



ADDING IT UP:

A Rationale for Mapping Public Resources for Children, Youth and Families

Margaret Flynn-Khan, Thaddeus Ferber, Elizabeth Gaines, Karen Pittman

**the
forum**
FOR YOUTH INVESTMENT

 **The FINANCE PROJECT**

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About the Forum for Youth Investment

The Forum for Youth Investment is a nonprofit, nonpartisan “action tank” dedicated to helping communities and the nation make sure all young people are Ready by 21[®] – ready for college, work and life. Informed by rigorous research and practical experience, the Forum forges innovative ideas, strategies and partnerships to strengthen solutions for young people and those who care about them. A trusted resource for policy makers, advocates, researchers and practitioners, the Forum provides youth and adult leaders with the information, connections and tools they need to create greater opportunities and outcomes for young people.

The Forum was founded in 1998 by Karen Pittman and Merita Irby, two of the country’s top leaders on youth issues and youth policy. The Forum’s 25-person staff is headquartered in Washington D.C. in the historic Cady-Lee House with a satellite office in Michigan and staff in Missouri, New Mexico and Virginia.

About the Finance Project

The Finance Project is an independent nonprofit research, consulting, technical assistance and training firm for public and private sector leaders nationwide. The Finance Project specializes in helping leaders plan and implement financing and sustainability strategies for initiatives that benefit children, families and communities. Founded in 1994 by a consortium of national foundations interested in ensuring the viability of promising initiatives, The Finance Project has developed an unparalleled experience and knowledge of financing strategies and sustainability planning. An important focus of The Finance Project’s work is helping leaders to address the policy and financing challenges inherent in developing cross-disciplinary, cross-program and cross-systems initiatives. Efforts to improve the well-being of children, families and communities are more likely to succeed when they bring health care, education, social services and economic development closer together. That means going beyond the narrow boundaries of academic and professional disciplines, program domains and agency structures. Finance Project staff have helped a wide variety of state and local policy makers and community leaders to understand the funding landscape and design policies and financing strategies that support more comprehensive and coordinated efforts. Seeing the opportunities and challenges from many points of view is at the core of The Finance Project’s approach. Finance Project staff help leaders gain access to the knowledge, tools and support they need to make smart investments, develop sound financing strategies and build solid partnerships.



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The staffs of the Forum and The Finance Project are delighted to have had the opportunity to work together on this guide, which builds on and updates the Guide to Developing Children and Family Budgets by Mark Friedman and Anna Daneggar – originally published by The Finance Project in 1998 – by incorporating lessons learned from the work of individuals engaged in CYF mapping efforts throughout the country.

The Atlantic Philanthropies has funded this guide as a part of their larger commitment to supporting the Forum's Ready by 21 Challenge to the nation. Ready by 21™ is a bold national initiative working with states and local communities to optimize resources and streamline strategies to ensure that every child is Ready by 21: Ready for college, work and life. The Ready by 21 Challenge seeks to mobilize the commitment of states and local communities to develop young people's potential to succeed.

Why a Resource Map for Children, Youth and Families?

Imagine a world where leaders have access to the information they need to make good decisions. Imagine that before making a new investment or cut-back in spending, policy makers know how children and youth are faring. Imagine they know how much is being spent, where those dollars are coming from, and how those investments have changed in recent years. Imagine policy makers having information on how effective specific programs and services are in helping children, youth and families to make progress. Finally, and most importantly, dream of policy makers and other community leaders pulling all of this information together and making the hard decisions with a better sense of the political, economic and social trade-offs involved.

But How Does This Dream Become a Reality?

Intergovernmental commissions, task forces and policy and advocacy organizations have always relied on some level of data on investments in children, youth, families and communities to do their jobs. So the answer is not to just give decision makers more numbers. Instead, the answer is to give them information that tells as much about people as it does about dollar amounts.

What a Good CYF Resource Map Can Do

Across the country, today's heightened focus on accountability is prompting interagency councils, community coalitions, task forces and children's cabinets to better coordinate the myriad programs, policies and initiatives local and state governments have in place to support children, youth and families. In response, each of these groups, to some degree, is working on three basic tasks. They are "taking aim" by developing a common vision and framework; "taking stock" by collecting information about the child and youth landscape; and "taking action" by using the vision and the data to recommend changes in how young people are served.

How exactly are they "taking stock?" By collecting and analyzing the data and information needed to make policy and resource allocation decisions, leaders are better equipped to support good results for children, families, and communities. This crucial task helps make the transition between "taking aim" and "taking action."

There are many things policy makers and community leaders will want to take stock of once they agree on the outcomes they would like to see for children and youth. They may want information on the relative levels of child well-being or program availability across age groups, or to get a deeper understanding of how the public prioritizes these goals (see *What Do You Want to Take Stock Of?*, page 2). One item that is often neglected in data collection efforts, however, is the overall amount and allocation of investments in children, youth, families, and communities, referred to here as a "Children, Youth, and Families (CYF) map."¹

A CYF map is different than its standard public accounting cousins. Unlike traditional budget documents, one of the core purposes of a CYF map is to shift the focus from reporting on spending by departments and agencies to a perspective that shows overall investments in children, youth and families.

By cutting across bureaucratic boundaries, CYF maps can provide decision makers with a fresh and more meaningful vantage point from which to view their work: one that allows them to see not only specific goals, but the context in which they occur.

CYF maps are created and used in many ways across the country, but the ones that are best suited for helping decision makers "take stock" of their efforts on behalf of children, youth and families share three common characteristics:

- they focus on children and youth, rather than departments or agencies;
- they capture both the broad view of overall investments and specifics of spending on individual populations, issues and concerns; and
- they help policy makers not only respond to current map priorities but also track progress, and in some cases, identify new areas for attention.

¹ Efforts to take stock of investments are referred to by many different terms, such as "children's budgets," "youth budgets" and "maps of investments." For purposes of this guide, we use the term Children, Youth and Families resource maps (CYF maps) to refer to data collection efforts summarizing spending on children, youth, families and/or communities in a given nation, state or locality.

What Do You Want to Take Stock Of?

There are multiple types of information that are needed to effectively translate goals into actions – information on the status of children and youth, programs, policies, public and political will. Look at the list of ways to “take stock” for children and youth. Think about your capacity to fund/call for/participate in data collection projects that would create any of these kinds of taking stock reports – whether it is for a single issue (e.g., youth employment) or the full set of issues identified.

Youth Outcomes	Family and Community Supports and Resources	Leader Commitments
<i>Child and Youth Demographics</i> (e.g., Census Data)	<i>Supports and Assets</i> (e.g., 40 Assets, America’s Promise Every Child, Every Promise Survey)	<i>Leadership Actions</i> (e.g., Mapping Change Horsepower)
<i>Child and Youth Well Being</i> (e.g., Child and Youth Report Cards)	<i>Program Participation</i> (e.g., Youth Participation Reports)	<i>Policy Priorities</i> (e.g., Policy Benchmarks)
	<i>Program Availability</i> (e.g., Program Inventories)	<i>Public Will</i> (e.g., Polling, Focus Groups)
	<i>Program Quality</i> (e.g., Program Assessments)	<i>Political Will</i> (e.g., Political Leadership Assessment)
	<i>System/Organization Effectiveness</i> (e.g., Performance Measure Reports)	<i>Stakeholder Perceptions</i> (e.g., Key Informant Interviews, Surveys)
	<i>Provider/Workforce Capacity</i> (e.g., Youth Work Workforce Survey)	
	<i>Resources/Investments</i> (e.g., Children’s Budgets)	

Good CYF Resource Maps:

Focus on Children and Youth, Not Departments and Agencies

Traditional public budget documents are organized according to state or local agency bureaucratic lines (“government-centered”), not according to how children, youth and families experience their effects (“child- and youth-centered”). Line items in public budget documents are typically organized according to categories of spending within major programs within specific departments and agencies. While these budget documents serve their designated purpose of supporting decision making related to the staffing and operation of discrete public agencies, they do not provide the information decision makers need to assess the overall adequacy of their efforts. For example, how much are we spending on treatment versus prevention? What is our investment in specific populations, such as older youth or young children? How are those investments changing over time?

Child- and youth-centered resource maps are organized based on people – the populations served and the results achieved. In a resource map that focuses on people, which department or agency is providing each specific service is less important than knowing who is receiving the services they need to achieve positive results – and who is not.

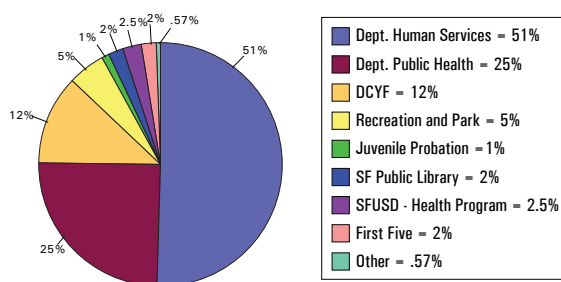
For example, a government-centered budget might ask how the department of education is allocating its resources and provide a detailed report on the K–12 education budget by the categories used by the education department. A child- and youth-centered map might ask how much is spent on academic and vocational instruction for all 15- to 21-year-olds, whether they are in high school, alternative programs or college. The first question is focused on a specific system. The second question is focused on a specific population and type of support, prompting a much more complex analysis that cuts across systems and requires the development of a shared set of spending categories.

The administration of public and private dollars supporting community services is extremely complex, with many categorical programs supporting similar

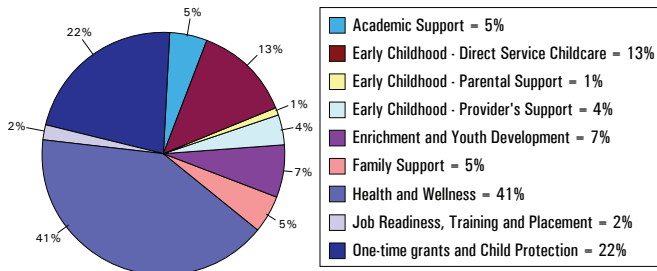
functions for overlapping populations. Because funds are usually tracked by structure (what department, what division, what program) rather than function (what service), or population (which children, youth, and families), answering a seemingly basic question (e.g., what proportion of state or local funds are spent on children and youth?) requires special calculations and assumptions. Those inclined towards cynicism might wonder whether the current ways that dollars are legislated, allocated and tracked were designed to thwart attempts to add up spending across any categories that would have meaning to those outside of government. Those inclined toward optimism might assume that better information would be welcome and set their sights on a CYF map – one that puts families and young people in the middle and organizes the information to reflect the reality of how individuals experience their lives.

San Francisco’s CYF resource map graphics show both spending by department and by theme. This allows decision makers to understand spending on people and priorities as well as on agencies and programs.

Allocation of Funds by City Department



Allocation of Funds by Theme



SOURCE: www.dcyf.org/Pubs/csap/CSAP_final_1125.pdf BAD LINK

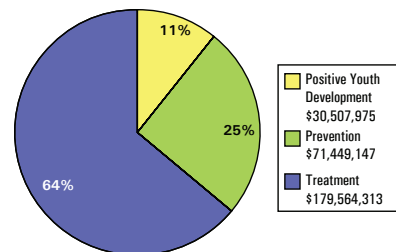
Show the Forest and the Trees

Decision makers will always need data and financial information about specific issues (the trees). However, when done well, CYF maps help leaders ensure they are making smart decisions about the full range of investments in children, youth and families (the forest). Armed with this information, policy makers and community leaders can make better long- and short-term plans for funding.

For example, when making budget decisions, policy makers often start by identifying a priority area, such as high school graduation. Next, they review data on outcomes – such as graduation rates by student characteristics – and inputs like class/school size, certified high school teachers and advanced placement enrollment. Using this information, they determine action priorities, like creating smaller schools, and then review funding and financing data to determine how quickly and broadly they can implement changes. Asking these funding questions is necessary for making good decisions about how best to implement specific programs and initiatives. In other words, it helps leaders focus in on specific “trees,” and CYF maps can certainly help them do this.

However, effective CYF maps push well beyond such uses, by also helping policy makers and community leaders ensure that they are managing the overall portfolio of investments in children, youth and families in the most effective and efficient way possible. In other words, CYF maps can also help them make judgments about the “forest” as a whole.

In Missouri, advocates tracked spending by broad goal area with the intention of helping policy makers understand their disproportionate investment in treatment versus front-end prevention. Graphic representations like these can help decision makers not only get a sense of where their money is being spent, but also set goals for shifting priorities – e.g., from treatment to prevention – over time.



SOURCE: www.mokids.org/pdfs/youth_handbook.pdf

Help Identify and Align Spending with Priorities

By helping show connections between funding allocations and goals, CYF maps can help policy makers identify where there are existing investments that might be reallocated toward higher priority programs or initiatives. The “big picture” perspective can also help guard against quick-fix budget shifts. What is more, by providing multiple ways to look at investments in children, youth and families, CYF maps can help policy makers set broad goals, e.g., shifting dollars from treatment to prevention and track progress over time.

Contra Costa County’s CYF map lets decision makers track spending by program (the trees) and by how these programs fit into overall investments in broad goals for children, youth and families (the forest).

<i>Programs</i>	<i>Children Ready for & Succeeding in School</i>	<i>Children & Youth Healthy & Preparing for Productive Adulthood</i>	<i>Families that are Self-Sufficient</i>	<i>Families that are Safe, Stable & Nurturing</i>	<i>Communities that are Safe & Provide High Quality of Life</i>
AB 3622 Mental Health Program					
Adoptions					
After School Program – George Miller					
Ambulatory Care Services					
Bay Point Family Health Center					

SOURCE: [www.co.contra-costa.ca.us/depart/cao/report card](http://www.co.contra-costa.ca.us/depart/cao/report%20card)
Specifically [www.co.contra-costa.ca.us/depart/cao/report card/CFSB/Generated Items/t10.doc](http://www.co.contra-costa.ca.us/depart/cao/report%20card/CFSB/Generated%20Items/t10.doc)

How are CYF Resource Maps Used?

CYF maps are most powerful when used in conjunction with other “taking stock” tools aimed at supporting more strategic, results-focused and interagency policy making. These include data tools such as children’s report cards, needs assessment data, program evaluation data and research on promising practices. Having cross-agency information on spending for children, youth and families is critical, but not sufficient, to support better decision making. For example, a CYF map may indicate that the proportion of overall spending dedicated to a particular program area or population is decreasing, but without information on needs and demographics of the community, as well as indicators for children and families, it is difficult to determine why a decrease has occurred or whether the spending decrease is a problem. As communities develop a more sophisticated array of cross-agency information, they are able to make decisions in a more collaborative data-driven manner. Below are four examples of how states and communities have used children’s resource maps in conjunction with other data tools to:

- balance a portfolio of investments;
- coordinate supports and services;
- maximize funding opportunities; and
- advocate for additional investments.

Balancing a Portfolio of Investments

A common goal in undertaking the development of a CYF map is to consider if the overall allocation of spending is in line with priorities. This allows community leaders and policy makers to consider the portfolio of investments as a whole and assess whether or not it needs to be shifted in some way. Reallocation is, of course, a difficult and politically charged task. In difficult economic times, however, reallocation is often a reality that leaders will face whether they have good information to guide those decisions or not.

Developing a CYF map can also provide data that will allow considerations of return on investment. Particularly if the data include information on cost per unit of service, a CYF map can help illuminate the relative costs of different services and how the proportion of spending devoted to those services is changing over time. In order to consider return on investment, the cost data generated through a CYF mapping effort must be paired with information that sheds light on how children, youth and families are faring and how effective specific supports and services are in promoting positive results. For example, return on investment analyses have frequently been used to help leaders understand the relative costs of preventive and developmental services in comparison to intervention and treatment services.

Using a Budget to Spur Reallocation in Philadelphia

The first two children’s report cards developed by Philadelphia leaders indicated that significant improvements were needed in a number of youth outcomes. Yet the 1999 children’s budget data revealed that only about two percent of human services spending for Philadelphia’s children was devoted to preventive and development services, and the majority of these dollars were spent on early child development and childcare programs.

In response, the Children’s Investment Strategy, launched in 2001 by Mayor Street, called for significant increases in youth development services, funded by both a reallocation of a larger portion of overall spending toward preventive services as well as new funding. In part as a result of the Children’s Investment Strategy, the Philadelphia Department of Human Services has significantly increased the proportion of their budget that they direct toward preventive and development services, primarily by reallocating TANF funds toward an array of youth development supports.

WARNING

Do not undertake CYF mapping processes under the guise of coordination if your real goal is to identify dollars or potential partnerships to help to sustain an initiative whose funding is expiring or decreasing. It is best to be clear about priorities up front in order to create and maintain a climate of trust in the process.

Increasing Coordination

Coordinating the myriad supports and services targeted to children, youth, families and communities is a major challenge. There are many programs administered by different agencies supporting similar goals for the same population in the same communities. Some overlap in services is healthy and productive, as multiple individuals and agencies, public and private, strive to respond to the needs and demands for services in creative and innovative ways. Ideally, however, individual programs and service efforts should be developed in the context of a big picture vision of what the range of stakeholders across a community hope to achieve for their children, families and community. Jointly devising and tracking progress toward achieving this vision helps program administrators to understand where coordination is really warranted and to avoid creating a service system that is so fragmented that it becomes cumbersome for clients with multiple needs. It is difficult, however, to find the time and the energy to do a better job of coordinating funding and services. Program administrators may not know where to begin, or it may seem like more trouble than it is worth to coordinate with others. There are often small but significant differences in defined services or eligible target populations for different programs and funding streams that make coordination difficult. Agency and program administrators do not want to risk losing control of funds or programs or altering their program approach.

CYF resource maps can provide an important starting point for coordination by making the task of coordination less daunting and providing a way to act more intentionally. The process of tracking and categorizing funding, in and of itself, often spurs interaction and conversation among administrators of programs who previously did not know each other or work together. Furthermore, a CYF map provides a clear map of where the dollars are and, consequently, where the services are. Reviewing a CYF map enables leaders and officials sitting in a number of separate agencies to see where there are programs and services with similar purposes and goals, and to know who administers those programs. This is obviously critical information to have when thinking about coordination.

It is important to remember that coordination of services should drive coordination of dollars – not vice versa. Focusing on developing a collective fund of dollars for a set of services without first building a shared vision for coordinated services and trust among stakeholders can lead to challenges over territory. Administrators of funding sources do not want to give up control or suffer the additional administrative burden of pooling dollars unless there is a compelling reason and benefit to their agency. Identifying shared goals and coordinating services to reach those goals can reveal where there are functions, such as training or quality improvements, that it makes sense to jointly fund.

Using a CYF Mapping Effort to Foster Statewide Coordination of Youth Services

The Kentucky Youth Development Partnership used a CYF mapping effort, referred to there as the Kentucky Youth Policy Assessment, to promote the development of statewide youth policy and more coordinated youth services. Leaders of the partnership developed a CYF map focused on statewide youth services for young people ages 8–24 outside of formal classroom instruction.

The results of this effort identified 101 separate statewide youth programs administered by public and nonprofit agencies, gaps in the use of services by older youth, lack of youth engagement and a lack of coordination. The data collected were officially released to state leaders, youth, and youth service professionals at a statewide youth policy forum.

The forum and subsequent meetings with state officials and policy makers led to the development of the Kentucky Positive Youth Development Coordination Act, introduced in the 2006 Kentucky legislative session. If passed, the Act will establish a Youth Services Coordination Council, with membership that includes state commissioners, youth, community members and youth professionals.

SOURCE: www.kychildnow.org/development/assessment.pdf

Maximizing Funding Opportunities

There is a variety of federal funding sources that states must match in order to draw down funding. This includes entitlement programs, such as Medicaid and Title IV-E, as well as many block grants, such as Temporary Assistance to Needy Families (TANF) and the Child Care and Development Fund (CCDF). States may also administer funding sources that cities and counties have to match in order to receive funds. Development of a CYF map may help to identify where existing state or local spending supports services that fit the requirements of federal or state matching programs. If these dollars are not already being claimed, there may be an opportunity to draw down matching funds. For example, many school districts spend dollars on medical services and outreach that are eligible for Medicaid matching dollars; however, many do not have the administrative claiming processes in place to claim these funds. A CYF map can help policy makers understand just what the matching potential is across a state or locality to determine whether the additional revenue that claiming will generate outweighs the time and expense of putting these administrative processes in place.

Using a Budget to Leverage Medicaid Reimbursement

In 2002, the children's budget helped policy makers and community leaders in Solano County, California to identify opportunities to leverage reimbursement for mental health services to children eligible under the Early Periodic Screening Diagnosis and Treatment (EPSDT) component of MediCal, California's Medicaid program. Solano County's children's resource map included a discussion of the opportunity to leverage matching funds – because of the high federal and state match rate, a very small local investment could leverage significant matching funds.

Based on these recommendations, the local First 5 Commission invested \$50,000 in a county fund to leverage MediCal reimbursement for expenditures on eligible services. To date, this \$50,000 investment has enabled the county to provide \$750,000 in mental health services for young children through matching EPSDT funds.

SOURCE: www.childnet.org/our_research/children%20budget.htm

WARNING

You may take on development of a CYF map thinking that you will unearth abundant dollars already in the system that leaders can reallocate to priorities. The reality of public spending, however, is that most dollars are dedicated to prescribed purposes designated in legislation. To the extent that there are clear priorities and the political will to implement them (even at the expense of other supports and services), a CYF mapping process can help you to determine where there are discretionary dollars that leaders can reallocate. Reallocation is not, however, a cure-all for budget woes.

Advocating for Additional Investments

When policy makers consider making new investments, they often ask the question, “How much are we already spending on this specific issue/age group/population?” However, if this question is asked in absence of an understanding of the “big picture” of children, youth and families, the response may lead to inefficient solutions. Understanding the nature and extent of existing investments across age groups, populations and issue areas can help policy makers make decisions that build on existing supports and services rather than create parallel ones that lead to piecemeal or fragmented solutions. Finally, pairing this information with meaningful needs assessment and indicator data can help determine where there are gaps in current funding relative to need, so that new dollars can be targeted appropriately.

CYF maps can also be important tools for advocates to use in influencing policy makers’ decisions regarding state or local investments. It is possible to make a much more compelling case for new investments if that case comes in the context of a substantive understanding of the current level of investment and, particularly the trends in those data over time.

Using a CYF Map in the Planning Process for Allocating a Dedicated Revenue Source

In San Francisco, leaders use a CYF mapping process as part of ongoing planning for how the Children’s Fund, a dedicated funding stream for children, is spent. Disbursement of the Fund is guided by a mayor-appointed Children’s Fund Citizens’ Advisory Committee and a planning process that includes a Community Needs Assessment and a Children’s Services Allocation Plan. The Children’s Services Allocation Plan, which is developed every three years, tracks all of the investments administered by the city that are dedicated to children and youth aged birth through 18.

Leaders in San Francisco recognized the opportunity that the unrestricted funds available in the Children’s Fund represented for filling in critical gaps in services that other more restricted public funds could not support. The CYF map data included in the Children’s Services Allocation Plan are used in combination with extensive needs assessment and indicator data to determine how Children’s Fund revenues can most effectively be coordinated with and targeted to fill gaps in existing city investments and support progress toward defined core outcomes for children, youth and families.

SOURCE: www.dcyf.org/Pubs/csap/CSAP_final_1125.pdf

What Does it Take to Build a CYF Resource Map?

Developing a CYF resource map can clearly provide big benefits to decision makers and the public at large. However, these benefits do not come without a parallel set of challenges. Three common challenges in developing quality CYF maps are:

Understanding the Task

A common mistake those undertaking a first-time CYF mapping effort make is to underestimate the time, expertise and energy developing a CYF map requires. The best way to tackle this challenge is to create a careful plan for development of the map before data collection begins. This plan should include the purposes of the effort, the individuals who will be involved, the resources it will take, the responsibilities and timeline for data collection, analyses and release of information, and a communications strategy.

CYF Providing the Context

When all of the investments in children, families, and youth in a state or locality are rolled up, the total investment can appear surprisingly large. Thus, it is important to present overall spending numbers in context. Analyses such as those listed below, in addition to indicator data, help to make the data collected meaningful and useful:

- Spending on children youth and families relative to other types of investments by government;
- Spending on specific outcomes, functions or age groups;
- Trends in spending over time;
- The share of spending invested by state, local and federal governments; and
- The proportion of spending dedicated to purposes that tend to make up large portions of investments, such as K–12 education, and medical spending.

Defusing the Politics

It appears to be human nature that sharing financial information makes people nervous. This is particularly true if the CYF mapping effort comes in a time of cut-backs and the perceived purpose of the effort

is reallocation of funds. While information on public spending is in the public domain and should be readily available, the degree of cooperation from public agencies will make a significant difference in the accessibility of certain types of information. In many cases, fiscal personnel from various agencies will need to assist with analyzing the information in new ways or estimating proportions of expenditures spent on particular populations. The way to address this challenge is to engage budget analysts and leaders up front and provide the opportunity for these stakeholders to help shape the mapping effort. The more individuals perceive the CYF map to be a useful tool, the more successful the effort will be. It is worth noting where enlisting the cooperation of public or private agency leaders in generating needed data is not possible, or the data are simply not collected. Noting where and why gaps exist is an important finding that may indicate lack of attention to an issue.

How Does a CYF Resource Map Fit Into the Big Picture?

Developing a CYF map can and should be an important part of an overall plan for leveraging resources to improve young people's lives. But it is only one part of this comprehensive effort. The more the links between these parts can be anticipated, the more useful and powerful a CYF map will be. Ideally, a well-crafted CYF map will be:

Comprehensive

It addresses spending on the range of supports and services for children, youth and families across a community.

Consistent with Other Efforts

Often, communities struggle when their children's resource map is organized one way, their children's report card is organized another way, their children's cabinet is organized a third way, and so on. In a coordinated planning effort, the CYF map should be aligned with other efforts throughout the community and allow leaders to get direct answers to hard questions.

A Collective Process

Ideally, a number of stakeholders, including policy makers, government officials, program leaders, advocates and community leaders will be engaged in the development of CYF maps. Too often, CYF maps are created by a narrow group of people, without engaging the full complement of relevant parties. This is a key reason some children's resource maps end up sitting on shelves collecting dust, instead of informing action plans and collecting momentum.

A Catalyst for Action

A CYF resource map can be a key aid in promoting needed changes — strategies for improving systems, assessing and aligning resources, mobilizing demand, and engaging youth and families. When done well, disseminated broadly and used in conjunction with other data tools, CYF maps can help to jumpstart interest in overall policy and program reform.

These opportunities do not come without hard work, however, and without a clear, careful plan to build a high quality CYF map from the bottom up. Creating a

CYF map requires not just determining what information will be most useful to guide decision making, but how to gather it, analyze it, synthesize it and publicize the effort. Even the most seasoned budgetary analysts and policy professionals will find that new approaches are necessary and new questions must be asked to do the job right.

Adding It Up is intended to be an accessible, comprehensive guide to each step of this process: From laying the groundwork and organizing an advisory board to the technical details of collecting data and talking about the story it tells. By learning from the examples of state and community leaders across the country who have used CYF maps to inform and improve their work, readers will find the value of investing in public investments. In other words, taking the time and resources to understand how spending on programs and services is paying off for children and families can lead to better outcomes for all.

Adding It Up: A Guide to Mapping Public Resources for Children, Youth and Families

This guide is a joint effort from the Forum for Youth Investment and the Finance Project designed to help decision makers and community leaders both learn the importance of a good children youth and families (CYF) resource map and lay out the process of creating or improving a CYF resource map of their own. In order to help busy leaders organize their time and the process of getting started, we have packaged the guide in three parts:

The Brochure. Offering the highlights of what a CYF map can do, and why a state or community might benefit from one, the brochure can help you make the case and spread the word about your efforts. A good tool for introducing decision makers to the idea of a CYF map, the brochure can also help those who already have CYF maps in the works think about how and if their efforts are meeting their needs.

Adding It Up: A Rationale for Mapping Public Resources for Children, Youth and Families. This introduction explains the why, how and what behind creating a CYF resource map. Setting the stage for what's involved in the process, this overview provides a good framework for understanding both the benefits and the challenges of getting the job done right.

Adding It Up: A Guide to Mapping Public Resources for Children, Youth and Families. The “meat and potatoes” of the guide, the handbook has been designed to clarify the process of creating and implementing an effective CYF resource map. With special attention paid to helping users avoid pitfalls and work from examples of others’ experience, the guide combines tips, tools, worksheets and everything a planning team might need to kick off a CYF map development process or reconfigure an existing one for greater success.

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