



*Convening II:
Braided Funding*

Coordinating/Braiding Funding
Streams



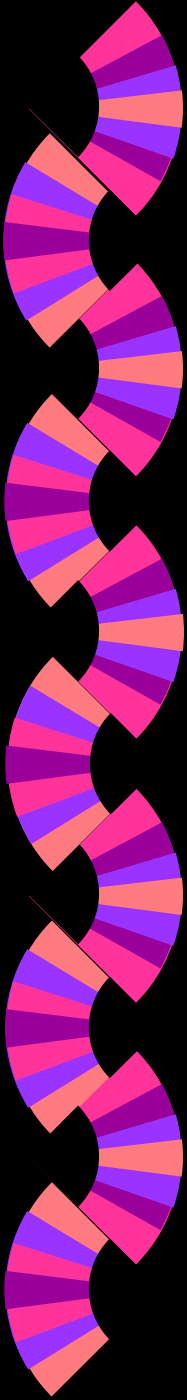
COORDINATING/BRAIDING FUNDING STREAMS

- ◆ Why would we want to?
 - **VISION** of linkages to provide best services for children and families
- ◆ What does it take?
 - **RELATIONSHIP** between program and fiscal staff



COORDINATING/BRAIDING FUNDING STREAMS

- ◆ How does a County begin?
 - COMMUNICATION is the key
 - 5 Steps to Design the Optimal Accounting/Funding structure
- ◆ What if it works?
 - Improved Outcomes for children and families
 - ROI



• Identifying Opportunities to Coordinate/Braid Funds

- New or expanded Program Needs
- Overlaps in service delivery systems
- Unutilized State or Federal Allocations
- Available County general funds
- New grant funds
- Overlaps in allowable services/costs in multiple funding streams
- Loss of funding (State, Federal or County)



Important Notes:

- Any county can do this
 - Does not require more or new money
 - Declining funds increase the value of linkages/multiple funding streams
 - Names are not important: Braid, partner, collaborate, link, blend
- ◆ Focus on optimal program design and customer services.



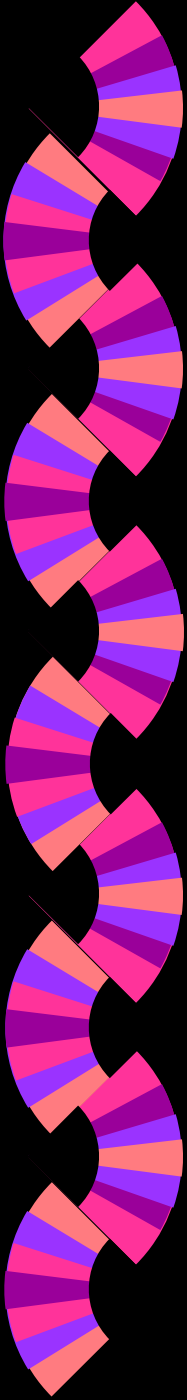
5 Steps to Design the Optimal Accounting/Funding Structure

- .Define the Service Need or Program design
- .Review the funding sources available to the County
- .Select all potential/most likely funding sources
- .Choose the specific funding streams/braids to fit the program
- .Document the Financial Requirements



Step 1 - Define the Service Need or Program design

- Executive decision supports the "Identified Opportunity"
- Essential to identify the desired customer outcome(s)
- Client/customer population is clarified
- Service needs of the selected client/customer population are defined
- Service needs should be prioritized*
- Partners must agree on program and project parameters



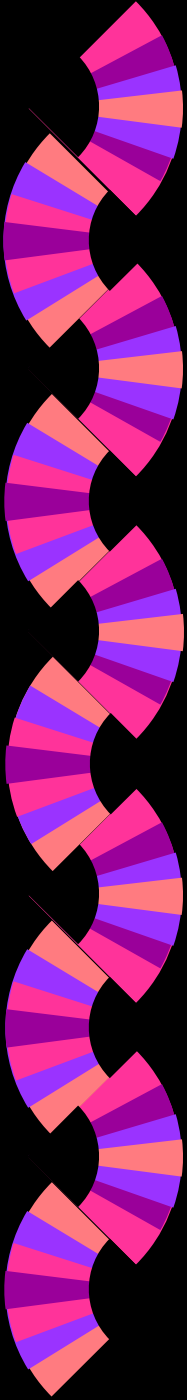
Step 2 - Review the funding sources available to the County

- List Internal Funding sources
 - available to the selected customers
 - available for the selected services
- List External Funding sources
 - look to: other county departments; community based organizations (CBO's); charitable foundations, etc
 - available to the selected customers
 - available for the selected services



Step 3 - Select all potential or most likely funding sources

- Look for connections in customers/services
- Identify gaps in fund sources
- Fill gaps/negotiate change in program design*
- Prioritize funding sources to meet the program design:
 - largest amount of funding
 - least county cost impact
 - linkages to other program or support services
 - easiest to access
 - least external reporting requirements



Step 4 - Choose the specific funds/braids to fit the program

- Establish the program budget (planned expenditures) to meet all essential program service requirements*
- Verify cost benefit/ROI
- Match total funding from Step 3 to support the budget



Choose the specific funds/braids to fit the program continued...

- Begin with entitlement and assistance funds
- Access all one-time funds first
- Progress through the prioritized funds until all program needs are met (based on availability, and the priority order of necessary services)
- Identify the order in which funds for direct services/non-administrative costs will be accessed per customer population.



Step 5 - Document the Financial Requirements design

- Choose a Fiscal Agent
 - Authorized entity for large funds
 - Infrastructure, knowledge of funding
 - Responsible for Audit trails
- Create a "picture" of the funding streams to the budget line items (cost pools)
- Complete a matrix of the requirements for each cost pool
- Establish encumbrance and expenditure procedures for Budget line items within each cost pool



Document the Financial Requirements Design continued...

- The County Expense Claim (CEC) is the base for all Social Service Agency accounting
 - Link program cost pools to CEC cost pools
 - Identify pin codes/other reporting requirements
 - Direct supportive services line up easily with service populations and direct pins
- Develop "up-front" procedures
 - source documents: cost pools/cost centers
 - requests for contracts, service vouchers
 - time study instructions, time-reporting records
 - purchase orders, Joint Request for Proposals



Document the Financial Requirements design continued...

- Share all “up-front” procedures with staff
 - instructions/tools useful for program and fiscal staff
 - casework/accounting staff jointly responsible to ensure identification of services to funds
- Develop “back-end” procedures
 - Gather data from the CEC and other external sources
 - Design management reports: outcomes, cost avoidance, allocation utilization, etc.
 - Determine timing of reporting; action plans for continuous improvement.



PROGRAM EVALUATION: MEASURING SUCCESS

- ◆ Have we achieved our goal?
 - Improved outcomes for children and families
 - Accessible services
 - Braiding is transparent to the customer
 - Return on Investment (ROI)
- ◆ Stanislaus County Examples
 - Families in Partnership (FIP)
 - Apron Strings



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