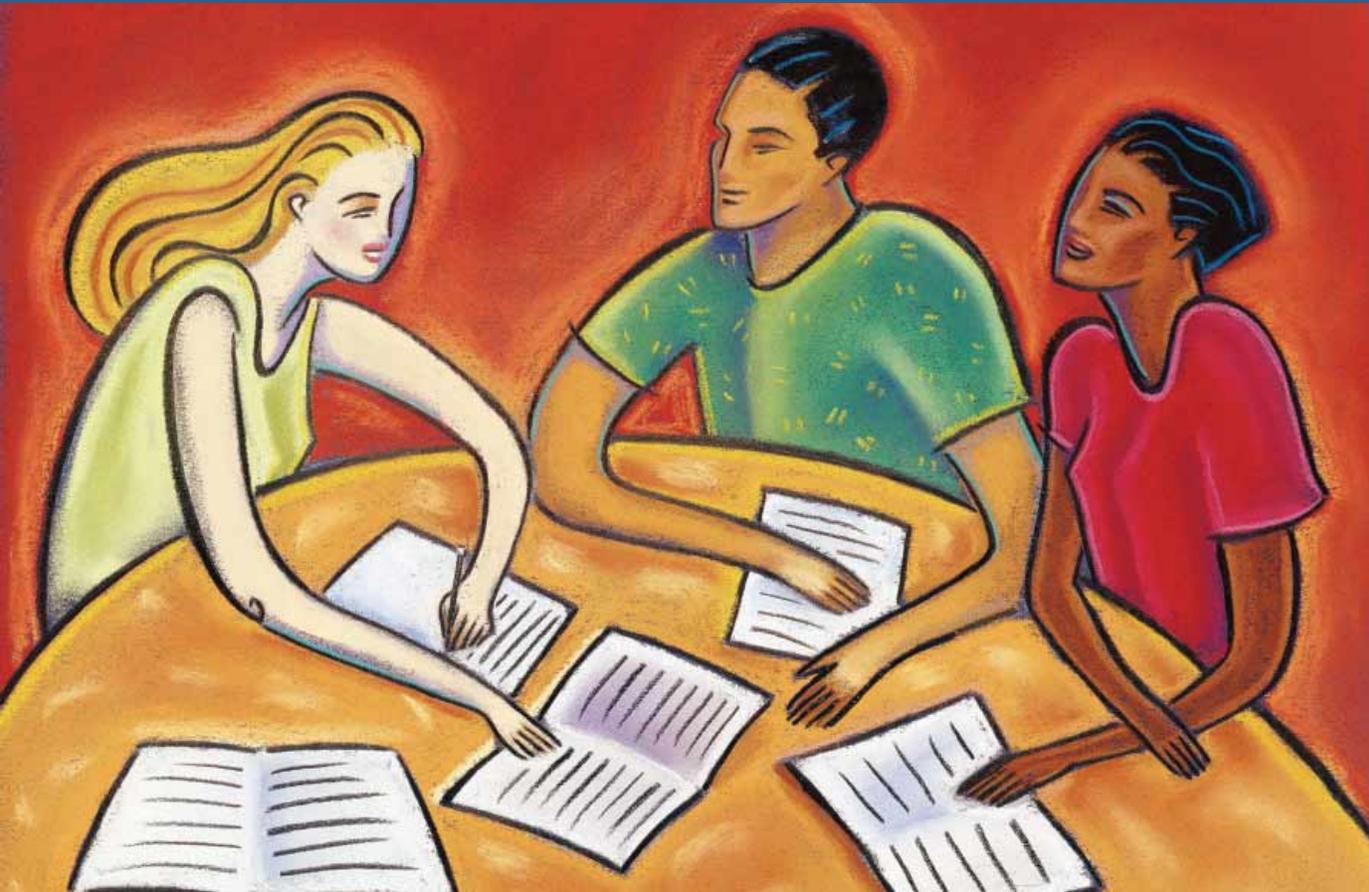


Finding Resources to Support Mentoring Programs and Services for Youth



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Foreword

Today's youth face new and often complex challenges and opportunities in their lives. Several social influences, including high rates of family mobility, a lack of social networks in neighborhoods, and larger and more diverse school settings, have changed the landscape of family and community life. As a result, communities nationwide are embracing efforts to promote the healthy growth and development of youth by providing them with the supports and experiences necessary to successfully transition to adulthood. Pressure to raise student achievement, the need for safe and enriching environments for youth during out-of-school time, a focus on building the skills and competencies of young people, and an emphasis on preventing risky behaviors have all fueled the demand for quality youth programs. In many communities, however, leaders are challenged to find and coordinate adequate funding and access resources to enhance the capacity of youth programs.

For youth programs to succeed, policymakers, program leaders, and intermediary organizations need resources and strategies to support quality programs over time. *Finding Resources to Support Mentoring Programs and Services for Youth* is an important addition to The Finance Project's body of resources on financing and sustaining supports and services for children, youth, and families. This brief outlines three strategies to finance and sustain mentoring programs and services for youth and illustrates these options through state and community examples.

- **Strategy 1: Building Partnerships with Businesses and Foundations.** This strategy outlines how youth mentoring programs can use partnerships with businesses and foundations to implement, expand, and sustain their organization.
- **Strategy 2: Conducting Community Fundraising to Generate Revenue.** This strategy describes how community fundraising can be used to raise revenue to support and sustain youth mentoring programs.
- **Strategy 3: Maximizing Public Revenue.** This strategy describes how tapping federal, state, and local revenue can contribute to a diversified portfolio for mentoring programs.

This publication is part of a series of products focused on tools, strategies, and resources for supporting and sustaining effective youth programs and policies. Each product presents options and strategies for financing and sustaining, or effectively governing and managing, youth programs and initiatives. Each product also illustrates these options with examples drawn from initiatives across the nation and highlights relevant considerations to assist leaders who are weighing the alternatives. This scope of work also includes an online clearinghouse of information and resources for supporting and sustaining youth programs and policies. It is our intention that this series of products and the clearinghouse, in addition to The Finance Project's extensive collection of resources on financing and sustaining promising initiatives for children, youth, and families, will provide useful information to policymakers, program and community leaders, and others concerned with supporting vital youth programs.



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Introduction

Young people in today's society are experiencing more transient lifestyles, greater anonymity in their neighborhoods, increased media exposure, and increased pressures to attain higher education, placing new and challenging demands on them to acquire a skill set that is conducive to living a healthy, productive life in a highly competitive environment. These and other challenges have fueled a demand for quality, long-term youth mentoring programs (see Types of Mentoring Programs on page 5)¹. Currently, more than 4,000 youth mentoring organizations nationwide connect youth to supportive, caring individuals who help provide guidance and stability to youth as they face adolescence². Youth mentoring can be a singular focus of a program or serve as one focus of an organization. Although youth mentoring programs certainly are not cure-all solutions to the challenges youth face in today's communities, they can be an important complement to other quality social services programs. Youth in quality, long-term mentoring relationships experience a reduction in negative behavior and an increase in healthy social and emotional development. Consequently, these youth are more likely to have positive relationships with their parents and teachers, receive more emotional support from their peers, have greater self-worth, and have higher school attendance³.

Despite the heightened demand and the apparent benefits of quality, long-term mentoring programs, only 2.5 million of the 17.6 million⁴ youth in special need of mentors have one⁵. Program leaders' inability to secure adequate funding to sustain these services is one primary contributor to this gap. Furthermore, even though federal funding for youth programs has increased during the past five years, federal funds alone cannot sustain quality programs⁶, which can be relatively expensive for certain organizations. The cost of running a youth mentoring program, coupled with budget shortfalls in many states⁷, has made it increasingly difficult for program leaders to access sufficient resources. Based on a survey of 1,000 mentoring organizations, more than half (53.8 percent) of the programs surveyed are concerned they will have to shrink in size or end their operations because of a lack of funding⁸.

¹ Rhodes, J. E., Roffman, J., & Grossman, J. B. (2002). "The Rhetoric and Reality of Youth Mentoring". *New Directions for Youth Development: Theory, Practice, and Research: A Critical View of Youth Mentoring*. San Francisco: Jossey-Bass.

² David L. DuBois, Bruce E. Holloway, Jeffrey C. Valentine, and Harris Cooper, "Effectiveness of Mentoring Programs for Youth: A Meta-Analytic Review," *American Journal of Community Psychology* (2002), http://findarticles.com/p/articles/mi_go2669/is_200204/ai_n6884302.

³ Jean Rhodes, Jean Grossman, and Nancy Resch, "Agents of Change: Pathways Through Which Mentoring Relationships Influence Adolescents Academic Adjustments". *Child Development*, Volume 71, Number 6 (2000), <http://crcw.princeton.edu/jgrossman/agents%20of%20change.pdf>.

⁴ For the methodology used to arrive at this number, see http://www.mentoring.org/mentors/about_mentoring/statistics_and_research/.

⁵ Mentor: "About Us," http://www.mentoring.org/about_mentor/.

⁶ Although federal funding has increased during the past five years, President George W. Bush's FY 2009 budget proposes to cut mentoring funding in half by eliminating the Department of Education's Mentoring Grants.

⁷ Iris Lav and Elizabeth McNichol, 29 States Faced Total Budget Shortfall of at Least \$48 Billion in 2009 (Washington, D.C. Center on Budget and Policy Priorities, 2009), <http://www.cbpp.org/1-15-08sfp.htm>.

⁸ Mentor: "Fact Sheet," http://www.mentoring.org/take_action/advocate_for_mentoring/funding_for_mentoring_fact_sheet/.

This brief, *Finding Resources to Support Mentoring Programs and Services for Youth*, highlights three strategies that leaders and stakeholders can use to address these concerns: building partnerships with businesses and foundations, conducting community fundraising to generate revenue, and maximizing public revenue. Although each strategy is described separately, the strategies can be combined to improve the funding options for mentoring programs.

In addition, this brief highlights different public and private resources that can support mentoring initiatives. In particular, it provides information on 25 federal funding sources that can be used to finance and sustain these programs. This brief also profiles selected mentoring programs that have successfully implemented the recommended funding strategies.

Types of Mentoring Programs*

Mentoring is typically defined as a “sustained relationship between a young person and an adult in which the adult provides the young person with support, guidance, and assistance.”** However, mentoring can assume many forms and fulfill a variety of objectives.

- **Traditional One-to-One Mentoring.** One-to-one mentoring places one adult in a relationship with one youth.
- **Group Mentoring.** Group mentoring involves one adult mentor forming a relationship with a small group of young people.
- **Team Mentoring.** Team mentoring involves several adults working with small groups of young people.
- **Peer Mentoring.** Peer mentoring involves a caring youth working with another young person.
- **E-mentoring (also known as online mentoring or telementoring).** E-mentoring connects one adult with one youth on the Internet or by phone. During the summer months, e-mentoring can serve as a bridge for mentors and mentees who were in a traditional one-to-one mentoring relationship during the school year.

Notes: * See <http://www.iowamentoring.org/body.cfm?id=99>.

** See <http://www.familyworks.org.nz/Site/Regions/Southland/buddy.aspx>.



Strategy I: Building Partnerships with Businesses and Foundations

Partnering with businesses and foundations is one approach youth mentoring programs can pursue to implement, expand, and sustain their organization (see *Who Are Potential Business and Foundation Partners?* on page 7). Partnerships can help attract both cash and in-kind contributions, leverage additional funding, provide access to technical expertise, and raise the visibility of a youth mentoring program. Lastly, partnerships can also raise awareness of youth mentoring initiatives.

To engage private organizations (e.g., businesses and foundations), youth mentoring programs should highlight the benefits that could result from a partnership. By joining forces with a credible youth mentoring organization, businesses can create a sense of goodwill and community investment that can help attract and retain good employees, foster a strong brand identity, and positively contribute to the future workforce. For example, through their partnership, businesses can help foster future employees by affording young people early access to internships and employment opportunities. In addition, businesses are eligible to receive tax benefits for all contributions of cash and in-kind resources to nonprofit community entities such as youth mentoring programs.

Like private businesses, foundations also provide funding and other supports to nonprofit organizations. If program leaders can clearly demonstrate how their mission and activities align with foundation priorities and can develop convincing grant proposals, they will find foundations to be strong, supportive partners.



Who Are Potential Business and Foundation Partners?

Different business partners can bring significant resources to mentoring programs and can include large corporations as well as local grocery stores and retail shops.

- **Large national corporations.** Large national corporations with branch offices (e.g., banks and insurance companies) are likely to have corporate foundations that give to programs in the communities where the corporation operates.
- **Local store managers of large, national retailers.** Local store managers of large, national retailers that have stores and outlets in the community frequently have the discretion to make contributions of cash, goods, and services to programs and organizations that their employees and customers value.
- **Local businesses of all sizes.** Local businesses of all sizes are a good source of in-kind donations to support program activities and community fundraising efforts.

Like businesses, a variety of foundation partners can support mentoring programs.

- **Independent foundations.** The endowment of these private grant-making organizations generally is derived from a single source. Several independent foundations are family foundations, with funds coming from a single family. Family members typically serve on the board of trustees or in leadership roles. Independent foundations often define specific areas of interest in which they focus their giving and may limit their awards to a specific geographic region or area.
- **Corporate foundations.** The endowment and annual contributions of these private grant-making organizations come from a profit-making corporation. Their giving tends to be in fields related to corporate activities and interests and in communities where they operate.
- **Community foundations.** These grant-making organizations serve as foundation co-ops. Many donors pool their trust funds into a single entity and gain economies of scale from shared staff and management. Community foundations generally limit their giving to their community. They can support a wide array of activities or focus their investments in specific program areas. Community foundations are now the fastest-growing form of foundations in the United States.
- **United Way.** Many communities have a United Way branch. United Ways are nonprofit organizations that conduct annual fundraising campaigns and distribute grants to support local programs and organizations. Each local United Way sets its own program priorities and selects organizations working in areas that reflect those priorities.



Types of Resources Business and Foundation Partners Provide

Business and foundation leaders can provide valuable financial and in-kind resources to youth mentoring programs, including grants and goods and services.

Foundation Grant-Making. Many mentoring programs receive foundation grants to support programming, activities and events, equipment and supplies, professional development, and program evaluation (see *Winning the Grant* on page 9). Foundation grants are usually time-limited—providing funding for only one, two, or three years—and they can rarely be used to cover ongoing operating expenses. However, some foundations with grant-making initiatives focused specifically on mentoring establish a stronger partnership with mentoring organizations by helping them raise additional funds, recruit volunteers, and convene stakeholders to raise awareness of the importance of mentoring. Foundations can also provide various types of training and technical assistance that improve the capacity of mentoring organizations (see *Partnering to Provide Mentoring to Youth in Foster Care* below).

Partnering to Provide Mentoring to Youth in Foster Care

The Child Welfare League of America (CWLA), the nation's oldest and largest member-based child welfare organization, in partnership with FosterClub, a national nonprofit organization committed to giving young people a voice, has secured funding from the New York Life Foundation to launch *Fostering Healthy Connections*. The three-year initiative is a peer mentoring program in which former foster youth mentor children currently in the foster care system. This initiative seeks to support eight CWLA member agencies in developing or enhancing peer mentoring programs. The peer mentoring programs aim to prepare current and former foster youth to develop healthy connections in order to improve their educational and behavioral outcomes and to strengthen their interpersonal relationships.

CWLA acts in an intermediary grant-maker role and assists member agencies by providing funding, training, consultation, and technical assistance on program sustainability, resource development, and fundraising. The organization, in consultation with project partners, FosterClub, and Father Maloney's Boys' Haven mentor program, provides sites with mentor and mentee training as well as youth-friendly online resources, tools, and materials to ensure success across selected sites. For more information, see <http://www.cwla.org/programs/fostercare/peermentoring.htm>.

Winning the Grant

To increase the chances that a funding request will be granted and help avoid common grant-writing pitfalls, program leaders can follow several tips to strengthen their grant applications.

- ✓ **Do the research.** Not all funders will be a good fit. Program leaders should do additional research to narrow the focus of the grant and identify other funding opportunities that are best suited to their mentoring program. Also, program leaders should understand the difference between restricted and unrestricted funds and be prepared to follow reporting requirements.
- ✓ **Review proposal requirements and follow directions.** Program leaders should pay close attention to application deadlines; directions for submitting the proposal (e.g., hard copy or electronic copy and the number of copies); any requested supplemental information; guidelines regarding letters of commitment or support; and all formatting requirements.
- ✓ **Ask questions.** If any of the proposal guidelines are unclear or if program leaders have questions about eligibility or the decision-making process, they should not hesitate to ask the funder.
- ✓ **Be organized, clear, and concise in the request.** Successful proposals are well written, clearly articulated, and to the point. Good structure and organization are essential in building a compelling case for funding a youth mentoring program. Including a strategic plan describing mission, values, goals, objectives, and projected budget can also be helpful.
- ✓ **Proofread the proposal.** Program leaders should give the proposal a careful review before it is submitted. Comparing the scope of work, budget, and timeline can help ensure consistency in the proposal.
- ✓ **Seek help if needed.** Program leaders should not be reluctant to seek help with grant-writing tasks. If additional support is needed and the resources are available, professional grant writers can be particularly helpful in developing some of the boilerplate language that is included in any proposal. However, if resources are limited, local colleges and universities can often help identify graduate students or other staff who can help prepare proposals.
- ✓ **Start early and be patient.** To avoid a time crunch, those responsible for carrying out the proposal should be aware of how long it will take from application to approval. Approving a grant can sometimes be a lengthy process, so it is best to begin to identify funding opportunities well before the program needs the funding.
- ✓ **Remember that proposals get easier over time.** To make future proposal writing much easier, electronic and hard copies of proposal information should be stored in one place. This includes all of the research materials and final grant applications. Developing a system for tracking and managing grants and proposals can help program leaders successfully manage the program's funding needs.



Corporate and Business Donations. In addition to contributing cash, directly or through corporate foundations, national corporations and local businesses can also donate goods and services (see Being Strategic in Cultivating Corporate Support below and Memphis Grizzlies Charitable Foundation on page 11). For example, grocery stores can donate food for community events, or local businesses can donate gift certificates that programs can use for community fundraising efforts (e.g., galas and silent auctions). Businesses can also donate office equipment (e.g., computers, printers, and copiers) or office space to support a youth mentoring program.

Being Strategic in Cultivating Corporate Support

100 Black Men of North Metro, a chapter of 100 Black Men of America, Inc., established Men of Tomorrow (MOT), a community-based mentoring program for African American male teens. To support itself, the chapter, located in Roswell, Georgia, has cultivated private corporate sponsorships, which account for half of its revenue and in-kind support. To build goodwill and interest in the chapter's programs, North Metro runs an annual achievement program. This event recognizes the achievements of the organization's mentees and also recognizes community leaders who have supported the chapter. Also, to continue building relationships with influential leaders and raise the visibility of the chapter's programs, key corporate officers are invited to signature events such as the Youth Achievement Luncheon, the Annual Golf Tournament, and a New Year's Eve Gala. By sharing program results and success stories, these events provide a significant networking opportunity to attract additional revenue and volunteers. North Metro's corporate partners include UPS, AT&T, State Farm, and Delta Airlines. For more information, see <http://www.northmetro100.org/>.



Memphis Grizzlies Charitable Foundation

Mentoring at-risk youth is a key priority for the Memphis Grizzlies Charitable Foundation, the Grizzlies' philanthropic arm. The National Basketball Association team has developed a name for itself in the local community not just for sports, but also for grant making and capacity building for area nonprofit organizations. The foundation fosters collaboration among organizations to promote opportunities for urban youth through sports, education, and mentoring programs. It has contributed more than \$20 million to the community, with more than three-quarters of the funding supporting organizations with mentoring programs. Highlights of this giving include the establishment of Grizzlies Academy, a "second-chance" public high school; the Memphis Grizzlies Athletic Center, a first-class public gymnasium with year-round programming and academic support; and Stax Music Academy, a public charter school and after-school program offering tutoring, mentoring, and music instruction and performance opportunities.

Knowing that grant making alone will not sustain mentoring programs, the Memphis Grizzlies Charitable Foundation has also helped develop the capacity of external organizations. The foundation has been directly involved in recruiting volunteer mentors among Grizzlies team personnel, corporate partners, and civic organizations; in initiating fundraisers, speaking engagements, promotional campaigns, and special events to attract additional corporate and foundation partners for financial and volunteer support; and in collaborating with the team's community investment department to donate game tickets and team-signed merchandise. In recognition of its commitment to the community, the Memphis Grizzlies Charitable Foundation received the 2007 Steve Patterson Award for excellence in sports philanthropy from the Sports Philanthropy Project and the Robert Wood Johnson Foundation. For more information, see http://www.nba.com/grizzlies/community/foundation_history_mission.html.

Considerations in Using Strategy I

- Program leaders must make a strong case for businesses and corporations to invest in their program by demonstrating the positive effects of their mentoring services on youth.
- Program leaders should use their board of directors to develop partnerships with corporations and foundations, two entities that can provide a wide range of potential supports, including technical assistance, supplies, office space, and linkages to other partners and potential sources of revenue.
- Partners should share values and priorities and have a mutual self-interest in the mentoring organization's mission.
- Program leaders should acknowledge partner support through public forums whenever possible. Opportunities that build goodwill through public recognition can help keep partnerships strong and attract new partners.



Strategy 2: Conducting Community Fundraising to Generate Revenue

Fundraising is another approach program leaders can use to raise revenue for mentoring programs. In addition to increasing revenue and in-kind support, successful community fundraising can bring in new volunteers, community partners, board members, and, perhaps most importantly, stronger community commitment to the organization's mission and the young people being served (see Types of Community Fundraising Strategies on page 13).

While successful fundraising can lead to additional revenue and opportunities for organizations, it can also impose significant costs. Community fundraising can be challenging and time consuming, requiring specific expertise and organizational capacity. In a survey of 1,000 mentoring programs, for example, 78 percent noted that fundraising is “very difficult” or “somewhat difficult”.⁹ Several steps are involved in developing a fundraising plan, such as generating board members' interest and commitment to the fundraising goals, cultivating and nurturing relationships with current and potential donors, developing staff and administrative capacity, building a volunteer base, and aligning fundraising strategies with available organizational resources (see Fundraising Is a Strategic Process on page 13).



⁹ See Mentor: “Invest in Future of America’s Children: Support Funding for Mentoring”.
http://www.mentoring.org/take_action/advocate_for_mentoring/funding_for_mentoring/fact_sheet/.

Fundraising Is a Strategic Process

Fundraising should be based on a clear sense of:

- ✓ Why contributions are needed and what they will accomplish?
- ✓ How much funding currently is available and how much must be generated through fundraising?
- ✓ What monetary and nonmonetary resources are needed to launch a successful fundraising campaign or event?
- ✓ What strategies make sense and how can they be implemented most effectively?
- ✓ Who is the target audience?

Types of Community Fundraising Strategies

Program leaders can use several community fundraising strategies and activities to meet their program's funding needs.

- **Annual giving appeals** are comprehensive efforts (e.g., direct mail) to bring in funds throughout the year, usually from a large and varied group of donors, to support both general operating expenses and programming.
- **Special events** can be an engaging way to raise restricted or unrestricted funds for an initiative, increase a program's visibility, and build community support.
- **Unrelated business income** can be earned through a wide range of activities, including selling merchandise, renting and leasing office space, and entering into business ventures, whether these activities are part of the organization's mission-driven activities or constitute a separate business.
- **Capital campaigns** raise money for a specific capital project, such as purchasing or renovating a building.
- **Planned giving** is one of the least commonly used strategies for community fundraising, especially among smaller youth organizations. This strategy includes activities focused on securing gifts to sustain an organization over the long term (e.g., a one-time gift or contributions as part of an estate).
- **Shared revenue appeals** are an efficient and generally low-maintenance strategy for raising unrestricted funds or raising funds for specific purposes or projects. This strategy entails partnering or pairing with another entity, such as a local business to present a joint fundraising appeal that benefits both organizations.



Although leaders who serve youth are generally deeply committed to their program and the young people they support, fundraising may not be an area of expertise. To build this knowledge and these skills, some program leaders have joined national networks and national regional charities such as Big Brothers Big Sisters or the National Mentoring Partnership/MENTOR (see A Diverse Set of Fundraising Strategies below). Through these relationships, organizations can access resources to fully or partially subsidize their annual program budgets and can also receive administrative, consultative, and technical support (see Important Fundraising Resources on page 15, Organizational Support for Community Fundraising on page 16, and State and Local Mentoring Partnerships on page 19).

A Diverse Set of Fundraising Strategies

Big Brothers Big Sisters of America is one of the oldest and most established mentoring organizations, with affiliates in cities and regions nationwide. Established in 1952, Big Brothers Big Sisters of Central Maryland (BBBS of Central Maryland) has served more than 30,000 youth. With support from its national office, the chapter has received funding for a development officer to help marshal local support from corporations and foundations.

The development officer has helped Big Brothers Big Sisters of Central Maryland generate revenue through a diverse set of fundraising strategies, including a direct mail and an online marketing campaign as well as annual signature events. More than 150 individuals have made contributions to the organization through planned giving efforts. To attract corporate and foundation donors, the Harry and Jeanette Weinberg Foundation has awarded BBBS of Central Maryland a \$1 million challenge grant, matching every dollar contributed by donors during the next three years. For more information, visit <http://www.biglittle.org/>.



Important Fundraising Resources

Important fundraising resources include:

- monetary support, which can come from individual donors;
- sponsors;
- maintenance of donor and potential donor lists or databases;
- volunteers;
- in-kind contributions;
- community leadership and endorsements;
- board support; and
- marketing materials.





Organizational Support for Community Fundraising

Friends of the Children (FOC), a Portland, Oregon-based nonprofit organization, has provided mentoring to at-risk youth for the past 15 years. With a unique staffing structure supporting paid and professionally trained mentors, the organization makes 13-year commitments to each child, from the start of kindergarten to high school graduation. In close partnership with the school district, FOC serves more than 300 youth in more than 100 schools in five counties throughout the metropolitan area.

With more than one-third of its revenue coming from fundraisers, FOC has created multiple avenues by which individuals, corporations, and foundations can support the organization. The ninth annual Friend Raiser brought in more than \$1 million, with more than 700 of Portland's business and community leaders donating food and drinks, bidding on silent auction items, and watching live performances from youth participating in the program. Other successful fundraising strategies include the organization's annual Bowl-a-Thon and its Holidays with the Trail Band, a three-night weekend musical event. A combination of small and large annual events generates vast corporate and community support and raises the organization's visibility within the city's many professional and social circles. For more information, see <http://www.friendsofthechildren.org/aboutus.html>.

Considerations for Using Strategy 2

- The amount of money raised should exceed the cost of the fundraising activity. Fundraisers can be labor intensive and, sometimes, they do not generate enough revenue to justify the cost.
- Fundraising and solicitation are often vulnerable to the fluctuations of local economic conditions and may also be affected by competition from other special causes and community organizations for volunteers and contributions. When planning for annual events, program leaders should account for the ever-changing environment in which they operate.
- Fundraising events should both be fun for contributors and fundraisers and raise the visibility of the organization.
- As members of large national affiliate networks, some mentoring organizations are linked to national and regional charities or religious organizations that can help raise money to fully or partially subsidize their annual program budgets.

Strategy 3: Maximizing Public Revenue

Accessing and drawing down the maximum amount obtained from federal, state, and local revenue can contribute to a diversified funding portfolio for mentoring programs. Tapping these sources can provide stable revenues, expand resources, and free existing funds for other purposes (see Maximizing Federal Funding Sources to Support Mentoring Programs on page 18). Some of these approaches are more relevant at the program level, where program leaders match the needs of youth with available resources, while other approaches are best accomplished at the intermediary or state level, where the program funding is administered (e.g., Big Brothers Big Sisters of America).

Successfully implementing this strategy involves multiple steps, including identifying relevant funding sources, learning who in the state or community makes decisions about how funds are allocated, and implementing a plan to access the funds. For certain federal grants—typically formula or block grants—state and local governments are given broad flexibility in implementing their initiatives and allocating program funds to meet regional and local needs. To increase their chances of accessing these types of grants, program leaders should build relationships with elected officials and form partnerships with key champions.

In recent years, state and local leaders have partnered with program leaders and championed youth mentoring programs (see Generating the Support of Local Legislators on page 19 and Transitioning to State Funding on page 20). Many state leaders are responsible for allocating federal and state program funds to local providers. State and local leaders have also generated revenue through taxes and fees to support children and youth services, including mentoring. In addition to accessing additional resources, partnerships with leaders in state and local government can help increase the visibility of youth mentoring initiatives. However, just like business leaders and foundation executives, state and local government officials will evaluate investment and partnership opportunities against criteria that are relevant to their institutional interests. Therefore, building partnerships with officials whose interests are aligned with mentoring initiatives is beneficial.



Maximizing Federal Funding Sources to Support Mentoring Programs

Initially implemented as a small mentoring program in a northern Minnesota YMCA nearly 65 years ago, Mentor Duluth is now a collaboration of seven youth-serving agencies: the YMCA, the local Boys and Girls Club, Neighborhood Youth Services, Proctor/Hermantown Community Education, Valley Youth Center, the YWCA, and the Copeland Community Center. The collaboration supports nearly 600 mentoring matches. In addition to being supported by local foundations and the local United Way, Mentor Duluth has been successful in accessing different federal funding sources, including the Community Development Block Grant (CDBG). Realizing that sustaining program activities on foundation support alone would prove nearly impossible, Mentor Duluth leaders conducted community-wide grassroots campaigns to persuade city council and community members to funnel CDBG funds toward public service activities that would support mentoring opportunities. These efforts have proven successful; in collaboration with other youth-serving organizations, Mentor Duluth has received at least \$25,000 annually during the past 12 years.

Mentor Duluth uses other federal sources to support its staffing and organizational needs. In 2002, the organization partnered with Serve Minnesota, a statewide commission on volunteer service, to tap an existing AmeriCorps program. As a result, Mentor Duluth gained one AmeriCorps member to provide staffing support. To further capitalize on this partnership, Mentor Duluth submitted an additional application to develop a separate AmeriCorps program to be located in northern Minnesota that would support all Mentor Duluth sites. This application resulted in a planning grant that increased the organization's operating capacity. Now, more than 100 AmeriCorps members support staff and provide tutoring and mentoring services to youth in collaboration sites.

Mentor Duluth is also a recipient of a three-year, \$600,000 Mentoring Grant funded by the U.S. Department of Education. The grant helps support Mentor Duluth's school-based mentoring program. In addition, Mentor Duluth was recently awarded a grant from the U.S. Department of Health and Human Services' Compassion Capital Fund. The funding, approximately \$2.25 million over three years, will support mini-grants to build the capacity of local mentoring programs. Moreover, the organization has submitted a proposal to receive funds from the Support for Mentoring Initiatives Program through the Office of Juvenile Justice and Delinquency Prevention. For more information, see <http://www.mentorduluth.org/>.



State and Local Mentoring Partnerships

Currently, 31 state and local mentoring partnerships across 25 states are affiliated with the National Mentoring Partnership/MENTOR.* These state and local mentoring partnerships provide local grassroots mentoring organizations with valuable technical assistance tools and resources. Two mentoring partnerships are highlighted below.

Oregon Mentors is a statewide organization that provides technical assistance to local mentoring programs on volunteer recruitment, background checks, annual conferences, and funding opportunities. The organization has an annual budget of \$580,000, with 85 percent coming from foundations and corporations and 15 percent coming from individual and in-kind contributions. In addition, 5 percent of proceeds generated from an annual luncheon are used to fund training scholarships on capacity building. For more information, visit <http://oregonmentors.org/>.

The Mentoring Partnership of Southwestern Pennsylvania provides technical assistance to mentoring organizations in Allegheny County and the greater Pittsburgh area. It brings together local mentoring leaders to raise awareness of youth issues. For more information, see <http://www.mentoringpittsburgh.org/start.htm>.

Note: *More information on mentoring partnerships in each state is available at <http://www.mentoring.org/>.

Generating the Support of Local Legislators

As part of a national umbrella mentoring organization with more than 400 affiliates, Big Brothers Big Sisters of the Lehigh Valley serves 400 children and youth in one-to-one mentoring relationships in school-based or community-based programs. To support mentoring activities, Big Brothers Big Sisters of Lehigh Valley accesses a variety of funding sources, including individual giving, corporate partnerships, local foundations, and resources from the national Big Brothers Big Sisters of America organization. However, the Lehigh Valley organization has been especially successful in building relationships with key legislative and advocacy leaders to maximize state and local revenue.

To generate interest in mentoring at the local level, the organization developed a strategy of holding breakfasts for Lehigh Valley. These breakfasts not only provide an opportunity for the organization to converse with legislators about the need for funding, but also provide opportunities for members to interact with mentees from their jurisdiction and to learn firsthand about the positive effects of mentoring. Over the years, Big Brothers Big Sisters of the Lehigh Valley has asked the state legislature to pass a bill waiving the fee for mentoring organizations to conduct background checks for volunteers and requesting they work in collaboration to support additional funding. In addition, the Pennsylvania Big Brothers Big Sisters holds an annual legislative breakfast, hoping to secure funds for Pennsylvania Big Brother Big Sister affiliates. For more information, see <http://www.bbbslv.org/>.



Transitioning to State Funding

To address the lack of community resources for college-bound high school students, the Oregon Student Assistance Commission (OSAC) and the Oregon Community Foundation formed a partnership in 1998 to create a new mentoring initiative, Access to Student Assistance Programs in Reach of Everyone (ASPIRE). ASPIRE matches trained volunteers with high school students to provide one-on-one mentoring throughout the processes of applying for college, for financial aid, and for scholarships. In 2002, ASPIRE developed a partnership with The Ford Family Foundation from which it received additional funds to expand the initiative to rural communities in the state. Most programs face challenges in finding foundations that support long-term operations, but The Ford Family Foundation provided ASPIRE with financial support for eight years. For six years, ASPIRE also received \$66,375 annually from the federal GEAR UP program, which further helped expand ASPIRE into 17 additional schools. The initiative began with four schools in 1998, and it currently has been adopted in 115 sites throughout the state.

Due to its demonstrated success, in 2007, Governor Ted Kulongoski and state legislators enacted legislation making ASPIRE an official state program and provided state general funds to expand ASPIRE's reach. This has enabled ASPIRE to transition from private support to a mix of private and state support. Eligible sites receive a partnership grant to help support a part-time ASPIRE coordinator staff position at their school. Each site provides an equivalent match. Foundation grants continue to help low-income schools with this match. For more information, see <http://www.aspireoregon.org/faqs.html>.



Highlights of Federal Funding Sources

Twenty-five federal funding sources can be tapped to support mentoring programs (see Federal Funding 101 below). They span eight different agencies, including the Department of Education, Department of Health and Human Services, Corporation for National and Community Service, Department of Justice, Department of Housing and Urban Development, Department of Labor, Department of Defense, and Department of Agriculture (see Federal Funding Sources to Support Mentoring Programs on pages 22-25).

Federal Funding 101

Federal funds are distributed through different mechanisms, which can affect how program leaders access funds. The mechanisms used to fund mentoring programs include contracts, formula or block grants, and discretionary or project grants.

Contracts between federal, state, and local governments and private or public agencies require the provision of specified services. Often, contractors must also meet performance standards.

Formula or block grants can support a wide range of activities. States and localities often have flexibility in determining how to spend formula and block grants to meet specific program goals. Formula grants typically provide federal funding to states according to their need (e.g., the number or percentage of needy children and families), while block grant funding does not guarantee coverage for all eligible parties.

Discretionary or project grants fund targeted program activities, from preventing juvenile delinquency to providing educational enrichment. These funds are usually awarded through a competitive process and flow from the government agency administering the grant program directly to grantees. Federal and state agencies make announcements concerning the availability of funding, the timeframe for submitting proposals, and the criteria for selection. Mentoring program leaders can monitor the Federal Register* and relevant federal agency websites to keep abreast of requests for proposals and submission deadlines. For state discretionary grant program funding announcements, program leaders can monitor state agency websites.

Note: *For more information, see <http://www.gpoaccess.gov/fr/>.



Federal Funding Sources to Support Mentoring Programs

Federal Funding Source	Description
Mentoring Grants	These discretionary grants are provided to programs that assist at-risk children through the support and guidance of a mentor to improve academic performance; improve interpersonal relationships between children and their peers, teachers, other adults, and family members; reduce dropout rates; and reduce juvenile delinquency and gang involvement. Local education agencies (LEAs), nonprofit community-based organizations (CBOs), faith-based organizations, and organizations in partnership with an LEA and a nonprofit CBO may apply to receive funds. For more information, see http://www.ed.gov/programs/dvpmentoring/index.html .
21st Century Community Learning Centers	This formula or block grant program supports the creation of community learning centers that provide academic enrichment opportunities, including tutoring, mentoring, homework help, and community service as well as music, arts, sports, and cultural activities for children, particularly students who attend high-poverty and low performing schools. For more information, see http://www.ed.gov/programs/21stcclc/index.html .
Education for Homeless Children and Youths: Grants for State and Local Activities	This formula or block grant program can be used for activities that will facilitate the educational success of homeless children and youth, including tutoring, mentoring, summer enrichment programs, the provision of school supplies, and professional development designed to heighten educators' understanding and sensitivity to the needs of homeless children and youth. For more information, see http://www.ed.gov/programs/homeless/index.html .
Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP)	States and partnerships can use this discretionary grant to provide early college preparation and awareness activities to participating students through comprehensive mentoring, counseling, outreach, and other supportive services. For more information, see http://www.ed.gov/programs/gearup/index.html .
Safe Schools/Healthy Students Initiative	This discretionary or project grant, administered through the Office of Elementary and Secondary Education, provides funding to promote healthy childhood development and prevent violent behaviors through fully linked education, mental health, law enforcement, juvenile justice, and social services systems. For more information, see http://www.ed.gov/programs/dvpsafeschools/index.html .
School Dropout Prevention Program	This discretionary grant program supports effective, sustainable, and coordinated dropout prevention and reentry programs in high schools with annual dropout rates that exceed their state average annual dropout rate. For more information, see http://www.ed.gov/programs/dropout/index.html .
TRIO	TRIO discretionary grants can be used for educational opportunity outreach programs designed to motivate and support students from disadvantaged backgrounds. TRIO includes six outreach and support programs targeted to serve and assist low-income, first-generation college students, as well as students with disabilities, progress through the academic pipeline from middle school to post-baccalaureate programs. For more information, see http://www.ed.gov/about/offices/list/ope/trio/index.html .

U.S. Department of Education

	Federal Funding Source	Description
Corporation for National and Community Services	Foster Grandparent Program	These discretionary grants enable organizations to recruit volunteers who can apply skills learned during their work years to serve low-income families and communities, including activities such as mentoring at-risk youth. For more information, see http://seniorcorps.org/about/programs/fg.asp .
	Learn and Serve America	Learn and Service America discretionary grants are used to encourage elementary and secondary schools and community-based agencies to develop and offer service-learning opportunities for school-age youth. For more information, see http://www.learnandserve.org/for_organizations/funding/index.asp .
U.S. Department of Health and Human Services	Community Services Block Grant (CSBG)	This formula or block grant provides funds to states, most of which are passed to local community action agencies to address employment and other needs of low-income families and individuals. CSBG funds can also be used to promote positive youth development and youth crime prevention, including initiatives that incorporate positive youth development and intervention models such as youth mediation, youth mentoring, life-skills training, job creation, and entrepreneurship programs. For more information, see http://www.acf.hhs.gov/programs/ocs/csbg/ .
	Mentoring Children of Prisoners	This program awards discretionary grants to community organizations that provide children and youth of incarcerated parents with mentors. Each mentoring program is designed to ensure mentors provide young people with safe and trusting relationships; appropriate guidance from a positive adult role model; and opportunities for increased participation in education, civic service, and community activities. Grant recipients must use their funds to provide services, both directly and in collaboration with other local agencies. This includes preserving families and connecting children with their imprisoned parent, if and when appropriate, and cultivating mentors from within the child's family and community. For more information, see http://www.acf.hhs.gov/programs/fbci/progs/fbci_mcp.html .
	The John H. Chafee Foster Care Independence Program (CFCIP)	These formula or block grants help states and localities establish and carry out programs to assist youth aging out of the foster care system. Intended beneficiaries are current and former foster youth up to age 21. For more information, see http://www.acf.hhs.gov/programs/cb/programs_fund/state_tribal/jh_chafee.htm .
	Runaway and Homeless Youth—Street Outreach Program (SOP)	These discretionary grants can be used to provide education and prevention services, as well as to establish and build relationships between street youth and program outreach staff, to help youth leave the streets. Youth initiatives can also use the funds to provide support services for runaway and homeless youth, including mentoring, service opportunities, health care, and case management. For more information, see http://www.acf.hhs.gov/programs/fysb/content/youthdivision/programs/sopfactsheet.htm .
	Social Services Block Grant (SSBG)	Youth initiatives can use these formula or block grants to support activities that promote youth self-sufficiency, including financial literacy, employment training, and mentoring. For more information, see http://www.acf.hhs.gov/programs/ocs/ssbg/ .
	Temporary Assistance for Needy Families (TANF)	This program uses formula or block grants to assist needy families with children so children can be cared for in their own homes; reduces dependency by promoting job preparation, work, and marriage; reduces and prevents out-of-wedlock pregnancies; and encourages the formation and maintenance of two-parent families. Grantees and program site leaders can work with their county human services agency to learn more about how these funds are allocated and whether this funding source will be available to supplement mentoring program grants. For more information, see http://www.hhs.gov/ocr/tanf/ .

(cont'd on next page)



Federal Funding Sources to Support Mentoring Programs (cont'd.)

	Federal Funding Source	Description
Department of Justice	Drug-Free Communities Support Program	This discretionary or project grant provides funding to help reduce substance abuse among at-risk children and youth and to reduce substance abuse over time among adults. For more information, see http://www.ondcp.gov/dfcl .
	Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program	Youth initiatives can use formula or block grants to partner with eligible agencies to support crime prevention activities. For more information, see http://www.ojp.usdoj.gov/BJA/grant/byrne.html .
	Juvenile Justice and Delinquency Prevention: State Formula Grants	These formula or block grants are awarded to states and territories to increase the capacity of state and local governments to support the development of more effective education, training, research, prevention, diversion, treatment, accountability-based sanctions, and rehabilitation programs in the area of juvenile delinquency and programs to improve the juvenile justice system. Grants can be used for program-related activities, such as academic support, dropout prevention and recovery, character building, leadership development, and mentoring. For more information, see http://ojjdp.ncjrs.org/funding/funding.html#3a .
	Weed and Seed Program	These discretionary grants must be used for program-related activities under the following four categories: 1) law enforcement; 2) community policing; 3) prevention, intervention, and treatment; and 4) neighborhood restoration. Programs can use funds to support activities that reduce risky behaviors and encourage positive youth development. For more information, see http://www.ojp.usdoj.gov/ccdo/ws/welcome.html .
U.S. Department of Labor	Workforce Investment Act (WIA) Youth Activities	Mentoring programs can benefit from WIA formula or block grants that support older youth by engaging them as staff and helping them gain valuable training, employment skills, and hands-on experiences. Older youth can work as tutors, mentors, chaperones, and program instructors. For more information, see http://www.doleta.gov/youth_services .
	Job Corps	Job Corps is the nation's oldest and largest residential education and job training program for at-risk youth ages 16 through 24. Due to its intensive and comprehensive services, it is also one of the most expensive youth education and training programs. The program serves approximately 70,000 students each year at 118 Job Corps centers nationwide. The centers provide academic education, vocational training, residential living, mentoring, and other services to students. For more information, see http://www.jobcorps.dol.gov/ .
	YouthBuild Program	These discretionary grants provide funding assistance for multidisciplinary activities and services to assist economically disadvantaged out-of-school youth. YouthBuild programs help young adults get the education and employment skills they need to achieve economic self-sufficiency, develop leadership skills, and build commitment to community development by constructing homes to help meet the housing needs of homeless persons and low-income families. Very low-income young adults, ages 16 to 24, who have dropped out of high school are eligible. For more information, see http://www.doleta.gov/reports/youthbuild_program.cfm .

	Federal Funding Source	Description
U.S. Department of Housing and Urban Development	Community Development Block Grant (CDBG)	This formula or block program supports activities related to neighborhood revitalization, economic development, and community services and facilities. Up to 15 percent of federal CDBG funds can be used to support public service needs, including mentoring programs. Localities determine how CDBG funds are spent. For more information, see http://www.hud.gov/offices/cpd/communitydevelopment/programs/ .
U.S. Department of Agriculture	Cooperative Extension Service: 4-H Youth Development Program	The 4-H Youth Development program aims to work with urban youth to provide opportunities and supports, such as educational enrichment, mentoring, civic engagement, leadership, and life skills. Mentoring program leaders can partner with 4-H staff, volunteers, and teachers to include projects and programming among their objectives and activities and access funds by partnering with local extension programs to provide services or to establish a 4-H program themselves. For more information, see http://www.csrees.usda.gov/youthdevelopment4h.cfm .
U.S. Department of Defense	National Guard Youth ChalleNGe Program	This formula or block grant is administered through the Department of Defense's National Guard Bureau using the National Guard to provide military-based training, including supervised work experience in community service and conservation projects. This program focuses on civilian youth, ages 16 to 18, who cease to attend secondary school after graduating so as to improve their life skills and employment potential. Youth initiatives can partner with state-level ChalleNGe programs to afford youth access to development activities related to academic preparation, career exploration, physical fitness, life-coping skills, and community service. For more information, see http://www.ngycp.org/ .

Considerations for Using Strategy 3

- Program leaders should ensure their organization has the capacity to track and respond to relevant grant or proposal announcements.
- Program leaders must assess whether efforts to win a grant proposal are worth the payoff and whether their organization has the capacity to manage a particular grant. Systems should be in place to meet reporting requirements; other funds or in-kind resources should also be identified to meet matching requirements.
- Program leaders should build relationships and form partnerships with key champions in state and local government to access public revenue. Policymakers can play a pivotal role in providing leadership for mentoring programs in the community. As powerful champions, they can use their voices and positions to raise public awareness about the need for quality mentoring efforts.



Conclusion

Mentoring programs provide the necessary supports and services that can help young people develop the skills and confidence necessary to transition to adulthood. Meaningful relationships with caring role models can help youth understand the world they live in, gain access to educational and employment opportunities, and develop life skills and permanent connections. Currently, more than 25 federal funding sources administered by eight federal agencies can be used to support and sustain youth mentoring programs that promote these connections. In addition to federal funding, programs can develop partnerships with foundations, state and local government partners, and for-profit, nonprofit, and community-based organizations to help fund, sustain and expand their mentoring activities and services. This brief can be a useful tool in helping youth mentoring initiatives find resources to carry out their mission.

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About The Finance Project

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

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

Sustaining and Expanding Youth Programs and Policies

This publication is part of a series of tools and resources on financing and sustaining youth programming developed by The Finance Project with support from Underage Tobacco Prevention: Philip Morris USA, an Altria Company. These tools and resources are intended to help policymakers, program developers, and community leaders develop innovative strategies for implementing, financing, and sustaining effective programs and policies. To access these resources and for more information on this project, see http://www.financeproject.org/special/irc/youth_about.cfm.



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