



Cradle to Career Alliance  
105 East Ash Street Suite 300  
Columbia, Missouri 65203

Ms. Emily van Schenkhof  
Executive Director  
Children's Trust Fund  
301 W. High Street, Room 840.  
Jefferson City, MO 65101

September 30, 2019

Dear Ms. Van Schenkhoff and Esteemed Colleagues,

With support from Cradle to Career Alliance board members, Boone County, and the Brilliant Beginnings planning team, I am pleased to submit this letter sharing our intent to apply for the Children's Trust Fund Capacity Building Grant focused on increasing Missouri's capacity to utilize collective impact as a powerful tool for improving outcomes with our most vulnerable children and families through home visiting support. Cradle to Career Alliance is a nonprofit organization focused on promoting health, well-being, and equitable opportunities for all children and families, as a critical factor in realizing educational potential. We combine the approaches of continuous improvement and collective impact to understand the local context behind disparities and find solutions.

The purpose of applying for the Capacity Building Grant is to assist us in collaborating with Kansas City's collective impact initiative, Promise 1000, to pilot the process of organizing and aligning common outcomes, indicators, metrics and training systems across our communities.

We have the pieces in place. Your support would be essential in supporting Cradle to Career's capacity to facilitate the planning, coordination, and facilitation of this next important implementation phase and would hope that lessons learned from this process would be valuable for other Missouri communities interested in joining this effort. We would be honored to be invited to submit a full proposal and look forward to hearing from you in the future. Until then, thank you, most kindly, for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "CKroner", is written over a light blue horizontal line.

Crystal Kroner, Ph.D.,  
Executive Director  
Cradle to Career Alliance



# Boone County Community Services

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Children's Trust Fund  
Harry S Truman Office Building, Room 860  
301 West High Street; P.O. Box 1641  
Jefferson City, MO 65102-1641

November 15, 2019

Dear Ms. Van Schenkhoff and Esteemed Colleagues,

With support from the Boone County Children's Service Board, Cradle to Career Alliance board members, Boone County, and the Brilliant Beginnings planning team, I am pleased to submit this letter sharing our intent to apply for the Children's Trust Fund Capacity Building Grant focused on increasing Missouri's capacity to utilize collective impact as a powerful tool for improving outcomes with our most vulnerable children and families through home visiting support. The Boone County Community Services Department, in partnership with Cradle to Career Alliance, submits this application to the Children's Trust Fund for the Child Abuse and Neglect Prevention Capacity Building Grants Initiative. In our original Letter of Intent for this funding opportunity, Cradle to Career was the lead partner and fiscal agent. It was decided by both entities to move forward with the application as the Boone County Community Services Department to serve as the fiscal agent and lead partner on this project.

The purpose of applying for the Capacity Building Grant is to assist us in collaborating with Kansas City's collective impact initiative, Promise 1000, to pilot the process of organizing and aligning common outcomes, indicators, metrics and training systems across our communities.

We have the pieces in place. Your support would be essential in supporting the Boone County Community Services Department and Cradle to Career's capacity to facilitate the planning, coordination, and facilitation of this next important implementation phase and would hope that lessons learned from this process would be valuable for other Missouri communities interested in joining this effort. We are honored to have been invited to submit a full proposal and look forward to hearing from you in the future. Until then, thank you, most kindly, for your consideration.

Respectfully,

Joanne Nelson  
Program Manager  
Boone County Community Services Department

**Children’s Trust Fund (CTF)**  
**Child Abuse and Neglect Prevention**  
**Capacity Building Application/Letter of Intent (LOI)**

Please review the full application before submitting LOI

**Organization Name:** Cradle to Career Alliance & Boone County Community Services Department

**Street Address:** 105 East Ash Suite 300

**City, State, Zip Code:** Columbia, MO 65203

**Telephone Number:** 573-999-4358

**Federal Tax ID#:** 472873187

Contact Name(s)	Contact Title(s)	Contact Email(s)
Crystal Kroner	Executive Director, Cradle to Career Alliance	Crystal.l.kroner@gmail.com
Joanne Nelson	Program Manager, Boone County Community Services Department	JNelson@boonecountymo.org
Megan Corbin Bania	Data and Performance Analyst, Boone County Community Services Department	MCorbin@boonecountymo.org

**Name of Proposed Grant:** Brilliant Beginnings

**Estimated amount to be requested:**

Year 1 (January 1 – June 30, 2020)	\$50,000
Year 2 (July 1, 2020 – June 30, 2021), if applicable	\$ _____
Year 3 (July 1, 2021 – June 30, 2022), if applicable	\$ _____

**Please respond to the following. Please keep the LOI to no more than three pages, including this page.**

- 1. Cover letter from your Executive Director**
- 2. What is the mission of your organization or coalition?**

Cradle to Career Alliance’s (C2CA) mission is to eliminate educational disparities by bringing community partners together to find and implement solutions tailored to local needs. Our model combines continuous improvement with collective impact precisely because we recognize many contributing factors impacting educational success exist outside school settings. Education outcome data serves as a general marker guiding the community’s deeper exploration into contributing factors impacting children’s healthy development and well-being.

Boone County Community Services mission is to support the greatest possible level of independence and self-sufficiency of Boone County residents by promoting their physical, mental, and social well-being to cultivate a safe and healthy community.

Brilliant Beginnings is a partnership between Boone County Community Services Department, Cradle to Career and twenty organizational leaders and representatives. The mission of this coalition is to support all families toward health, well-being, and a bright future in Boone County through prioritization and coordination of home visiting system providers.

3. **Briefly describe the community/population and geographic area served by applicant** – Our population includes all residents within Boone County with a special focus on prioritizing our most vulnerable families to promote support beginning early in pregnancy. We have paid close attention to creating a well-coordinated intake process through collaboration with organizations working with low-income, “high-risk,” families in our community.

4. **Briefly describe your organization’s experience in child abuse and neglect prevention**

Cradle to Career Alliance serves a role in the community as a facilitator for collective impact, by combining the strategic planning process with a variety of needs assessments and research activities through the Results Based Accountability (RBA) framework. In addition, C2CA leadership has experience in scaling local and state collaborative initiatives. Most importantly, members of our Brilliant Beginnings planning team were purposefully selected by C2CA because of their leadership and dedicated experience in working with families to reduce child abuse and neglect, increase family access to resources involving basic needs and assistance, and increasing healthy family relationships. Along with home visiting agency leadership and staff, our team also represents organizations working with low-income and refuge families, Boone County Community Services Department, Columbia / Boone County Public Health & Human Services, Columbia Housing Authority, the Boone County Early Childhood Coalition, and the Department of Health & Senior Services.

5. **Brief description of Capacity Building project -**

Brilliant Beginnings is forming a collaborative partnership with Kansas City’s home visiting initiative, Promise 1000, to pilot adopting a common set of outcomes and training framework to support families in two distinct community contexts. The hub / spoke model is an exemplar for developing statewide collective impact because it is structured through a common set of goals, outcomes and metrics, while allowing flexibility for local strategies.

We plan to collaborate with Promise 1000 to introduce their outcome and training framework to Boone County and align them with local practice and infrastructure over the initial capacity building period (six months). This will require funding for process coordination, project management, and Promise 1000 consulting support. Over the past nine months, Boone County (Brilliant Beginnings) has been engaged in strategic planning to strengthen family support prenatal to age three through a Pritzker Family Foundation planning grant. Strategic planning has been accompanied by various needs assessments and research activities to understand local strengths and capacity barriers. We believe this provides a strong foundation and logical opening for piloting an implementation strategy through this partnership, where we were particularly fortunate to find another community working toward collective impact that also presented close outcome alignment. We plan to share our local expertise on Kansas City’s central outcomes and framework to enhance quality improvement, while documenting the process to serve as a possible guide for other communities interested in the potential of joining a hub/ spoke model for home visiting.

**Submit Letters of Intent to Laura K. Malzner at [laura.malzner@oa.mo.gov](mailto:laura.malzner@oa.mo.gov)**

**Letters of Intent are due no later than October 1, 2019**

**Invitations to submit a full proposal will follow the review of Letters of Intent**

## NARRATIVE SECTIONS

### 1) Summary

Brilliant Beginnings is a collective impact project within Boone County, Missouri. The goal of this project is to increase the number of underrepresented expectant families engaging in home visiting services to strengthen family support earlier in life. Like many communities, Boone County continues to struggle to reach families who experience the most chronic disparities across major life milestones. This is due to a lack of contact, information, and trust with these families. A solution to needs identified within Boone County is Brilliant Beginnings. This initiative will develop a centralized system of home visiting in partnership with local organizations and providers which focuses on families from pregnancy through healthy birth. The Brilliant Beginnings project would allow us to align the needs of these families and support families through a tiered, coordinated system.

A second component of our capacity building effort will be in aligning outcomes and indicators with Promise 1000 as a community pilot of a hub-spoke model in Missouri. This work will provide Brilliant Beginnings with a framework for implementing a centralized system in Boone County, while also creating an opportunity for quality assurance for both communities.

### 2) Community or Population to be Served

Brilliant Beginnings is an initiative serving Boone County, Missouri. Boone County is centrally located between St. Louis and Kansas City, Missouri with a population size of 180,005 individuals (United States Census, 2018). The population estimate for Columbia in 2018 was 123,180 individuals which consists of 68 percent of the Boone County population. Zip codes served by the Brilliant Beginnings project include: 65010, 65039, 65201, 65202, 65203, 65205, 65211, 65212, 65215, 65216, 65217, 65218, 65240, 65255, 65256, 65279, 65284, 65299.

Boone County residents are 81.3% white, 9.7% black/African American, 5.3% are Asian, and 3.2% are of multiple races; 3.5% are of Hispanic or Latino ethnicity (United States Census, 2018). Children under the age of 5 make up 5.9% of the population and 20.3% of county residents are under the age of eighteen. Boone County residents are well educated with 93.5% of the population over age 18 are high school graduates, and 45.9% hold a bachelor's degrees or higher (United States Census, 2018). The Columbia unemployment rate was 1.7% (Bureau of Labor Statistics, 2019). The median household income for the County is \$52,005 which is lower than the national median income. The poverty rate is 15.1% within Boone County and 22.9% within the City of Columbia. Missouri's poverty rate is lower at 13.2% (United States Census, 2018).

Boone County had a total of 164 entries into foster care due to abuse and neglect by caregivers. This is an increase over recent years which has averaged 158 children annually from 2014-2017. In 2018, there were 95 substantiated cases of abuse and/or neglect; 29.5% of substantiated reports were for physical abuse, 44.2% were for neglect, and 28.4% were substantiated sexual abuse cases (Missouri Department of Social Services-Children's Division, 2019).

Data for our community shows a troubling pattern for black or African American parents across several key indicators leading to healthy birth, where rates of disparity have been significantly higher for this population. From 2013-2017, 75.94% of Black or African American mothers were single at the birth of their child compared to 24.45% of white mothers and were almost 30% more likely than white mothers

to have births spaced less than 18 months apart in Boone County. Between 2013-2017, there were four times as many African American or Black teenage mothers (1.92 of 100 births) compared to White teenage mothers (0.48 of births). In addition, White mothers were nearly three times less likely to give birth to a child at full term with low birth weight (2.11 per 100 births) compared to Black or African American mothers (6.18 per 100 births) from 2013-2017 (DHHS-MOPHIMS-Birth MICA, 2019).

Local connections between race/ethnicity and poverty are reflected in very different rates of utilizing public assistance support. In 2017, black or African American mothers utilized food stamps at four times higher rate than white mothers, Medicaid insurance at a nearly three times higher rate, and nearly three times as high in WIC benefits. In terms of prenatal and postpartum care, **six times** as many Black or African American mothers as White mothers did not receive prenatal care (2.02 per 100 births compared to 0.33 per 100 births).

### 3) Organizational Mission and Experience

Boone County Community Services Department's (BCCSD) mission is to support the greatest possible level of independence and self-sufficiency of Boone County residents by promoting their physical, mental, and social well-being to cultivate a safe and healthy community. The BCCSD was created to oversee and coordinate the disbursement of the funds received from through the Boone County's Children's Services Fund created through the passing of Proposition One in 2012.

BCCSD has extensive experience in funding organizations working directly with vulnerable children and families at risk of abuse and/or neglect. Prevention services include programming focused on promoting protective factors in families and provision of home visiting support for vulnerable families funded through the Children's Services Fund. BCCSD is in a unique position to continue collective impact projects following the initial support from CTF, if funded. Organizations involved in this effort can improve their service delivery and better demonstrate the need for increased funding provided through the Children's Services Fund. The BCCSD will continue to support system changes like those proposed in the CTF grant around early childhood and the prevention of child abuse and neglect.

Cradle to Career Alliance's (C2CA) mission is to eliminate educational disparities by bringing community partners together to find and implement solutions tailored to local needs. Our model combines continuous improvement with collective impact precisely because we recognize many contributing factors impacting educational success exist outside school settings. Education outcome data serves as a general marker guiding the community's deeper exploration into contributing factors impacting children's healthy development and well-being.

C2CA has conducted extensive research and action planning surrounding local disparities in Kindergarten Readiness showing the most chronic gaps by race/ethnicity and economic status in Boone County. Data continues to show chronic and widening disparities for black or African American students and those eligible for free and reduced lunch reflecting issues occurring outside school buildings. Therefore, intervention planning has utilized collective impact and the focus on the whole family as early in life as possible. C2CA staff has experience in action planning related to multiple factors impacting the well-being of young children in Boone County, and more specifically, system barriers and strengths related to our capacity to implement a seamless continuum of home visiting support.

Brilliant Beginnings is a partnership between Boone County Community Services Department, Cradle to Career Alliance and twenty organizational leaders and representatives. The mission of this coalition is to support all families toward health, well-being, and a bright future in Boone County through prioritization

and coordination of home visiting system providers. Whereas this support will be available to all Boone County families, we are focused on increasing the number of underrepresented expectant mothers and their families through a seamless and centralized intake system in partnership with agencies serving our target population. Capacity building is necessary to continue the collective work of partners through a more formalized coordinated effort.

#### 4) Collaboration within Community

BCCSD and C2CA have partnered extensively around improving outcomes for Boone County children and families. These efforts are documented below:

##### BCCSD and Columbia/Boone County Public Health and Human Services (PHHS):

BCCSD has worked with Boone County's PHHS on many projects within the community. This hybrid health department focuses on serving families, planning health initiatives, and leading community change within the City of Columbia and all of Boone County. Needs for the county are captured through the Mobilizing for Action through Planning and Partnerships (MAPP) process every five years. From this assessment, a Community Health Improvement Plan (CHIP) is developed. BCCSD has been involved in the current CHIP plan and have played critical roles in action teams around identified needs. BCCSD's position as a local funder has helped improve the impact of action teams' activities.

Other partnership with PHHS include efforts of the Boone Impact Group (BIG). This group is made up of representatives from BCCSD, PHHS, and the Heart of Missouri United Way. As local funders, BIG seeks to address resource gaps within the community and to coordinate the strengths and abilities of the human services sector to tackle challenging social issues together. Connecting with these partners allows BCCSD to continue promotion of necessary systems changes like those identified with Brilliant Beginnings.

##### Brilliant Beginnings: A C2CA and BCCSF Partnership with Community Agencies:

Over the past nine months, Brilliant Beginnings has been engaged in strategic planning to strengthen family support prenatal to age three through a Pritzker Family Foundation planning grant. Strategic planning has been accompanied by various needs assessments and research activities to understand local strengths and capacity barriers. The Pritzker Family Foundation Grant was launched through a partnership with five national organizations demonstrating a commitment to ensuring children have a strong start to life: The National Association of Counties (NACo), National League of Cities, Center for the Study of Social Policy, National Institute for Children's Health Quality (NICHQ) and StriveTogether. Boone County was awarded funding and was considered unique due to the partnership between BCCSD and C2CA, a local StriveTogether organization. The Brilliant Beginnings partnership evolved through the Pritzker Family Foundation grant and is comprised of several members that have been involved in other C2CA action planning activities. Planning efforts continue at micro to macro-levels around four priority areas including: improving healthy starts to life, access to quality early learning (focused on trauma-informed, culturally responsive support); improved literacy; and strengthening family support earlier in life. Partners decided to streamline coordination of existing home visiting and family support programs and services within our community to address service gaps and barriers for underrepresented families leading to the Brilliant Beginnings project.

We have received letters of support from Brilliant Beginnings partners to move forward in building capacity and infrastructure for our plan. These are found in Attachment 7.

5) Describe the Proposed Capacity Building Initiative, including the need for the project and the methodology for improving capacity

Funding from CTF would allow the Brilliant Beginnings project to move forward and better serve the most vulnerable pregnant women within Boone County. The Pritzker Family Foundation grant provided support for Boone County and C2CA to convene and organize home visiting organizations, local health systems, and other providers around a common agenda of focusing supports to underrepresented expectant families. Local needs assessments completed as part of this funding identified key issues in families accessing home visiting services. One issue is an unclear initial referral process for providers to connect families with home visiting services. These providers indicated there was little knowledge of the services available including eligibility requirements and available slots. They reported a lack of time to call and follow up with families who did receive referrals. Another issue identified were family's inability to connect to needed services. They expressed not knowing about resources or experiencing a lower level of trust of professionals entering their homes, fearing judgment or removal of their children. This was supported by feedback from Brilliant Beginnings partners.

These issues led to a desire to pursue a collective impact approach to providing coordinated, tiered support to expectant families. Although collective impact is not always a solution to every challenge, it is highly effective in addressing poor system coordination due to a lack of common goals and infrastructure. The collective impact project needs additional capacity building resources to ensure the effort is sustainable, scalable, and impactful for Boone County.

The Brilliant Beginnings project will focus on serving pregnant women and their families through three general processes:

- 1) designing a well-planned intake. The goal is to have an automated intake form, designed and accepted by all child and family serving social service organizations.
- 2) organizing a tiered, coordinated referral system for families to community social service organizations. Families would get connected to relevant services based on their level of need and location.
- 3) utilizing a training system to align common outcomes, indicators, and metrics across our community. Training would be provided to partnering agencies involved in Brilliant Beginnings.

Outcomes and indicators for this work will be based on Promise 1,000 from the Kansas City metro area. Boone County will collaborate with Kansas City and St. Louis to develop statewide common outcomes and indicators for families receiving home visiting services. Brilliant Beginnings would serve as the third hub/spoke partner of the Promise 1,000 system. Utilizing this framework will improve capacity of community organizations to serve more families, target support to families with the highest needs, and demonstrate the need for increased home visiting slots.

CTF funding would allow Brilliant Beginnings to finalize shared measurement tools and identify mutually reinforcing activities within the community. Brilliant Beginnings Coordinator and assistant will provide the project with backbone support, continuous communication to partners, and will engage in strategic data collection for continuous quality improvement activities.



6) Describe the impact that the applicant hopes will result from the project and how this impact will be sustainable after the grant period

Brilliant Beginnings seeks to support all families toward health, well-being, and a bright future in Boone County. Outcomes for the project are expected to impact families, organizations, and all of Boone County. For families, Brilliant Beginnings allows for streamlined connection to organizations that can help develop protective factors. The Center for the Study of Social Policy has identified protective factors including parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, and social and emotional competence of children (Center for the Study of Social Policy, 2019). When families build on these factors, they decrease their likelihood of abusing or neglecting children. Connecting the most vulnerable families with home visiting organizations will increase protective factors for children and families through already funded programming. These activities would reduce the rate of child abuse and neglect within Boone County.

Centralized intake processes can efficiently capture family contact information, eligibility, and acuity of need. This process can reduce provider organization's staff time in connecting families with appropriate resources. Available slots with home visiting organizations will be filled with fewer hours of staff time from all agencies. Data collected throughout the project will be utilized by local funders, including the BCCSD, to direct funding around needed home visiting services. Additional needs of families will likely be identified and can lead to more mutually reinforcing activities among partners in Brilliant Beginnings. Providers will have access to information to engage in data-driven decision making.

Across the community, Brilliant Beginnings seeks to impact racial disparities, many of which begin before birth. Prioritizing resources to those with the highest need will allow for improved birth related outcomes for children. Outcomes of particular interest for families served by Brilliant Beginnings are to decrease the rate of low weight births at full term gestational age, the rate of births to mothers with inadequate or lack prenatal care, and the rate of births spaced less than 18 months apart. Brilliant Beginnings can improve parent access to supports and increase referral agency partners as the project expands.

These outcomes across families, organizations, and the community will support the need for continued collective efforts among Brilliant Beginnings partners and increased funding to sustain the project over the long term. Brilliant Beginnings will seek outside funding sources from other state grants and federal funding sources to sustain the project.

7) Describe the timeline for implementing the requested capacity building project

We have provided a timeline for the first six-month contract period, and an additional two years of support. The partners recognize capacity building projects are intended to test the viability or proof of concept. Therefore, we understand there could be changes due to unforeseen barriers or new information gained through piloting.

Jan- June 2020	-Align outcomes & indicators -Identify partner agency who will house coordinator -Hire coordinator	-Develop screening protocol -Develop data sharing agreements -Develop communication protocol	-Plan technology for intake system -Begin work on technology system
July- June 2021	-Launch pilot of intake and referral system two 3-month pilots -Begin working with referral and home visiting agencies	-Review priorities for common training system -Conduct provider and participant surveys -Develop sustainability plan	-Use data gathered to guide continuous quality improvement initiatives -Complete technology system
July- June 2022	-Schedule and facilitate relevant staff trainings -Utilize sustainability plan	-Continue to increase referral agencies involved in Brilliant Beginnings	-Increase slots available for home visiting organizations

8) Program Budget Description and Justification

Salaries and Wages and Fringe: Salary request will allow for hiring of a Brilliant Beginnings Coordinator to be housed within one of the partner agencies. We expect to hire the coordinator within the first six months of the project (Year 1), likely around March/April. We expect Year 1 salary costs for the Brilliant Beginnings Coordinator to be \$11,500. The Coordinator will be critical to take the Brilliant Beginnings collective impact project forward. This position will provide continuous communication to the initiative and will ensure partners are using shared measurement tools and engaging in mutually reinforcing activities. Salary expenses will grow in Year 2 as the Brilliant Beginnings Coordinator works at an FTE status at \$45,000.00. In Year 3, salary expenses increase with the hiring of a Brilliant Beginnings Assistant is hired at 0.5 FTE status at \$17,500 for a total of \$62,500 for Brilliant Beginnings staff. Boone County Community Services Department staff time would be needed to ensure accurate reporting and program administration occurs. We expect a BCCSD staff person at 0.05 FTE status would be needed costing \$2,080.00 in Year 1. In Year 2 this would increase to \$4,160.00 for the BCCSD staff. Year 3 would reduce costs for the BCCSD staff time to \$2,080 (a 0.025 FTE) as the Brilliant Beginnings Coordinator and Assistant take on more administrative duties. Included with staff salary expenses are fringe costs. Brilliant Beginnings Coordinator Year 1 fringe costs are \$4,500. Fringe costs for the Coordinator in Year 2 increase to \$18,000. Year 3 costs are \$25,000 for the Coordinator and Assistant. Fringe rates are consistent with rates for a 1.5 FTE within a partner agency. For BCCSD staff, these costs would be \$520 in Year 1 and would increase in Year 2 to \$1,040 and subsequently decrease in Year 3 to \$520.

Consultant & Contractual Services: C2CA will serve as a consultant on the project to guide final planning phases of the project, and piloting onramp agencies and utilizing a tiering system around a common assessment tool/centralized intake. C2CA's work throughout the work of the project is included in these costs across Year 1 (\$40 fee x 306 hours= \$12,240), Year 2 (\$40 fee x 313 hours= \$12,520), and Year 3 (\$40 fee x 125 hours= \$5,000). C2CA has been critical in convening the Brilliant Beginnings partners and identifying needs and capacity issues through the initial Pritzker grant. We expect the Brilliant

Beginnings Coordinator to fully take on the role of convening partners in Year 2. C2CA will lead piloting initiatives and assessment of the quality assurance pieces within Year 2 and Year 3.

Space Costs: We do not anticipate expenses for space costs as these are expected to be provided in-kind.

Consumable Supplies: We expect an average of \$1,000 for printing costs, paper, and other supplies for Year 1, Year 2, and Year 3. These supplies are needed for the Brilliant Beginnings Coordinator. We expect to pilot paper versions of the centralized intake and risk assessment.

Travel: In Year 1, we expect the Brilliant Beginnings Coordinator to attend training with Promise 1,000 partners in Kansas City and St. Louis. We expect limited travel expenses in Year 1 at \$750. In Years 2 and 3, we expect to incur costs with more frequent travel in the County to visit partners and with Promise 1,000 partners at \$1,000. Within this budget line, we have included expenses in traveling to Jefferson City for Compliance Training with CTF.

Communications: Costs within this category include a cell phone allowance of \$300 in Year 1, which would increase in Years 2 and 3 to \$600.00. Office telephone services are \$195.00 in Year 1 and \$390.00 in Years 2 and 3. Additional expenses in Year 1 and 2 include marketing costs for the project which will be utilized to create relevant materials for our target agencies, families, and home visiting providers. This brings Year 1 communication expenses to \$1,000, Year 2 to \$2,000, and Year 3 to \$1,000.

Non-consumable Supplies: Year 1 includes purchasing a laptop, docking station, and monitor for the Brilliant Beginnings Coordinator at \$1,700. In Year 3, we expect to purchase a desktop computer for a 0.5 FTE Brilliant Beginnings Assistant for \$750. A laptop and desktop computer are necessary for these positions as they will likely work at different locations. Desk equipment is needed for each position to ensure Brilliant Beginnings activities move forward.

Program Related Expenses: Expenses include technology development across all three years. In Year 1 and Year 2 we expect more costs associated with developing and implementing this system at \$14,510 and \$15,080, respectively. Year 3 costs will revolve around maintenance of the system at \$950. The technology piece of this project will allow for increased referrals and utilization of home visiting services. Data collected through the system will inform potential RFPs through the Boone Impact Group (BIG) and allow organizations to more efficiently serve families.

Other Costs: These are the expected costs for background screenings for relevant staff involved with Brilliant Beginnings and CTF funding at \$200 across all three years of funding. Background screening promotes safety for children and families.

**References:**

Center for the Study of Social Policy. (2019). Strengthening Families. Retrieved from <https://cssp.org/our-work/project/strengthening-families/>.

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Missouri Department of Social Services, Children's Division. (2019). Child Abuse and Neglect Annual Report Fiscal Year 2018 [PDF file]. Retrieved from <https://dss.mo.gov/re/pdf/can/2018-missouri-child-abuse-neglect-annual-report.pdf>.

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United States Bureau of Labor Statistics. (2019). Economy at a Glance. Retrieved from [https://www.bls.gov/eag/eag.mo\\_columbia\\_msa.htm](https://www.bls.gov/eag/eag.mo_columbia_msa.htm).

United States Census. (2018). Retrieved from <https://www.census.gov/quickfacts/fact/table/boonecountymissouri,US/PST045218>.

## **ATTACHMENTS**

Attachment 1: Program Budget

Attachment 2: Certification/Authorization Signature Page

Attachment 3: IRS 501 (c)(3) certification letter, if applicable

Attachment 4: Most recently audited financials (if applicable) or most recently completed financial statement for the organization

Attachment 5: Current year's operating budget, including income and expenses

Attachment 6: Current list of the organization's Board of Directors and their affiliations

Attachment 7: Letters of support from Brilliant Beginnings Partners

**CHILDREN'S TRUST FUND GRANT APPLICATION  
PROJECT BUDGET**

**Attachment 1**

This budget sheet is for the proposed project only. Do not provide the total agency budget on this sheet.

SECTION I. - EXPENSES	CTF FUNDS REQUESTED Year 1	CTF FUNDS REQUESTED Year 2	CTF FUNDS REQUESTED Year 3
<b>1. Salaries and Wages</b> (Staff positions)	\$13,580.00	\$49,160.00	\$64,580.00
<b>2. Fringe Benefits</b> (inclusive of all benefits)	\$5,020.00	\$19,040.00	\$25,520
<b>3. Consultant &amp; Contractual Services</b> (Fees x hours)	\$12,240.00	\$12,520.00	\$5,000.00
<b>4. Space Costs</b> (Example: Rent, utilities & maintenance)	\$0.00	\$0.00	\$0.00
<b>5. Consumable Supplies</b> (Example: Desk Top & paper supplies, postage)	\$1,000.00	\$1,000.00	\$1,000.00
<b>6. Travel</b> (Example: mileage, meals, lodging)	\$750.00	\$1,000.00	\$1,000.00
<b>7. Communications</b> (Example: basic & long distance service fees, Cell phone costs)	\$1,000.00	\$2,000.00	\$1,000.00
<b>8. Non-consumable Supplies</b> (Example: desks, computers, etc.)	\$1,700.00	\$0.00	\$750.00
<b>9. Program Related Expenses</b> (Example: Materials, meeting space, conference registration)	\$14,510.00	\$15,080.00	\$950.00
<b>10. Other Costs</b> (Example: Background Check fees)	\$200.00	\$200.00	\$200.00
<b>TOTAL PROGRAM BUDGET (total of 1-10)</b>	<b>\$50,000.00</b>	<b>\$100,000.00</b>	<b>\$100,000.00</b>

BUDGET LINE-ITEM REQUEST MUST CORRESPOND TO SECTION 6 OF NARRATIVE

CHILDREN'S TRUST FUND  
GRANT APPLICATION  
ASSURANCE/CERTIFICATION SIGNATURE PAGE

I, the undersigned, certify that the statements in this grant application are true and complete to the best of my knowledge and accept, as to any grant awarded, the obligations to comply with all Children's Trust Fund requirements specified in the grant award and contract.

I, the undersigned, certify the use of accepted accounting procedures to provide for accurate and timely recording or receipt of fund (by source), expenditures (by items made from such funds) and of unexpended balances. I will establish controls, which are adequate to ensure that expenditures charged to grant activities are for allowable purposes, and that documentation is readily available to verify that such charges/expenses are accurate.

Name: Joanne Nelson Program Manager  
Authorized Official Title

Signature: Joanne Nelson 4/15/19  
Authorized Official Date

**IRS 501 (c)(3) Certification Letter**

The Boone County Community Services Department does not have an applicable IRS certification letter. As a County government organized under Missouri State Statute, we are exempt from income tax and don't have any kind of IRS certification.



**Most Recently Audited Financials**

Due to the length of Boone County audit, we have made available a public link to access the most recent audit at: <https://www.showmeboone.com/auditor/financial-reports/>

Community Children's Services Fund  
10/31/2019

Attachement 5

	2019 Annual Budget (as revised/amended)	Y-T-D Actual			% of Bdgt	2019 Remaining Budget
		2019 YTD Actual Rev/Expenditures	2019 YTD Encumbrances	2019 Total Revenue/ Exp. + Encumbrances		
	A	B	C	D = (B + C)		A-D
<b>Current Period Revenues:</b>						
Sales Tax	6,810,000	4,285,343.90	-	4,285,343.90	63%	2,524,656.10
Interest	259,800	387,792.13	-	387,792.13	149%	(127,992.13)
Other	-	7,547.07	-	7,547.07		(7,547.07)
<b>Total Current Period Revenue</b>	<b>7,069,800</b>	<b>4,680,683.10</b>	<b>-</b>	<b>4,680,683.10</b>	<b>66%</b>	<b>2,389,116.90</b>
<b>Fund Balance Appropriated</b>	<b>1,476,691</b>	<b>(a)</b>				
<b>Total Budgetary Resources</b>	<b>8,546,491</b>					
<b>Current Period Expenditures:</b>						
<b>Operations Support</b>						
Salaries & Benefits	283,952	197,681.73	-	197,681.73	70%	86,270.27
Operations Support	249,926	-	720.00	720.00	0%	249,206.00
Fixed Assets	12,271	8,719.38	2,331.26	11,050.64	90%	1,220.36
<b>Total Operational Support</b>	<b>546,149.00</b>	<b>206,401.11</b>	<b>3,051.26</b>	<b>209,452.37</b>	<b>38%</b>	<b>336,696.63</b>
<b>Service Contracts:</b>						
Agency Contracts (current year & renewals)	9,541,880	4,979,567.87	(b) 2,186,572.87	(c) 7,166,140.74	75%	2,375,739.26
Strategic Opportunities (non-recurring)	750,000	137,432.41	278,936.19	416,368.60	56%	333,631.40
Emergency for Agencies in Need	250,000	-	-	-	0%	250,000.00
<b>Total Service Contracts</b>	<b>10,541,880</b>	<b>5,117,000.28</b>	<b>2,465,509.06</b>	<b>7,582,509.34</b>	<b>72%</b>	<b>2,959,370.66</b>
<b>Total Current Period Expenditures</b>	<b>11,088,029</b>	<b>5,323,401.39</b>	<b>2,468,560.32</b>	<b>7,791,961.71</b>	<b>70%</b>	<b>3,296,067.29</b>
<b>Release of Prior Year Encumbrances (Contracts)</b>	<b>-</b>	<b>-</b>	<b>(d)</b>	<b>-</b>		<b>-</b>
<b>Total Current Period Expenditures (NET)</b>	<b>11,088,029</b>	<b>5,323,401.39</b>	<b>2,468,560.32</b>	<b>7,791,961.71</b>		<b>3,296,067.29</b>

- (a) This amount represents the prior years carryover fund balance appropriated in the current year budget
- (b) Payments made on current year contracts
- (c) The remaining contractual obligation on contracts entered into in the current year.
- (d) Release of unutilized funds from prior year contracts that were encumbered in the prior year

**Boone County Community Services**



**Boone County Children's Services Board Members**

<b>NAME</b>	<b>ROLE</b>	<b>AFFILIATION</b>
Les Wagner	Chairman	Former – Executive Director of the Missouri Association of County Developmental Disabilities Services
Gregory Grupe	Vice Chairman	Former – Columbia Public Schools Administrator
Connie Leipard	Treasurer	Local Business Owner
Nancy McKerrow	Member	Former – Public Defender
Dr. Wiley Miller	Member	Psychologist
Leigh Spence	Member	Director of Counseling – Battle High School
Lynn Barnett	Member	Former – Columbia Public Schools Administrator
Michele Kennett	Member	Associate Vice Chancellor for Research
VACANT		

**Letters of Support**

Letters of support from partnering Brilliant Beginnings agencies are attached in the following pages.



# Children's Hospital

*University of Missouri Health Care*

## Division of General Pediatrics

South Providence Medical Building  
551 East Southampton Drive, DC106.20  
Columbia, MO 65201  
Phone: 573 882-4730  
Fax: 573 884-4899

Children's Trust Fund  
Harry S Truman Office Building, Room 860  
301 West High Street; P.O. Box 1641  
Jefferson City, MO 65102-1641

November 1, 2019

To Whom It May Concern:

It is with great enthusiasm that I write this letter in support of Cradle to Career Alliance (C2CA) and Boone County Community Services Department (BCCSD)'s application for Brilliant Beginnings under the Missouri Children's Trust Fund Child Abuse and Neglect Prevention Capacity Building Grants Initiative.

The Brilliant Beginnings Initiative focuses on preventing child abuse and neglect within Boone County. The project seeks to increase the number of vulnerable children connected to essential and high-quality services including home visiting, early intervention, mental health, developmental screenings, and evidence-based interventions for families. Connecting families with needed services in a coordinated system will allow for more effective use of resources and better outcomes for children.

On behalf of MU Pediatrics (a medical home and HealthySteps clinic) and the MU Women's and Children's Hospital newborn nursery, I support the collaborative work of Brilliant Beginnings and intend to continue partnering with C2CA and BCCSD on this project. Our office provides over 27,000 visits annually to children in Boone County and our hospital has around 2,500 births per year. Many of these children would benefit from this initiative.

Respectfully,

Nathan Beucke, M.D.  
Division Director- General Pediatrics  
Department of Child Health  
University of Missouri Health Care



**FACE**

Family Access Center of Excellence of Boone County

of **BOONE COUNTY**

Children's Trust Fund  
Harry S Truman Office Building, Room 860  
301 West High Street; P.O. Box 1641  
Jefferson City, MO 65102-1641

November 14, 2019

To Whom It May Concern:

It is with great enthusiasm that I write this letter in support of Cradle to Career Alliance (C2CA) and Boone County Community Services Department (BCCSD)'s application for Brilliant Beginnings under the Missouri Children's Trust Fund Child Abuse and Neglect Prevention Capacity Building Grants Initiative.

The Brilliant Beginnings Initiative focuses on preventing child abuse and neglect within Boone County. The project seeks to increase the number of vulnerable children connected to essential and high-quality services including home visiting, early intervention, mental health, developmental screenings, and evidence-based interventions for families. Connecting families with needed services in a coordinated system will allow for more effective use of resources and better outcomes for children.

On behalf of FACE of Boone County, I support the collaborative work of Brilliant Beginnings and intend to continue partnering with C2CA and BCCSD on this project.

Respectfully,

Adielle Ehret, Executive Director  
Family Access Center of Excellence of Boone County  
105 E. Ash Street, Ste. 100  
Columbia, MO 65203

# UNIVERSITY *of* MISSOURI

DEPARTMENT OF PSYCHIATRY

SCHOOL OF MEDICINE

Children's Trust Fund  
Harry S Truman Office Building, Room 860  
301 West High Street; P.O. Box 1641  
Jefferson City, MO 65102-1641

November 1, 2019

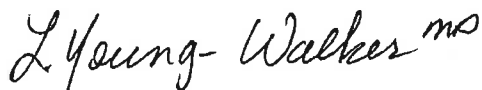
To Whom It May Concern:

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The Brilliant Beginnings Initiative focuses on preventing child abuse and neglect within Boone County. The project seeks to increase the number of vulnerable children connected to essential and high-quality services including home visiting, early intervention, mental health, developmental screenings, and evidence-based interventions for families. Connecting families with needed services in a coordinated system will allow for more effective use of resources and better outcomes for children.

On behalf of Dr. Laine Young-Walker, Chair of Psychiatry, I support the collaborative work of Brilliant Beginnings and intend to continue partnering with C2CA and BCCSD on this project.

Respectfully,



Laine Young-Walker, MD  
Associate Dean for Student Programs  
Chair, Department of Psychiatry  
Robert J Douglas, M.D. and Betty Douglas  
Distinguished Faculty Scholar in Psychiatry



# Columbia

PUBLIC SCHOOLS

**Vision:** To be the best school district in our state  
**Mission:** To provide an excellent education for all our students

Dr. Peter Stiepleman, Superintendent of Schools

## ASLIN ADMINISTRATION BUILDING

1818 West Worley Street

Columbia, MO 65203

(573) 214-3400

Fax: (573) 214-3401

Children's Trust Fund  
Harry S Truman Office Building, Room 860  
301 West High Street; P.O. Box 1641  
Jefferson City, MO 65102-1641

October 31, 2019

To Whom It May Concern:

It is with great enthusiasm that I write this letter in support of Cradle to Career Alliance (C2CA)'s application for Brilliant Beginnings under the Missouri Children's Trust Fund Child Abuse and Neglect Prevention Capacity Building Grants Initiative.

The Brilliant Beginnings Initiative focuses on preventing child abuse and neglect within Boone County. The project seeks to increase the number of vulnerable children connected to essential and high-quality services including home visiting, early intervention, mental health, developmental screenings, and evidence-based interventions for families. Connecting families with needed services in a coordinated system will allow for more effective use of resources and better outcomes for children.

The Columbia Public Schools has reviewed a summary of this grant application and is encouraged by the potential contributions of this project. Assuming district priorities and personnel remain the same when funding decisions are made, we would welcome the opportunity to participate in this project.

Respectfully,

Peter Stiepleman, Superintendent  
Columbia Public Schools  
1818 W. Worley Street  
Columbia, MO 65203





Central Missouri Community Action  
807-B North Providence Rd  
Columbia, MO 65203  
573.443.8706 office  
573.875.2689 fax  
ShowMeAction.org

Children's Trust Fund  
Harry S Truman Office Building, Room 860  
301 West High Street; P.O. Box 1641  
Jefferson City, MO 65102-1641

October 24, 2019

To Whom It May Concern:

It is with great enthusiasm that I write this letter in support of Cradle to Career Alliance (C2CA)'s application for Brilliant Beginnings under the Missouri Children's Trust Fund Child Abuse and Neglect Prevention Capacity Building Grants Initiative.

The Brilliant Beginnings Initiative focuses on preventing child abuse and neglect within Boone County. The project seeks to increase the number of vulnerable children connected to essential and high-quality services including home visiting, early intervention, mental health, developmental screenings, and evidence-based interventions for families. Connecting families with needed services in a coordinated system will allow for more effective use of resources and better outcomes for children.

On behalf of Central Missouri Community Action, I support the collaborative work of Brilliant Beginnings and intend to continue partnering with C2CA on this project.

Respectfully,

A handwritten signature in blue ink that reads "Darin Preis". The signature is stylized with a large, looping initial "D" and "P".

Darin Preis, CCAP, MPA  
Executive Director  
Central Missouri Community Action





First Chance for Children  
1010 Fay St  
Columbia, MO 65201

Children's Trust Fund  
Harry S Truman Office Building, Room 860  
301 West High Street; P.O. Box 1641  
Jefferson City, MO 65102-1641

October 24, 2019

To Whom It May Concern:

It is with great enthusiasm that I write this letter in support of Cradle to Career Alliance (C2CA)'s application for Brilliant Beginnings under the Missouri Children's Trust Fund Child Abuse and Neglect Prevention Capacity Building Grants Initiative.

The Brilliant Beginnings Initiative focuses on preventing child abuse and neglect within Boone County. The project seeks to increase the number of vulnerable children connected to essential and high-quality services including home visiting, early intervention, mental health, developmental screenings, and evidence-based interventions for families. Connecting families with needed services in a coordinated system will allow for more effective use of resources and better outcomes for children.

On behalf of First Chance for Children, I support the collaborative work of Brilliant Beginnings and intend to continue partnering with C2CA on this project.

Respectfully,

Kasey Schaumburg  
Executive Director  
First Chance for Children

*dedicated to success through early education*