, and to provide leadership on children’s issues in a changing political environment.

The Colorado Children’s Campaign’s Growing Influence

As a result of three-year general operating support, the Colorado Children’s Campaign’s influence grew in numerous areas.

INFLUENCE 1999 2003

Respected

	1999	2003
Expertise	X	X
Analysis		X
Relationships		X
Independence	X	X
Values	X	X

Trusted

	1999	2003
Analysis		X
Bi-partisan	X	X
Open		X
Objective		X

Broadly Supported

	1999	2003
Local Funders		X
Other Orgs.		X
Citizens	X	X
Local Leaders		X
National Funders		X

Courageous

	1999	2003
Persistence	X	X

The Campaign's remaining challenge is to continue to maintain quality administrative staff and focus-area expertise as general operating support diminishes. The Colorado Children's Campaign has begun to trim its staff, yet is also planning ahead for upcoming project-based staffing needs. Nevertheless, as a result of its three-year focus on infrastructure and staff development, the Campaign is now capable of adapting to change and is continuing to implement new internal and external initiatives.

Strengthen Internal and External Communications

"We are now able to tell our story more vividly, make complicated issues more accessible, and activate more grassroots support."

—Honey Niehaus,
Vice President of Operations, 2001-2003,
Colorado Children's Campaign

Adding key staff members to the organization compounded the need for stronger internal and external communications. Internal communications were enhanced by instituting bimonthly staff meetings and by having knowledgeable staff on site to allow better cross-fertilization of information. A fully networked computer system also added to the staff's ability to broadcast updates.

For an organization that "lives by its relationships," communicating with its various audiences is essential. To improve its external communications, staff was trained on database software that enabled the Campaign to have access to contact information segmented by target audience.

Such technological improvements have taken the Campaign's work to a new level. For example, the weekly legislative alerts sent by the director of public affairs to the Campaign's It's About Kids grassroots network used to take hours; now they take minutes.

It's About Kids promotes the Colorado Children's Campaign's agenda across the state. According to Erin Silver, director of public affairs at the Campaign, "We couldn't pass anything at the legislature without the grassroots support the network provides us. It's our foundation."

By strengthening systems to more easily activate the It's About Kids network, the Colorado Children's Campaign is more effective in alerting people across the state to call or meet with their local legislators, hold candidate forums or community meetings, meet with newspaper editors, work with the Campaign to craft the legislative agenda for children's issues, and keep children's issues at the forefront in their communities.

The Campaign's added staff expertise has also allowed it to facilitate advocacy and media workshops in It's About Kids communities, as well as provide technical assistance and county data on child health indicators for local forums.

Grassroots Advocates Secure Children's Dental Coverage

It's About Kids is a grassroots network of citizens in communities across Colorado that provides input to the statewide children's agenda and supports the advocacy efforts of the Colorado Children's Campaign. The general operating support provided to the Campaign allows it to convene a steering committee of It's About Kids members each year to share information on pressing children's issues.

In 2002, a network member and businessman from the Western Slope voiced concern about the lack of dental insurance for low-income children. This member had been contacted by a school principal to ask if he could help a young boy with an abscessed tooth that came to school in agony each day, but whose parents did not have the resources to help their son. The businessman's experience trying to find help for the boy convinced him that lack of dental health insurance for indigent children was a pressing need.

As the Colorado Children's Campaign made inquiries into the issue, it joined forces with Anthem Blue Cross/Blue Shield and the Colorado Department of Public Health and Environment to start a commission to study the dental health needs of children. The Campaign used its expertise to pass a bill to start a coalition that would study the issue and make recommendations to the legislature.

A large rally was held at the capitol in support of providing dental health coverage to low-income children. The Campaign's communications director constructed a six-foot-long toothbrush and invited children at the rally to hold it. Media across the state ran photos of the children with their mammoth-sized toothbrush. Shortly after, a bill was passed to add dental benefits to the Child Health Plan.

Upgrade Financial Operations

“It took the general operating support to fund the sophisticated staff who knew how to recognize the problems and pursue cost-effective and workable solutions”

—Honey Niehaus,
Vice President of Operations, 2001–2003,
Colorado Children’s Campaign

The new vice president of operations brought the accounting system in-house, giving the Campaign the capacity to manage large national grants, along with their financial reporting requirements. Without this significant internal upgrade, the Campaign would not have been poised to manage the Bill & Melinda Gates Foundation grant, or other subsequent national grants.

Staff aligned the budget with the goals of the strategic plan, allowing the Campaign to generate year-to-date reports on its various projects. The project-based budget improved decision-making and allowed the staff to be both more flexible and more accountable.

Strengthen the Board of Directors

The Board of Directors of the Colorado Children’s Campaign has grown in both membership and effectiveness. Before the strategic planning process and the general operating support, board members received very little training or communications to support them in their roles.

With the addition of the vice president of operations to the staff in June 2001, the board received a higher level of interaction. New members were briefed, informational sessions on campaign focus areas were added to each meeting, and the members were supported in helping the Campaign’s efforts.

Following a three-month process to investigate how other boards operate, the Board of Directors adopted the John

Carver model of leadership. The model places the board at an organizational policy level. In this way, the board members developed guiding principles for the Campaign’s four issue areas, giving staff parameters for their work and the ability to move quickly on issues.

The Board of Directors aligned itself with the goals of the strategic plan, adding new members with expertise in focus areas, in fundraising, and in diverse communities. The board’s president, the CEO of Kaiser Permanente, provided support for the Child Health area of the strategic plan by persuading his company to fund a child health expert on staff for three years.

Diversify Sources of Funding

“In the past, most of our funding was project-oriented and didn’t support the administrative side and overall mission of our organization. Now we are able to multi-task on a number of issues and effect system change.”

— Barbara O’Brien, President,
Colorado Children’s Campaign

The general operating support funding provided by the funders’ collaborative has helped leverage additional funding in a number of areas. Not only has the higher level of credibility and influence within the Colorado Children’s Campaign led to more national foundation funding, but internal systems improvements have refined contacts with individual donors, better supported the Board of Directors, and improved fundraising events.

Support for the Colorado Children’s Campaign from local foundations has continued to be strong. However, economic circumstances have meant some recent decreases in foundation income. At the start of the strategic planning process, the campaign achieved a substantial increase in income from foundations, with revenue growing from

less than \$300,000 in 2000, to nearly \$700,000 in 2001. By 2003, that figure fell back to about \$550,000. The drop was due in large part to dramatic decreases in overall foundation giving as a result of poor economic conditions.

Significantly, the Colorado Children's Campaign has decreased its dependence on foundations and worked diligently to diversify sources of income. In 2000, foundation income accounted for 54% of total income. For 2003, that figure was 47%.

One key objective of the strategic plan was to improve access to national grants. Before 2001, the Annie E. Casey Foundation was the sole funder of the Colorado Children's Campaign's annual *KidsCount! Report*. Now, the publication receives support from four additional foundations. Other national funders, including the Ford Foundation, SAMHSA, the Kauffman Foundation, and the Robert Wood Johnson Foundation, have partnered with the Colorado Children's Campaign in initiatives within its different focus areas.

Board member participation in fundraising has improved substantially since 2000. At that time, Board contributions accounted for about \$2,000 per year. In 2003, the Board unanimously elected to undertake a major fundraising effort centered on the campaign's 20th Anniversary. At the time of that decision, 100% of Board members made a personal financial commitment to the program, resulting in more than \$12,000 in pledges. This marks a significant change in the Board's understanding of its role in fundraising and its commitment to playing a role in securing resources for the campaign.

As part of the Board's commitment to fundraising, considerable effort has been made to improve the individual donor solicitation program. Historically, contributions from individuals have been a relatively small part of total income. A sophisticated new database system has been put into place and a database

administrator has been hired to facilitate individual donor solicitation, tracking, and acknowledgement. A special "major gifts" committee, chaired by a Board member and staffed by volunteers, has been established and one-on-one meetings with donors have become a major focus of the President.

The Colorado Children's Campaign has also started an endowment and successfully raised money to secure a \$50,000 match from Chambers Family Fund. At the end of 2003, the endowment was valued at more than \$335,000. Building the endowment will be the primary focus of the organization's 20th Anniversary Celebration. A larger endowment will help the Colorado Children's Campaign weather economic downturns and, by decreasing dependence on project-based funding, will improve the organization's ability to respond quickly to unforeseen changes in the political environment.

The campaign's Circle of Friends, a volunteer fundraising guild, has grown in membership and in the average number of hours provided. The group organizes two annual fundraising events, and has bolstered its efforts to meet the priorities and the timeline of the strategic plan. Its efforts led to a 60-percent increase in the Annual Luncheon profits and a 48-percent increase in proceeds from the Colorado Shopping Card project.

Securing corporate donations has remained a challenge for the Colorado Children's Campaign. While the Kaiser Permanente grant, which funded a Child Health expert for three years, was a tremendous boost for the campaign, it was the only major corporate donation received in the three-year period. The 20th Anniversary Celebration will give board members the opportunity to re-establish ties to the corporate community.

Along with efforts to improve fundraising, the Colorado Children's Campaign has carefully reviewed its cost structure and made efforts to trim expenses. Costs have not grown as quickly as revenue. While

revenue in 2003 was 53 percent greater than 2000, expenses were just 48 percent higher. At the end of 2003, a full review of staff needs was conducted, and some reductions in staff were made. Two positions were eliminated and two full-time positions were transitioned to half-time positions. There were also no pay increases for staff in 2004.

Moving forward, the Colorado Children's Campaign will continue to focus its efforts on diversifying sources of funding, building stability through increasing the endowment, and carefully managing expenses.

Focus Area Goals Early Childhood Care and Education

“The relationships that the Colorado Children's Campaign has formed with legislators and grassroots organizations have proven to be indispensable. Thanks to the efforts of the Colorado Children's Campaign and Educare Colorado, 4,800 children annually will receive better quality early education, and 1,000 more children will enter the Colorado Preschool Program.”

—National Association of
Child Advocates, 2002

When the vice president of policy and programs began working for the Colorado Children's Campaign in 1999, his role fluctuated between receptionist, fundraiser, policymaker, manager, and Early Childhood specialist. The general operating support gave the Campaign the ability to create new staff positions, and to support staff members in effectively doing their work. As a result, the vice president of policy and programs was able to dedicate his efforts to the policy work at the Campaign and to take the lead in the Campaign's Early Childhood Care and Education focus area.

Before, work in early childhood care and education had been predominately project-focused; now the Campaign has been able to

focus on the state's early childhood care and education system. The Campaign began working actively with the Early Childhood Education Commission, created School Readiness Indicators through a national initiative, mapped early childhood education across the state, helped to write the *Blueprint for an Early Childhood Care and Education System*, produced a report on the economic impact of the child care industry in Colorado, and increased public awareness on early brain development through the Better Baby Care Project.

The Campaign's diligent efforts in the early childhood arena have helped elevate the issue across the state. Several foundations in Colorado have made early childhood care and education a priority, the media has intensified its coverage of the industry, and the public has become better informed on the need for quality care and education of young children.

The Campaign's growing credibility in this focus area is helping open doors to exciting new opportunities. For example, its involvement representing Colorado as one of 17 states in the national School Readiness Indicators project required meeting with national- and state-level agencies and organizations to gather input, identify indicators, and present the findings to stakeholders. The national exposure has resulted in Columbia University's selection of Colorado as one of three states to take part in a 15-month research effort to audit the state's political climate, needs, and next steps regarding implementation of School Readiness Indicators.

The challenge the Campaign faces in its early childhood care and education focus area is how to increase the number of children who can take advantage of the services. While the Colorado Children's Campaign continues to advocate for improvements to early childhood programs, too many children eligible for programs are unable to be served. The economic downturn, along with the political climate, has led to state cuts in funding for program slots.

Increases in the Colorado Children's Campaign's Impact, 1999–2003

Through its expanded influence, the Colorado Children's Campaign has greatly broadened its impact in each of its four focus areas.

IMPACT	1999	2000	2001	2002	2003
Change Policy					
Early Childhood Education	X	X	X	X	X
Child Health			X	X	X
K-12 Education		X		X	X
Youth Development			X	X	X
Change Attitudes					
Early Childhood Education			X	X	X
Child Health			X	X	X
K-12 Education			X	X	X
Youth Development			X	X	
Start New Efforts					
Early Childhood Education		X	X	X	X
Child Health				X	X
K-12 Education			X	X	X
Youth Development					

Advocacy Expands Learning Opportunities for Children

In the fall of 2001, Educare Colorado asked the Colorado Children's Campaign to help find the matching state dollars required to draw down \$2 million available in federal Child Care and Development Block Grants. The Campaign and Educare then worked together to develop a school readiness bill that would address declining test scores for elementary school children in distressed communities—a growing concern among Colorado's educators and policy leaders—with the resulting funding.

House Bill 02-1297 would create a public/private partnership allowing Educare to provide the \$2 million in matching state funds. The resulting \$4 million would be used to create high-quality early childhood education in areas with low-performing schools. The Colorado Department of Human Services would administer allocation of the funds. Child educators and care providers from Consolidated Child Care Pilot Program

communities would be eligible to apply. The pilot program, established in 1997 by the Colorado Children's Campaign, provides high-quality early learning experiences in 17 low-income communities and works to reduce barriers to providing quality care.

The Colorado Children's Campaign began searching for legislative champions to support the bill. It enlisted a member of the Kids' Caucus to guide the legislation in its journey through an increasingly conservative legislature. Although the dollars were not state funds, the bill faced opposition from policymakers who believed that the care of young children was solely a family responsibility. The Colorado Children's Campaign armed the Kids' Caucus with data that showed at-risk 3- to 5-year-old participants in the Colorado Preschool Program had higher 3rd-grade test scores than their peers.

The Campaign activated its 5,000-member It's About Kids network of citizen advocates across the state to stage community forums and to call policymakers to encourage their support of the proposal. Policymakers were bombarded with phone calls from their constituents—so much so that they asked the Colorado Children's Campaign to put the word out to its network that they would support the legislation and to please stop calling!

Because of the Colorado Children's Campaign efforts, HB 02-1297 was passed in its original form. The funds provide school readiness pilot programs in 467 preschool and child care classrooms serving more than 5,700 children annually. In this same year, the Colorado Children's Campaign efforts increased enrollment of the Colorado Preschool Program by 1,000.

Building Partnerships to Create Systemic Change for Children

Partnerships with both funding and advocacy organizations multiplied from 1999 to 2003 in each area of the Colorado Children's Campaign's work.

Colorado Children's Campaign Partners				
Early Childhood Education	Child Health	K-12 Education	Youth Development	It's About Kids
<p>Child Care Commission Colorado Statewide Parent Coalition Consolidated Child Care Pilots Early Childhood State Systems Team Educare Colorado Junior League Channel 9</p> <p>Better Baby Care Partners: National 0-3 Voices For America's Children Routt County La Plata County Mesa County El Paso County Fremont County</p> <p>Colorado Early Childhood Summit Partners: Colorado Parent-Teachers Association Colorado Child Care Association Colorado Office of Resource and Referral Agencies Colorado Family Resource Network Colorado Head Start Association Colorado Association for the Education of Young Children Colorado Division of Early Childhood Colorado Association of Quality School-Aged Programs Colorado Association of Family Child Care Colorado Early Childhood Professional Coalition</p> <p>School Readiness Indicators Task Force: Colorado Department of Public Health & Environment Colorado Department of Human Services Colorado Department of Education Center for Human Investment Policy</p>	<p>American Academy of Pediatrics Catholic Charities The Children's Hospital Citizens for a Healthier Colorado Coalition for Medically Underserved Colorado Association of Commerce & Industry Colorado Children's Immunization Coalition Colorado Community Health Network Colorado Consumer Health Initiative Colorado Department of Public Health & Environment Colorado Minority Health Forum Colorado Tobacco Education & Prevention Association The Colorado Public Health Association Covering Kids and Families Latin American Research and Service Agency Mental Health Association of Colorado</p> <p>Project BLOOM Partners: HARAMBE Colorado Arapahoe/Aurora counties El Paso County Fremont County Mesa County Colorado Chapter, Federation of Families for Children's Mental Health University of Colorado Health Sciences Center</p>	<p>Bell Policy Center Big Picture Company Brown University Education Lab College Summit Colorado League of Charter Schools Community College System of Colorado Cristo Rey Network Daniels Fund Expeditionary Learning Outward Bound Ford Foundation Bill & Melinda Gates Foundation Metro Organizations for People Pitkin Foundation Public Education & Business Coalition Small Schools Workshop of Chicago Stapleton Foundation Statewide Task Force on School Readiness Indicators</p>	<p>Tony Gramsas Grantees (44) including: The Spot Summer Scholars United Way of Weld County – Promises for Children Urban Peak</p>	<p>It's About Kids Communities: Chaffee County El Paso County Fremont County Garfield/Pitkin counties La Plata County Mesa County Montrose County Prowers/Baca counties Pueblo County Routt County San Luis Valley</p>

K-12 Education

“The advocacy and program development work of Colorado Small Schools Initiative and the Colorado Children’s Campaign has begun to bear fruit with increasing interest from school districts, state education associations, community organizations, and local governments.”

—Van Schoales, Vice President of Education Initiatives, Colorado Children’s Campaign

The Colorado Children’s Campaign added a staff member with K-12 education expertise to its team in 2001. When the new vice president of education initiatives began attending coalition meetings of education associations, members were surprised by his presence, believing that the Campaign was only an early childhood education and child health advocacy organization.

Today, because of the strengthened capacity resulting from the multi-year general operating support, the Campaign is an influential player at the education policy table. It has established an impressive track record of changing K-12 education policy, including Amendment 23 to fund public schools at the rate of inflation, plus 1 percent, and Opportunity Grants to give low-income students from low-performing schools other options for their education (now under court review).

The vice president of education initiatives also directs the Colorado Small Schools Initiative. Thanks to the initiative’s efforts, 1,500 high school students are learning in smaller classes and are better supported to pursue higher education. The Colorado Small Schools Initiative has transplanted successful, innovative school models, such as expeditionary learning and the Jesuit Cristo Rey’s models, to Colorado.

Housing the Bill & Melinda Gates Foundation’s Colorado Small Schools Initiative within the Colorado Children’s Campaign has created synergy that has resulted in various research projects, which have had an impact on policy. For example, the Campaign’s report, *Changing the Context for Colorado’s Charter Movement*, released in June 2003, has been instrumental in restructuring the way the Colorado Department of Education funds charter schools, making it possible for Denver charter schools to secure more federal funding.

The Gates grant has also helped leverage an additional \$20 million in foundation support for small schools in Colorado, and promoted partnerships with a number of statewide and national education organizations.

The Campaign’s efforts in K-12 education have earned it awards from College Summit for its work on improving college access for low-income students, and from the El Pomar Foundation for leadership on creating small schools in Colorado.

Despite the tremendous accomplishments made within the K-12 education focus area, the Gate’s Small Schools Initiative grant has been a double-edged sword for the Colorado Children’s Campaign. While it has helped the Campaign build credibility among the education community, it has also given several funders the impression that the Campaign is sufficiently funded in this area.

Colorado Children’s Campaign Warns State on High Drop-out Rate

The Colorado Children’s Campaign conducts extensive research on issues affecting children and young people to help move policy issues forward. As part of its focus on K-12 education, the Campaign’s researchers found that Colorado is among the worst states in the country for ensuring that low-income students go on to college.

The Campaign compiled its data into the report, *A Call for High School Reform*, released in March 2003. Along with the report’s release, the Campaign partnered with Daniels Fund, a local charitable foundation, in hosting a summit for 30 stakeholders examining low-income students’ access to higher education.

Together, the summit and the report promoted discussions with the Colorado Commission on Higher Education, the Governor’s Blue Ribbon Panel on Education, local foundations, and other stakeholders. The efforts have led to a bill pending in the legislature to establish a commission to investigate the issue and provide policy recommendations.

Child Health

"The Child Health Plan has been so important for me and my family as my daughter has battled cancer. It's a comfort for me to know that even in tough times, the program is there for her."

—Sheila Ryan, Parent

Following the Campaign's strategic planning process, a major corporate donor, Kaiser Permanente, stepped up to fund the plan's three-year child health goals, allowing the Colorado Children's Campaign to add a child health specialist to its staff. The specialist connected with several coalitions and began to partner with other groups advocating for children's health needs. One of the first

outcomes of the Campaign's broader presence was an invitation to join the executive committee of the Robert Wood Johnson's Connecting with Families Initiative.

The child health specialist also expanded the Campaign's focus on child health to include mental health, dental health, and mothers' prenatal health. Tapping the Campaign's strengthened advocacy and mass communication skills, and coordinating its expanded child health coalition, the Campaign was able to add dental benefits to the Child Health Plan in 2001. Prenatal care benefits were added in 2002.

In 2003, massive cuts were made in the state's budget. When the Joint Budget Committee recommended eliminating the

Moving Children's Mental Health to Center Stage

Health coverage for children of indigent families has always been a focus of the Colorado Children's Campaign. In 1991, the Campaign joined with the Academy of Pediatrics to develop the Child Health Plan for uninsured Colorado children. Since then, the plan has served a total of 100,287 Colorado children.

Over the past three years, the Colorado Children's Campaign has risen to a new level of strategic ability in the child health arena that has opened the door to new advocacy opportunities. Multi-year general operating support from several local foundations, augmented with funding from Kaiser Permanente, a nonprofit healthcare organization, has allowed the Colorado

Children's Campaign to greatly expand its agenda for child health.

In 2001, the Campaign added a child health specialist to its staff. The specialist's investigation into children's mental health issues resulted in a partnership with the Annie E. Casey Foundation to create indicators for child mental health.

The Campaign's research into child mental health indicators, together with its communications expertise, led to its involvement in Project BLOOM. Funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), Project BLOOM is a five-year project to raise awareness of mental health issues in young

children. The Campaign's involvement in a four-state initiative on Early Childhood Advocacy using social marketing techniques dovetailed with the requirements in moving Project BLOOM's awareness campaign forward.

As a result of Colorado Children's Campaign attention to child mental health, awareness has increased statewide on the importance of early brain development and its relation to early childhood mental health. The Campaign's enhanced strategic capabilities resulting from implementing its three-year strategic plan enabled it to integrate its focus areas to move child mental health opportunities forward.

Child Health Plan Plus, the Colorado Children's Campaign worked with a coalition of organizations to protect all its components. Organizations within the coalition took on different assignments, and the Colorado Children's Campaign was responsible for protecting the Child Health Plan's operating budget. Other partners were charged with saving the dental and prenatal benefits.

The Campaign activated its network of grassroots advocates to show strong support for the program and used its data expertise to prove the program's cost benefits. Incredibly, while the state cut \$800 million from its budget, the Child Health Plan received an additional \$3 million. Dental benefits were also saved, but the prenatal benefits were lost.

Because the Colorado Children's Campaign was strong and staffed appropriately, it was able to protect budgets to ensure as many children as possible received health care—even in Colorado's budget crisis.

The remaining challenges within the Campaign's child health focus area are sustaining its level of influence and protecting programs as Kaiser Permanente's support ends. The flexible funding provided to the Campaign, unattached to a specific project, has allowed it to build dynamic relationships with corporate and advocacy partners and to hold the line for children's health in a fiscal emergency.

Youth Development

"The Colorado Children's Campaign is a tireless advocate for children in Colorado, and its work to save programs, including the youth violence programs, has made a real difference in the lives of kids statewide. The Campaign is the most trusted source of information on children's issues for organizations and policymakers in Colorado."

—Colorado Attorney
General Ken Salazar

General operating support from the funders' collaborative gave the Colorado Children's Campaign the flexibility to respond to the state's budget crisis and to advocate through its well-coordinated grassroots network using credible, research-proven messages. Refinements in its capabilities helped the Campaign play an influential role in reinstating a significant portion of the Tony Grampas Youth Services Program's \$9.2 million annual funding for prevention programs for youth after it was eliminated from the state budget in 2002.

Following the program's elimination, the Campaign organized a statewide grassroots effort to raise awareness of the need for the prevention programs, focusing on tangible examples of the programs' effectiveness. Data was collected and packaged for citizens and organizations to use in making their case. The advocacy activities successfully persuaded the governor to restore \$4 million to the fund in his 2003 budget.

Not content with this partial victory, the Colorado Children's Campaign worked to preserve the program as a line item in the state's budget for future support when excess funds remain after tobacco settlement allocations.

Time and energy dedicated to the Campaign's It's About Kids statewide network of children's advocates paid enormous dividends in this effort. Being able to call on some 5,000 citizens across Colorado to persuade their local leaders to support the program was a key component in reinstating nearly half of the funding during a time of economic decline.

Advocacy Activities Save Prevention Services for Youth

The Colorado Children's Campaign was instrumental in creating the Youth Crime Prevention and Intervention program in 1994 that, by 2002, was renamed the Tony Grampas Youth Services (TGYS) program and provided close to \$10 million annually for prevention programs for youth statewide. When the economic downturn caused a last-minute elimination of the program's funding from the state budget in 2002, the Colorado Children's Campaign made its reinstatement a top priority.

The Campaign created a research, public awareness, and advocacy work plan that began with a survey of the 2001 grant recipients. Detailed phone interviews with organization directors yielded anecdotes and data on the effects of budget cuts on programs and the youth they served. The

Colorado Children's Campaign was able to show the cost benefits of the TGYS funds: The average \$108.57 spent on prevention per child would pay just a fraction of the cost of foster care for an abused child, time in a detention center for a delinquent youth, or welfare costs for a teen mother.

The Campaign recruited former grantees to dedicate one week during an eight-month period to coordinate communication activities that would educate elected officials, the media, and the community about the value of the programs and the need to restore funding. The Campaign compiled a tool kit of ideas for each organization with sample press releases, advocacy tips for calling and writing local officials, talking points for community meetings, and flyers for distribution in the community.

The Campaign also assembled and distributed briefing packets for 149 state legislative candidates, polled candidates on children's issues and published the results on its Web site and through the media, and conducted a pledge drive to gather signatures on paper-doll-shaped cards that were displayed at the State Capitol.

The Campaign's efforts to organize thousands of child advocates around a common cause paid off. The governor restored \$4 million to TGYS using federal flexible dollars, indicating that TGYS is considered a priority even during the state's fiscal crisis. These funds allowed 70 organizations to receive grants ranging from \$5,000 to \$100,000.

Conclusion

“I used to think that money spent on internal systems would take away from our mission. Now I realize that it expands our ability to work on our mission.”

—Barbara O’Brien, President,
Colorado Children’s Campaign

General operating support provided by the funders’ collaborative over the past three years has allowed the Colorado Children’s Campaign to demonstrate the difference it can make when it is stable and well staffed, and when its work aligns with its mission. Without the generous support of the Colorado foundations that provided the multi-year funding, the Campaign would have been much less effective and would have missed many opportunities to have an impact on the well-being of Colorado’s children.

To remain strong into the future, the Colorado Children’s Campaign will continue to diversify its sources of funding by:

- Working to sustain general operating support from Colorado foundations;
- Pursuing program support from national foundations;
- Expanding its Circle of Friends fundraising guild;
- Supporting the board and volunteers in increasing the Campaign’s endowment through the Campaign’s 20th anniversary celebration; and
- Further developing corporate support.

Because of the successes over the last three years, the Campaign has a powerful story to share about leading efforts to make meaningful changes for children—even in a time of financial crisis. The strategic plan gave the Campaign a road map that it followed, even while the policy environment and state budget changed dramatically. The Campaign has made permanent improvements to its infrastructure and organization that will continue to serve it well into the future.

Legislative Gains and Losses: 2001–2003

The Colorado Children's Campaign has had many more policy gains than losses during the past three years.

IMPACT:	GAINS	LOSSES
Early Childhood Education	100 Rules & Regulations waived	
	School Readiness Pilot	
	Scholarships through tax credits	
	Tax credits for providers	Quality tax check off
	Standards-Building Blocks	3 ballot initiatives
	Legislated credentials	
	1,000 full-day Kindergarten slots	1,000 full-day Kindergarten slots
	3,000 Colorado Preschool Program slots	2,000 Colorado Preschool Program slots
	Prevented elimination of state licensing	
	Benchmarks	
Child Health	Child Health Plan (CHP) – 5,000 children	
	Child Health Plan <i>Plus</i> (CHP+) dental benefits	
	CHP+ prenatal benefits	CHP+ prenatal benefits
	Immunization registry	Immunization funding
		Mental health funding
		Provider reimbursement rates
K-12 Education	Tobacco Coalition Initiative	
	Amendment 23	
	Opportunity Grants (under court review)	
	Textbooks	Textbooks
	3% gain in overall funding for K-12	
	Capital construction	
	6 small high schools	
College drop-out data		
Youth Development	\$1 million increase	\$10 million loss
	\$4 million reinstated	
		Drop-out prevention funding
		Mentoring funding

<p>System Status 1999</p>	<p>System Status 2003</p>
<p>Early childhood work split between President and Vice President/Early Childhood Specialist.</p> <p>Early childhood not a high priority in new administration; Children's Cabinet disbanded.</p> <p>No state body to provide oversight of early childhood at the State level.</p> <p>No coordination of the Consolidated Child Care Pilots.</p> <p>No cross-disciplinary collaborations between early childhood, child health, mental health, and family support.</p> <p>Early Childhood not on radar screen in local communities.</p> <p>School readiness not defined or supported.</p> <p>Colorado Child Care Assistance Program (CCAP) dollars and eligibility at all time high and Colorado Preschool Program slots increasing.</p>	<p>Full time Early Childhood Coordinator working with Vice President.</p> <p>Denver leadership, Consolidated Child Care Pilots, It's About Kids, foundation leadership, and the Colorado Early Childhood Summit have stepped up to fill the void of the previous Governor's Office of First Impressions.</p> <p>Colorado Children's Campaign established the Child Care Commission and co-chaired a sub-committee to create the "Blueprint for an Early Childhood System." Currently working to re-authorize the Commission to become the "Early Childhood and School Readiness Commission" and make policy recommendations based on the Blueprint and School Readiness Indicators.</p> <p>The Campaign worked with State departments to allocate funding for a full time Pilot Coordinator. Local Pilot Coordinators meet monthly and hold two state conferences per year. Adopted the Blueprint to guide their work and the Campaign provides data, advocacy, and media trainings. The Campaign works with Pilot communities to serve as a liaison to state work.</p> <p>Early Childhood State Systems Team meets monthly representing Colorado Departments of Human Services, Education, and Public Health and Environment, along with the Campaign, Educare, and the ECE Summit. Task Forces from across disciplines are creating a strategic plan for the development of a comprehensive approach to early childhood services. The Campaign co-chairs the Policy Task Force of the Early Childhood State Systems Team.</p> <p>Three local ballot initiatives taken place specific to funding early childhood care and education (one in Steamboat Springs and two in Denver). Held Denver Mayor's candidate forum focused on early childhood, held 13 community forums on Mapping Early Childhood Care and Education in Colorado, and six statewide community forums on school readiness indicators. Project BLOOM in four communities focusing on early childhood mental health. The Campaign is one of six advocacy agencies across the states to secure Better Baby Care project funding, now in five communities. The Campaign distributed videos on early brain development, thousands of brochures, and held briefings on early childhood with local opinion leaders.</p> <p>The Campaign is one of 17 states to secure national funding to develop a set of School Readiness Indicators, published in May 2004. Indicators are now part of the Consolidated Child Care Pilots' work and the Commission will focus on school readiness policies. The Campaign established HB-1297, school readiness legislation, which created a public/private partnership allowing Educare to contribute a match to the state and, in turn, the state pulled an additional \$2 million down from the federal Child Care Development Block Grant. The result has been improving quality in 147 early childhood settings that feed low-performing and unsatisfactory schools. To date, HB-1297 has impacted 5,700 primarily low-income children. The Campaign received national publicity on success of HB-1297.</p> <p>Due to state and local budget cuts, CCAP eligibility reduced in many counties, putting thousands of families back on welfare (TANF) or out of work. Colorado Preschool Program slots cut from 11,050 down to 9,050. The Campaign has saved additional budget cuts in '02 and '03 in early childhood programs.</p>

THEN AND NOW: K-12 EDUCATION

System Status 1999		System Status 2003
<p>No Colorado Children's Campaign efforts to do policy analysis of K-12 reform efforts.</p> <p>State policy favors suburban charter schools. Few state resources available for charter schools for low-income students.</p> <p>CSAP and school report cards just being implemented. No new resources for schools dealing with low CSAP scores.</p> <p>Decreasing funding for K-12 relative to other states.</p> <p>Few to non-existent efforts to improve secondary schools.</p> <p>No grants or projects focused on improving K-12 education.</p> <p>Little capacity at the Campaign to manage or partner with new efforts to improve school reform in Colorado.</p>		<p>Implement successful legislative agenda focused on funding, choice, and accountability with series of policy reports on school reform in Colorado covering charter schools, high schools, and No Child Left Behind. Current bills pending include alternative chartering authority, a state-wide high school commission, and work on efforts to improve current school accountability system.</p> <p>Twelve new small high schools open as of August 2004 with Denver School of Science and Technology opening in new facility for 2004-05 school year—most with attention to serving disadvantaged urban students. The Campaign is working with the Colorado League of Charters to further improve the quality and level of options for low-income families.</p> <p>Partnerships between the Campaign and Public Education & Business Coalition, Bell Policy Center, Colorado League of Charter Schools, Stapleton Foundation, Daniels Fund, and others on a wide variety of school reform efforts. The Campaign is regular source of expertise on education issues in the news and contributor to articles in various periodicals (Colorado and nationally).</p> <p>K-12 funding increased and protected with Amendment 23 and on-going efforts to propose solutions to current state fiscal crisis with modifications to state revenue policies.</p> <p>The Campaign's Small Schools Initiative provides business, professional development, and organizational support to more than 20 small schools throughout the state.</p> <p>The Campaign secures \$8 million grant from Bill & Melinda Gates Foundation, with other grants from The Colorado Trust, Daniels Fund, and others. The Campaign helped secure more than \$20 million in additional funding to support innovative schools for low-income students.</p> <p>Provide leadership on recent efforts to increase success and access to higher education for low-income students with Bell, Colorado Commission on Higher Education, and Daniels Fund. Community organizing for low-income families for school improvement in partnership with Metro Organizations for People.</p>

THEN AND NOW: CHILD HEALTH

System Status 1999	System Status 2003
<p>Barbara O'Brien handles all child health issues.</p> <p>Child Health Plan <i>Plus</i> (CHP+) considered successful.</p> <p>35,000 kids enrolled in CHP+</p> <p>No dental benefits in CHP+</p> <p>No prenatal benefits in CHP+</p> <p>Strong legislative opposition to funding immunizations for low-income children. Bills to improve immunization system defeated.</p> <p>No policy or budget attention to children's mental health.</p> <p>Strong coalition forms to ensure that Tobacco Master Settlement, worth \$100 million/year to Colorado, is used to expand health care to low-income children and adults.</p>	<p>Kaiser Permanente funds child health expert for 3 years to expand Colorado Children's Campaign's child health agenda and develop links to business community.</p> <p>Robert Wood Johnson de-funds Covering Kids project. The Campaign, Colorado Community Health Network, and Catholic Charities form Executive Committee to re-apply. Committee successful and enrollment of low-income children accelerates.</p> <p>53,000 kids enrolled in CHP+ (at enrollment cap)</p> <p>Dental benefits added to CHP+</p> <p>Prenatal care added to CHP+</p> <p>Registry for immunization records of children on Medicaid created.</p> <p>Infant Immunization Fund eliminated in budget cut.</p> <p>CDC ranks Colorado last of 50 states for immunization rate of 2-year-olds.</p> <p>\$500K in Federal Emergency Funds to Colorado Department of Public Health and Environment immunization program for media campaign and data research on pockets of need.</p> <p>The Campaign is invited to be one of four state organizations to develop indicators of children's mental health by Annie E. Casey Foundation.</p> <p>The Campaign helps secure Project BLOOM, a federal grant for Colorado to educate parents and service providers about mental health issues for very young, high-risk children.</p> <p>After two years, health coalition wins battle for Tobacco Settlement. Kids' health, nurse home visiting, tobacco prevention, and literacy programs receive 80% of Tobacco Settlement funding.</p> <p>Tobacco Settlement agreement eliminated in budget cut, but the Campaign and coalition save funding for CHP+.</p> <p>Tobacco Settlement coalition expands and begins developing ballot initiative to increase taxes on tobacco in order to fund health care. The Campaign's President asked to co-chair ballot initiative. Al Yates, former president of Colorado State University, also agrees to co-chair. If successful, will generate \$155 million/year for health care.</p>

THEN AND NOW: YOUTH DEVELOPMENT

System Status 1999	System Status 2003
<p>After 5 years of work, youth development and prevention programs gained support in Legislature.</p> <p>Youth Crime Prevention and Intervention program funding reaches about 50,000 children and youth each year.</p> <p>Youth Crime Prevention and Intervention program funded at \$7 million/year.</p> <p>Colorado Children's Campaign warns TGYS grantees that they need to become advocates for the Fund, but training of TGYS network slow to take hold, in part because TGYS had never had a budget cut since its inception.</p>	<p>Division of Prevention created in Colorado Department of Public Health & Environment.</p> <p>YCPI renamed for the late Tony Grampas, a former state legislator.</p> <ul style="list-style-type: none"> • Tony Grampas Youth Services (TGYS) fund became coordinating entity for a number of federal grant programs and the Children's Trust Fund. • TGYS reached 89,000 kids. <p>TGYS eliminated in first round of budget cuts.</p> <p>The Campaign designs 18-month strategy for reversing the budget cut and restoring \$4 million to TGYS line item in state budget.</p> <ul style="list-style-type: none"> • 44 grantees implement advocacy plan • Strategy of inserting TGYS into races for legislature gives TGYS broad support in next budget-setting process. <p>Governor reverses budget cut and restores one-time funding of \$4.6 million for 2003, the only line item to be restored.</p> <p>Through special maneuver, the Campaign ensures survival of TGYS even if budget cuts continue. The Campaign has arranged for FY'04-'05 funding at current level.</p>

THEN AND NOW: FISCAL ANALYSIS

System Status 1999	System Status 2003
<p>No fiscal analysis capability at Colorado Children's Campaign.</p> <p>The Campaign persuades legislature to put new funds (from strong economy) into children's programs.</p> <p>TABOR impact on local school district funding is beginning to be felt. Colorado slides to 38th lowest of 50 states for per-pupil funding.</p> <p>Cary Kennedy and Julie Phillips established the Colorado Education Network to address public education funding.</p>	<p>The Campaign seen as key to compromise on Amendment 23 and Taxpayer's Bill of Rights (TABOR) Amendment because of role in passing A23 in 2000.</p> <p>The Campaign advises Joint Budget Committee on how to make cuts without cutting children from programs.</p> <ul style="list-style-type: none"> • The Campaign develops guiding principles for budget cuts in order to protect core safety net for kids. <p>Cary Kennedy loaned from Educare Colorado to work full time on Amendment 23 issues during downturn in economy.</p> <ul style="list-style-type: none"> • Kennedy becomes a permanent member of the Campaign staff after 6 months. • Her expertise enables the Campaign to develop new financing mechanisms for children's programs within the constraints of the TABOR Amendment. <p>The Campaign takes a leadership role in working to change the TABOR Amendment to protect funding for children's services, including participating in the development of initiative proposals and presenting data on TABOR's impact to more than 50 organizations around the state.</p> <p>The Campaign develops a Children's Budget to track funding in more than 50 children's programs and provide policy makers with benchmark data for use when economy rebounds.</p> <p>The Campaign serves on State Treasurer Coffman's Advisory Committee in reforming TABOR/Amendment 23/Gallagher Amendment.</p> <p>The Campaign launches media campaign calling TABOR the leading children's issues.</p> <p>Using polling showing stronger public support for A23 than for TABOR, the Campaign and A23 coalition successfully pressure state leaders to search for balanced fiscal reform.</p> <p>As of March 1, \$160 million in budget cuts will have to be made to the 2004-05 state budget. The Campaign is leading a legislative effort to modify the application of K-12 mill levies under TABOR that could save the state as much as \$50-\$100 million to defray these cuts. Stay tuned...</p>

Colorado Children's Campaign Budget, 1999-2003

Profit & Loss

	Jan - Dec 99	Jan - Dec 00	Jan - Dec 01	Jan - Dec 02	Jan - Dec 03
Ordinary Income/Expense					
Income					
Foundations	287,380.00	695,331.01	624,626.96	708,266.00	546,609.90
Corporations	112,815.16	385,465.00	91,057.09	65,950.00	147,485.45
Government & Ed Institutions	21,198.00	11,219.00	9,736.00	2,975.00	101,961.68
Individuals	69,351.25	161,449.75	315,951.93	213,384.61	134,553.40
Board	2,000.00	2,000.00			
Organizations	17,439.45	5,860.00	5,555.50	11,000.00	
Educational Institutions 4,900.00	2,750.00	72.75			
Project Management Reimbursement	—	—	—	—	163,557.89
Earned Income					
Sale of Publications, Kid Pens	10,212.50	24,530.24	6,008.26	11,005.17	5,280.14
Total 470 – Earned Income	10,212.50	24,530.24	6,008.26	11,005.17	5,280.14
Misc Income					
Interest	7,746.37	10,583.10	23,759.28	58,818.89	18,773.75
Other	2,319.31	825.34	21.93	167.74	1,050.09
CCC Endowment Fund	0.00	—	4,280.00		
Endowment Interest Earned	0.00	0.00	0.00	1,120.39	2,316.51
Endowment Realized & Unrealized	0.00	0.00	0.00	(1,376.83)	19,881.57
Total Misc Income	10,065.68	11,408.44	28,061.21	58,730.19	42,021.92
Total Income	535,362.04	1,300,013.44	1,081,069.70	1,071,310.97	1,141,470.38
Expense					
Salaries, Benefits and Taxes					
Salaries	286,515.32	313,592.81	472,643.60	569,970.03	610,982.74
Health, Life & Disability	6,036.94	7,608.61	11,501.27	30,692.56	36,166.35
Cafe Plan Expense	795.00	599.83	430.00	—	—
Payroll Taxes	21,963.06	23,771.11	35,456.18	44,266.08	46,106.31
Workers Comp	968.00	940.00	1,681.00	2,243.00	4,021.50
Pension Plan Expense	2,401.88	2,636.34	2,860.46	5,165.06	6,861.45
Total Salaries, Benefits and Taxes	318,680.20	349,148.70	524,572.51	652,336.73	704,138.35
Consultants/Contract/Clerical					
Consultants	33,320.19	50,318.24	75,421.00	69,720.09	148,878.84
Clerical					14,866.32
Total Consultants/Contract/Clerical	33,320.19	50,318.24	75,421.00	69,720.09	163,745.16
Office Expenses					
Rent	20,490.88	17,436.60	22,911.66	36,931.03	60,178.15
Telephone & Communications	7,941.95	11,271.00	11,112.92	14,534.47	17,454.70
Meeting & Luncheon Expenses	9,587.83	6,277.18	10,148.55	9,224.82	13,614.97
Staff Development	705.25	442.65	2,132.83	3,288.07	2,356.04
Office Supplies	7,627.13	4,698.89	11,248.65	13,054.92	16,498.78
Postage/Courier	6,876.54	16,521.19	9,736.84	8,079.30	9,261.54

	Jan - Dec 99	Jan - Dec 00	Jan - Dec 01	Jan - Dec 02	Jan - Dec 03
Membership, Dues & Subscriptions	4,978.27	3,996.50	6,200.46	7,701.90	8,116.29
Photocopying	11.80	115.88	—	1,025.54	382.5
Computer Software & Supplies	3,983.63	1,612.82	6,582.16	4,907.54	6,751.63
Website Development	0.00	8,118.34	940.00	—	—
Equipment Leasing	6,561.91	5,261.15	6,737.02	7,178.18	4,598.26
Equipment Depreciation	24,144.00	24,000.00	6,000.00	16,616.00	18,011.00
Repairs & Maintenance	0.00	—	—	—	3,003.44
Accounting Services	3,631.36	2,275.50	1,620.00	—	—
Payroll Expenses	—	—	—	1,677.92	1,953.47
Clerical Assistance	33,078.50	5,774.15	891.13	—	—
Employee Parking	6,172.00	9,588.25	15,612.80	17,407.05	20,267.65
Other Office Expenses	6,410.62	6,886.79	5,413.85	8,196.63	255.06
Total Office Expenses	142,201.67	124,276.89	117,288.87	149,823.37	182,703.54
Other Expense:					
Travel	8,279.94	8,679.64	13,714.76	26,283.14	34,802.68
Public Outreach and Awareness	15,676.00	375,768.29	14,285.00	—	—
Printing & Graphics	43,959.20	47,473.96	47,151.99	42,694.19	39,675.78
Bank Charges	2,804.46	2,889.19	2,142.42	1,740.10	2,058.07
Prop, Casualty & Liabilities Ins	2,878.00	412.00	6,372.00	4,286.00	4,374.50
Audit Expenses	5,000.00	4,600.00	4,975.00	6,819.60	6,000.00
Legal Fees	0.00	4,790.25	—	500.00	1,123.25
Interest	541.28	500.08	—	—	—
Special Events	15,954.85	21,538.39	27,412.62	18,242.25	25,104.74
Speaker/Honorariums	1,620.00	6,000.00	—	—	—
Other	13,204.08	22,505.17	2,409.83	6,600.38	6,803.47
Total Other Expenses	109,917.81	495,156.97	118,463.62	107,165.66	119,942.49
Total Expense	604,119.87	1,018,900.80	835,746.00	979,045.85	1,170,529.54
Net Ordinary Income	-68,757.83	281,112.64	245,323.70	92,265.12	-29,059.16
Other Income/Expense					
Other Expense					
Grants Made	171,647.00	0.00	—	186,500.00	5,500.00
Endowment Administration Fees	—	—	185.06	550.51	1,643.90
Project Management Expenses	0	—	—	—	—
Total Other Expense	171,647.00	0.00	185.06	187,050.51	7,143.90
Net Other Income	-171,647.00	0.00	-185.06	-187,050.51	-7,143.90
Net Income	-240,404.83	281,112.64	245,138.64	-94,785.39	-36,203.06

