

StriveTogether Policy Approach

How the Cradle to Career Network is shifting
policy to support equitable outcomes for youth

StriveTogether[®]
Every child. Cradle to career.

Theory of Action

Getting better results for every child, cradle to career



Gateways

EXPLORING

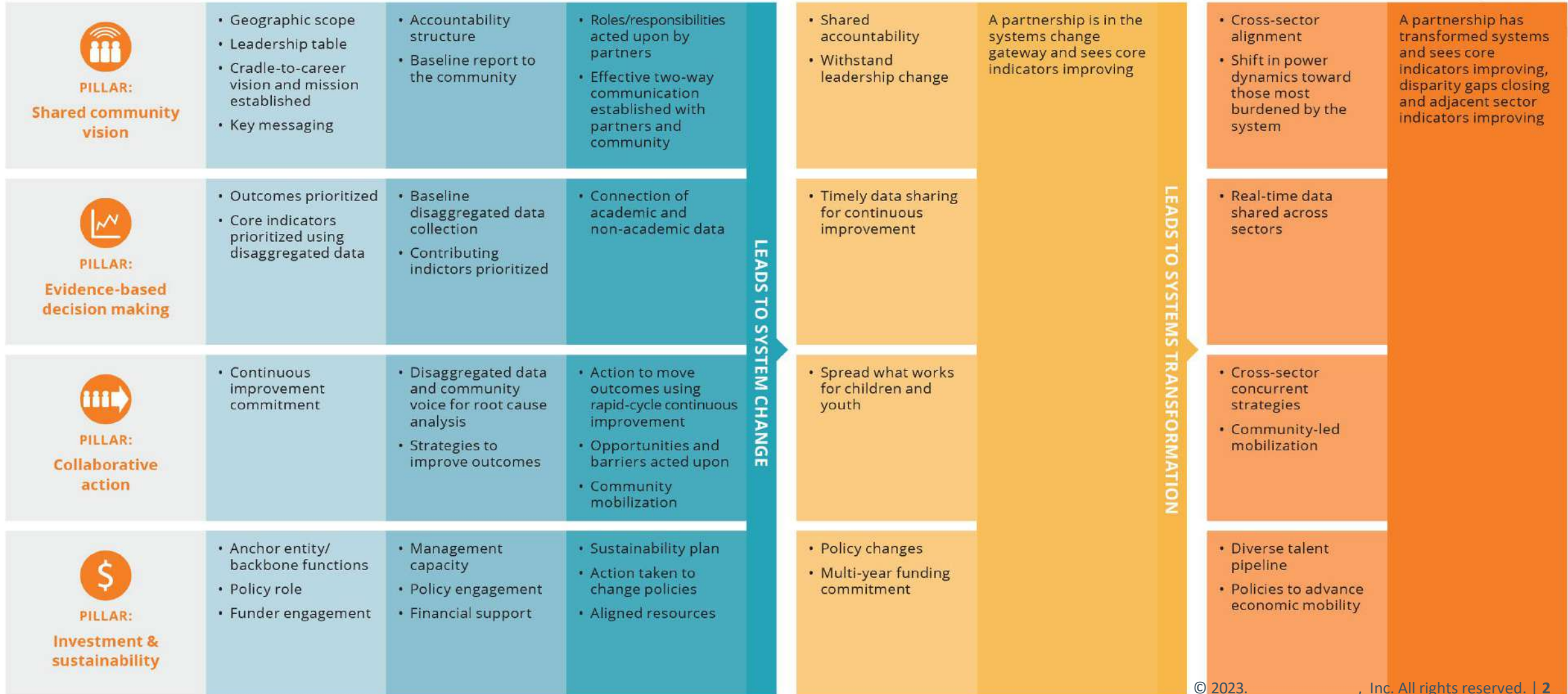
EMERGING

SUSTAINING

SYSTEMS CHANGE

PROOF POINT

SYSTEMS TRANSFORMATION





Children's Funding Project

"What gets budgeted, gets done"

Elizabeth Gaines, founder and CEO





VISION

We envision a nation where all children and youth thrive because all communities maintain equitable, coordinated, and sustainable funding for comprehensive programs and services.



MISSION

Children’s Funding Project helps communities and states expand equitable opportunities for children and youth through strategic public financing.



Our Core Strategies



Delivering Services

Deliver services, resources, and tools to state and community leaders



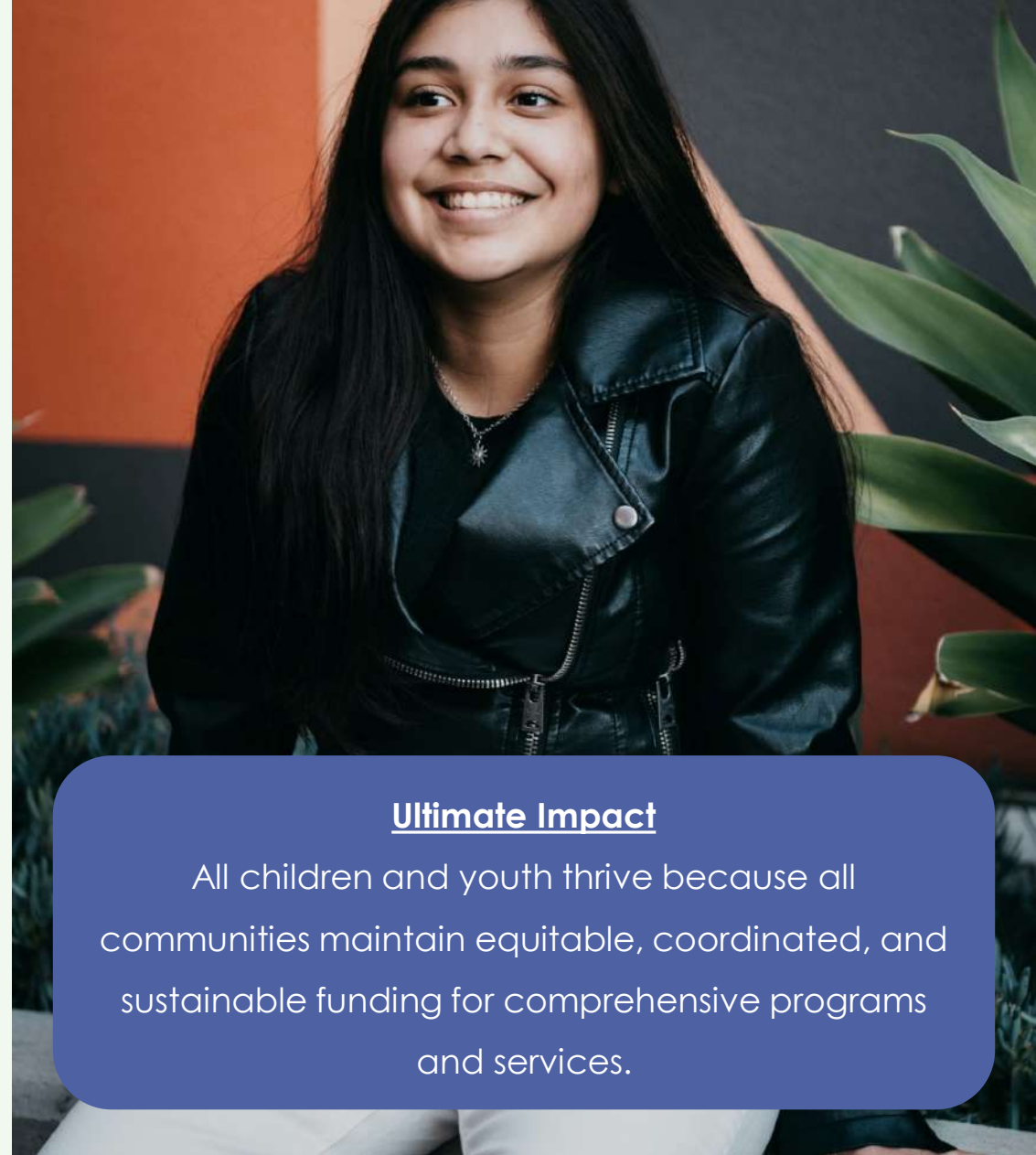
Strategic Coaching and Capacity Building

Coach state and community leaders to develop their own skills



Movement Building

Build a movement among state and community leaders and advocates



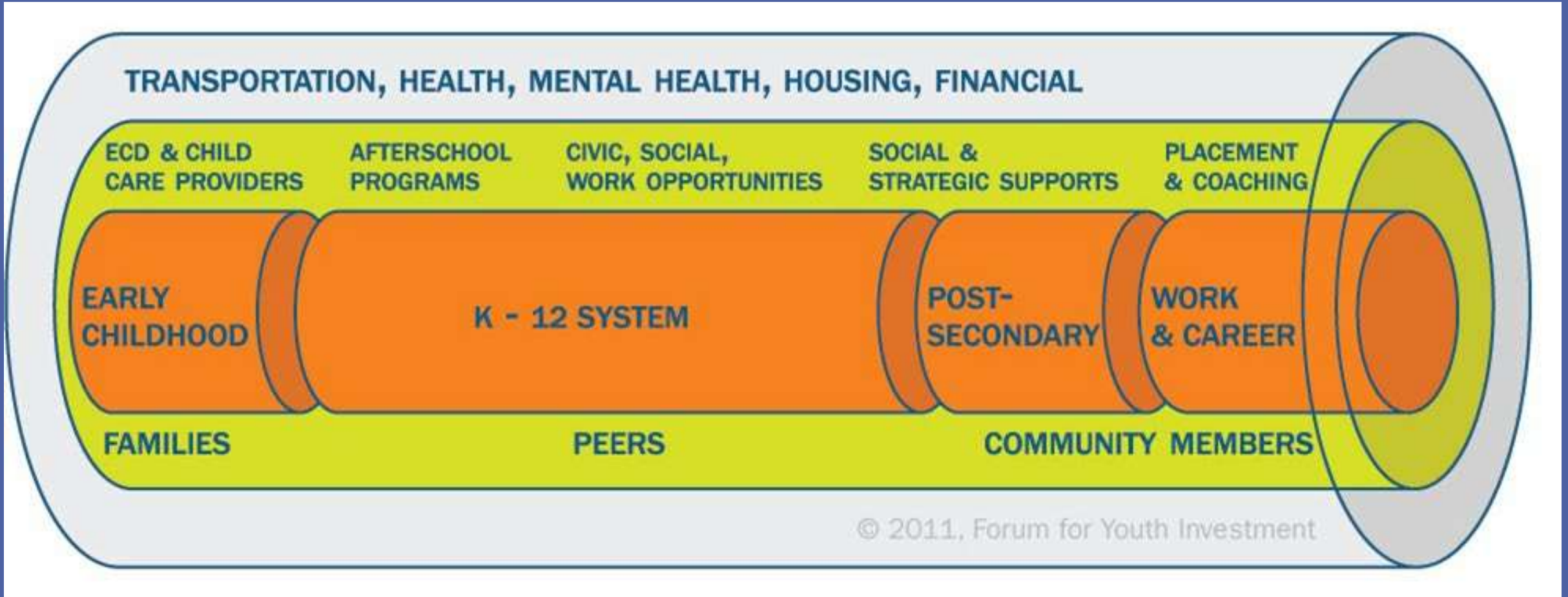
Ultimate Impact

All children and youth thrive because all communities maintain equitable, coordinated, and sustainable funding for comprehensive programs and services.

If we know the developmental outcomes we want for *all* children and youth...



How do we support them from cradle to career?



What exactly do we need to pay for?

Service and Program Category

Enrichment services

Family and community services

Education services

Physical, mental, and behavioral health services

Housing services

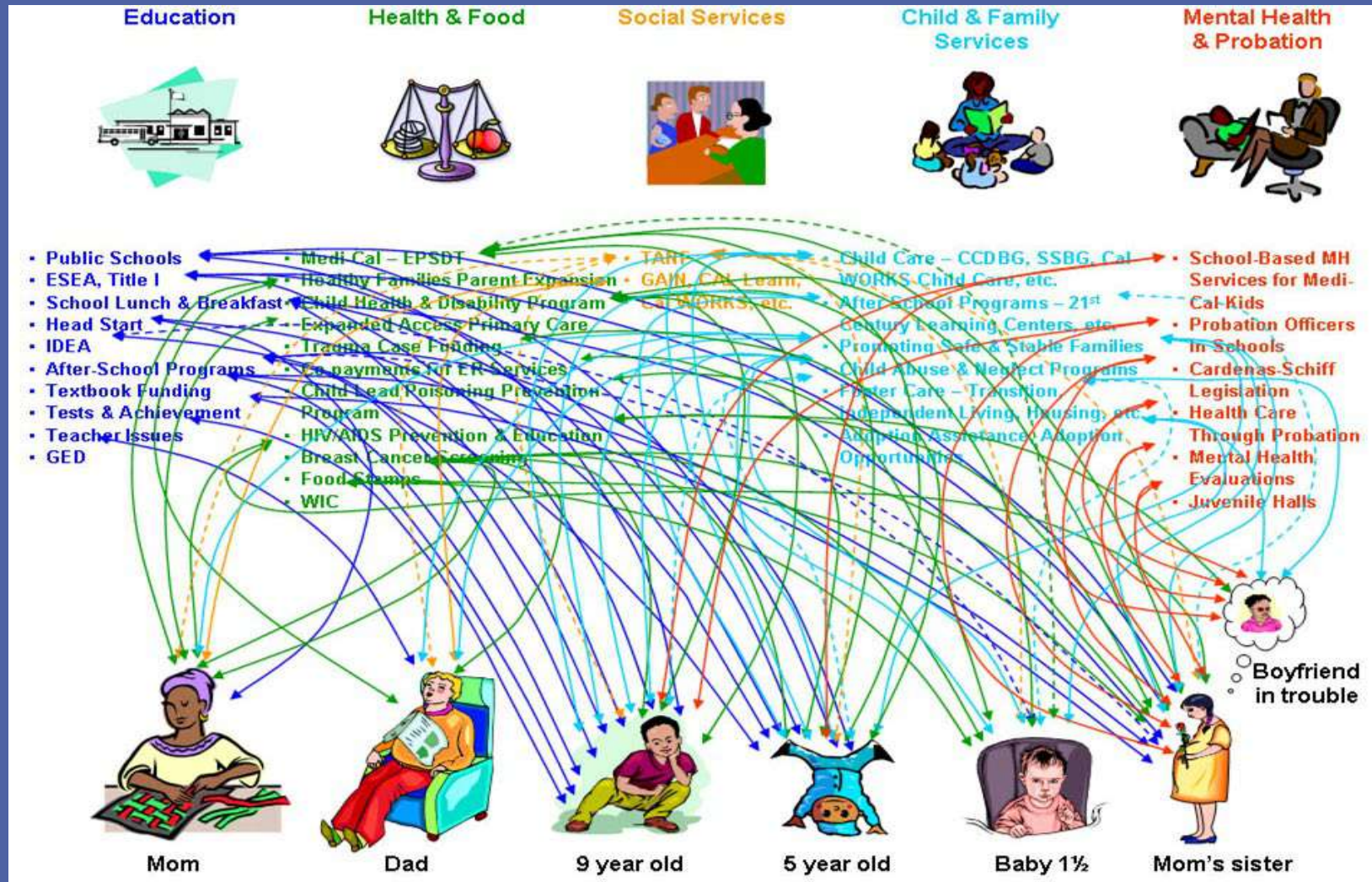
Juvenile justice services

Social infrastructure strengthening

Out of school time programs
Recreational activities
Mentoring
Service learning and volunteering
Arts and cultural programs
Leadership development
Library services
Community development
Family strengthening and family resource centers
Financial assistance
Home visiting
Child abuse and neglect prevention
Foster care services
Kinship care services
Adoption services
Independent living supports
Case management and care coordination
Youth workforce development
Apprenticeships and internships
Work study
Summer jobs
ECE slots
ECE quality
ECE workforce development
Early learning literacy
Pre-K
K-12
Higher education
Tutoring

GED and re-engagement services
Truancy prevention
College access and success programs
Special education
Prenatal health services
Early childhood intervention services
Behavioral health services
In-patient medical care
Emergency medical care
General health care
School-based health services
Nutrition support
Family planning and sexual health
Substance use and abuse prevention
Residential treatment
Health insurance
Pediatric centers
Homeless youth services
Housing
Street outreach service
Community based juvenile justice services
Violence prevention
Legal support
Detention
Provider recruitment and professional development
Provider outreach, training, evaluation, and technical assistance
Community engagement
Equity investments
Data and technology systems
Intermediary infrastructure
Sector stabilization (COVID relief)
Strategic finance planning

How Do Families with Children Access Public Programs and Services?





To improve child and youth outcomes,
we must strengthen and align the:

People



Data



Money



Our Policy Framework



**CREATE THE
“ENABLING CONDITIONS”
FOR CRADLE-TO-CAREER
SYSTEMS ALIGNMENT
ACROSS SECTORS**

Examples:

Integrating health, housing, and education data; incentivizing HUD, DOE, DOT collaboration



**ADVOCATE FOR DIRECT
INVESTMENT AND
SUPPORT OF LOCAL
CRADLE-TO-CAREER
INTERMEDIARY
ORGANIZATIONS**

Examples:

Federal Promise Neighborhoods program; Minnesota state investment in StriveTogether network members for backbone or intermediary work



**ALIGN RESOURCES TO THE
PROGRAMS AND
INTERVENTIONS THAT HAVE
EVIDENCE OF IMPROVING
OUTCOMES AND CLOSING
DISPARITY GAPS FOR
CHILDREN AND FAMILIES**

Examples:

Universal pre-K expansion in Cincinnati/Dayton; expanding last-dollar scholarship funding for students experiencing poverty

StriveTogether Policy At All Levels

1 Federal Advocacy

**2 State Coalition
Building**

**3 Building Local
Policy Capacity**

Network Identified Priority Areas

Early Childhood Education & Development

Workforce Development & Pipelines

Data/Evidence-Based Policymaking

Youth Engagement and Leadership

Partnering for Impact

- **Shifting Policies and Resources for Children and Youth (SPARCY)**
- **Equitable Recovery Pledge**

American Rescue Plan Database

www.ChildrensFundingProject.org/American-Rescue-Plan-Database



Flexible Funding for Children and Youth in the American Rescue Plan

Home Page and Menu

Examples of Child-Centered American Rescue Plan Spending and Uses

Funding Overview for States and Territories

Local and Tribal Fiscal Recovery Funds

Elementary and Secondary School Emergency Relief Fund (ESSER I)

Higher Education Emergency Relief Fund (HEERF III)

This tool offers a comprehensive picture of American Rescue Plan funding for children and youth across states, tribal areas, counties, cities, towns, school districts, and nonprofit institutions.

On the subsequent pages, you will find allocation data and a growing list of examples of ways localities are using their funds creatively to benefit children. **Click the buttons on the right to navigate directly to the information you need.**

Click here to find examples of how communities and states have used ARPA funds to address those priorities

CHILDREN'S FUNDING PROJECT

Examples of Child-Centered American Rescue Plan Spending and Uses

Back to Home Menu

State	Recipient Type	Recipient Name	Federal Funding Stream(s)	Focus Area(s)	Description
AK	Other Entities/Partnerships		SLFRF	Education	local school district. Funds will provide premium pay of \$4.00 per hour to childcare workers in early education departments.
AK	State	Alaska Department of Education and Early Development	ESSER III	K-12, Summer Programs, Learning Recovery, Cultural Education, Youth Employment And Workforce Development	The SEA will use part of its 1% set-aside for summer programs to increase CTE and culturally relevant education. It will use part of its 5% set-aside for learning recovery competitive grant program to support projects that to give students postsecondary technical credentials employable skills. Contracts will also be awarded to develop statewide CTE programs.
AL	County	Shelby County, AL	SLFRF	Nutrition Support	This allotment will allow the Mid-South Food Bank to provide nine million meals to the county's residents.
AL	School District	Hoover City School District	ESSER III	K-12, Learning Recovery, Facilities	The LEA has chosen to invest its learning recovery set-aside in summer and after-school programs. Prior to this

How to Use This Page
States and communities nationwide are using American Rescue Plan funds to support children and youth. Explore all examples in the table to the right.
Use the filters below to search for examples by **state/territory, level of government or type of actor (Recipient Type), funding stream(s), target age group, or program focus area(s).**

Filters [Reset all filters](#)

State/Territory
All

Recipient Type
 Select all
 City
 County
 Innovative
 Other Entities/Partnerships

Funding Stream(s)
Search
 Select all
 CCDF/CCDBG
 CCSG
 ESSER III
 Other ARPA
 Other Non-ARPA
 SLFRF

Age Group(s)
Search
 Select all
 Children and Families
 Early Childhood
 Early Childhood (Infants and Toddlers)
 Middle Childhood
 Young Adult
 Youth

Focus Area(s)
Search
 Select all
 *Native populations
 Affordable Housing
 After-school Programs
 Broadband/Other Technology
 Child Care
 Child Welfare

Strategic Finance Planning

From Questions...

1. Current Funding

How much funding supports our goals right now?

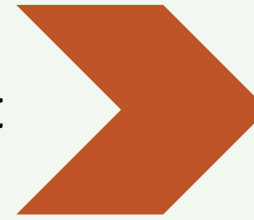
2. True Cost

How much will it cost to fund our goals in full?

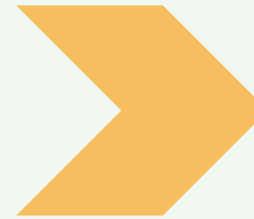
3. New Funding

How do we fill the gap between current funding and needed funding?

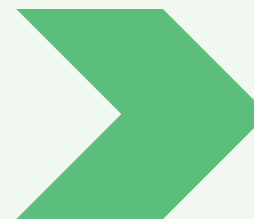
To Answers!



Fiscal mapping



Cost modeling and estimation



Sourcing Additional Funding

● **April 2023**

○ **Next 3 – 6 months**
Understanding the status of federal relief funds
What's left?

● **Next 12 months**
Fiscal mapping & cost estimation –
How much \$ are we spending? How much \$ do we need?

○ **1 – 2 years**
Pursuing and securing additional sources funding
Where can we find \$ to fill the gap?

What's the plan?

We've been helping communities lay out a roadmap for the next few years to:

1. support equitable recovery
2. increase opportunities for children and youth,
3. assure stability and sustainability, and
4. avoid...



Why Create a Fiscal Map?



NEW EMERGENT REASONS:

- Determine the baseline funding pre COVID-19 budget deficits
- Plan for equitable recovery of funds to enhanced programs and services

Federal Fiscal Mapping Tool (Release Date May 24, 2023)

Data Collection Tool - DIRECTIONS: Keep the parameters/columns that you would like to map & delete the others; Also, change the drop-down menus to suit your parameter 'tags'										
Budget Item Number	Funding Stream Name	FFY22 Federal Obligation Amount	FFY21 Federal Obligation Amount	FFY20 Federal Obligation Amount	FFY19 Federal Obligation Amount	Outcome Category	Service and Program Category	Specific Eligible Services and Programs	Original Granting Agency	Terminal Grantee w/ State
84.215	Full-Service Community Schools (Title IV, Part F)	\$149,103,473	\$172,436,525	\$124,283,894	\$87,653,730	Educated	Education services	Time programs; Family strengthening and family resource centers; Community	US Department of Education - Office of School Choice and Improvement Programs	State Education Agency
84.287	Twenty-First Century CLC Program	\$1,279,308,061	\$1,240,941,280	\$1,229,492,575	\$1,198,432,563	Educated	Enrichment services	programs; Recreational activities; Mentoring; Leadership development; Tutoring	US Department of Education	State Education Agency; Tr Government
84.334	Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP)	\$370,665,955	\$352,500,483	\$356,203,224	\$357,830,371	Educated	Education services	College access and success programs	U.S. Department of Education - Office of Post Secondary Education	State Agency; Tribal Government; Direct to Colleges and Universities
84.367	Title II, Part A (Supporting Effective Instruction Grant Program)	\$2,147,555,795	\$2,109,735,259	\$2,089,712,186	\$2,018,164,348	Educated	Education services	K-12; Provider outreach, training, evaluation and technical assistance	U.S. Department of Education - Office of Elementary and Secondary Education	State Education Agency
93.599	Chafee Education and Training Vouchers	\$42,299,200	\$92,075,278	\$36,325,549	\$41,965,148	Educated	Education services	Foster care services; College access and success programs; Financial assistance	U.S. Department of Health and Human Services - Administration for Children and Families	State Human/Family Service Agency; Tribal Governmen

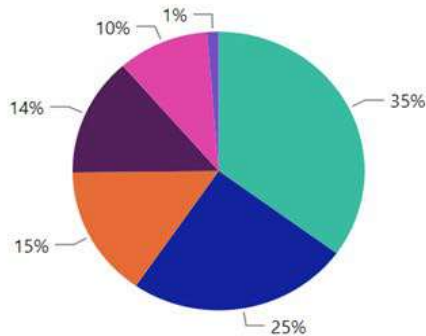
Oakland Cradle to Career Fiscal Map

FY19 - FY22

FY22 Total Investments in Children & Youth Ages 0-24
\$1.04bn

FY22 Investments by Fundir

● State ● Federal ● City ● County ● Federal Relief Supple... ● Private

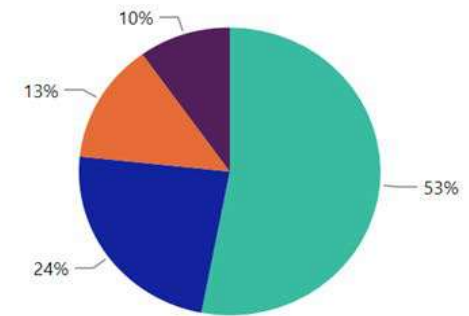


FY22 Investments by Service Area



FY22 Investments by Level of Intervention

● Basic Services ● Intervention ● Positive Youth Develop... ● Prevention



This report analyzes public and local philanthropic funding from FY19 to FY22 that is invested in children and youth between the ages of 0-24 in Oakland, California. Area leaders, advocates and other stakeholders may use the fiscal map to gain a better understanding of the current children and youth funding landscape and to inform strategic decisions within the city of Oakland.

Funding Stream Name	Funding Stream Description	FY19 Appropriation Amount	FY20 Appropriation Amount	FY21 Appropriation Amount	FY22 Appropriation Amount
[Locally-administered fund/program - Community Healing and Restoration violence prevention]	Strengthening Oakland neighborhoods exposed to violence by lifting-up the wisdom of people closest to violence and deepening their skills to promote healing through community-led healing activities and events organized in partnership with DVP Community Ambassadors. Support for families following a loss to violence including grief and loss counseling.	\$210,000	\$725,000	\$422,000	\$1,550,500
[Locally-administered fund/program - Gender-based violence prevention]	Gender-based Violence (GBV) Response services require specific training and expertise to serve women, LGBTQIA+ and others who experience gender violence, intimate partner violence	\$535,000	\$925,000	\$797,000	\$2,280,000
Total		\$791,404,753.41	\$788,461,166.69	\$939,925,127.26	\$1,041,692,783.02



What is a Cost Model?



A cost model is an approach to measuring the true cost of implementing and maintaining a service or program

Aims to Understand:



- ✓ Costs of providing program or service (per child, per classroom, or total)
- ✓ How changes in wages or quality impact overall costs
- ✓ How geography or program size impacts overall costs

Structural Cost Drivers



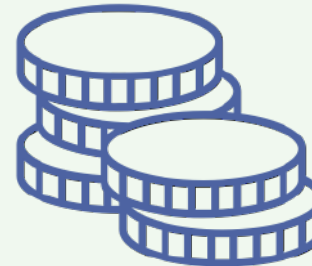
- ✓ Programmatic requirements and standards
- ✓ Ratios & Group Size
- ✓ Geography
- ✓ Minimum wage considerations

Useful for:



- ✓ Determining true cost of program against market cost
- ✓ Improving wages
- ✓ Setting appropriate rates

Operational Cost Drivers



- ✓ Wages & Benefits
- ✓ Rent/Utilities
- ✓ Food, supplies & other non-personnel costs
- ✓ Professional Development

FUNDING SOURCES CURRENTLY SUPPORTING THE EARLY CHILDHOOD EDUCATION SYSTEM

- Early Head Start**
Child care for very low-income families
- Head Start**
Child care for very low-income families
- NC Pre-K**
Child care for low-income families
- Child Care Dev. Fund Block Grant**
Supports quality improvements, TEACH scholarships, Infant Toddler salary supplements
- Local public schools (Title I funds)**
Supports kindergarten readiness strategies in public schools for low-income families
- Child and Adult Care Food Program (CACFP)**
Provides facility reimbursement for food costs
- State child care subsidies**
Partially subsidizes child care for working families (vouchers)
- Developmental day licensed programs**
Provides child care for children with special needs
- Smart Start**
Child care subsidies, wage supplements, and grants to child care programs
- County funds**
Grants for system and child care operational supports
- Gifts & grants**
from private foundations, corporations, & other donors
- Out-of-pocket tuition**

CHILDREN AGES 0-2

5,686

THE GAP
Unserved children ages 0-5 who are likely to enroll* in quality child care if given access

*likely saturation rate for children:
ages 0-3 = 64%;
ages 4-5 = 70%

1,146

CHILDREN IN UNLICENSED CARE
Children in 4-hour per day unlicensed child care (paid for out-of-pocket)

4,228

CHILDREN IN LICENSED CHILD CARE
0-5-year-olds currently enrolled in licensed child care, funded by a variety of federal, state and private dollars (see list at left)

CHILDREN AGES 3-5

3,908

1,778

812

334

1,509

2,719

Filling the Gap

What it would take for the Asheville-Buncombe Preschool Planning Collaborative to fill the high quality early care and education gap with local funds.

What would it cost to fill the gap?

(i.e. to put 5,686 0-5-year-olds in licensed, quality child care)

#	NUMBER OF CHILDREN	x	\$	COST PER CHILD
	5,686 unserved, eligible, likely to enroll 0-5-year-olds			\$12,000 for 0-2 \$10,774 for 3-5

\$46.9 MILLION total slot cost for ages 0-2
+ \$19.2 MILLION total slot cost for ages 3-5

= \$66,052,172 total slot funding needed
+ \$25,000/NEW CLASSROOM estimated per classroom start-up cost



Sources of Additional Funding

Filling the gaps in funding for children and youth will require us to think beyond our current sources of funding.

What are your typical sources of funding for kids?

Federal grants

State budget allocations

City or County budget allocations

National foundations

Local foundations

Local United Way

Corporate giving

Individual donors

Fee-based services

What other sources of funding have localities leveraged for kids?

Dedicated public funding stream

Community benefit agreements

Community development financial institutions

In-kind facilities usage

Pay for Success

Community reinvestment act agreements

Payments in lieu of taxes

Revolving loan funds

Tax credits (individual or business)

[READ: Innovative Financing to Expand Services So Children Can Thrive](#)



Voter Approved Funds are Making a Difference for Children in Communities across the U.S.

The fund in New Orleans will add 3,000 high quality child care slots for low-income families effectively doubling the number of children birth to three with access to high quality child care

The fund in Multnomah county, Oregon will provide 12,000 additional high quality preschool slots for 3-4 year olds.

The fund in Escambia county, Florida will provide home visiting, kindergarten readiness, the Help Me Grow program, and two generation supports to 10,000 children annually.



Children's Funding Institute 2023

What Annual, three-day bootcamp where communities interested in pursuing local dedicated funding for kids can get the tools and expertise they need to succeed. We invite you to join us for three days of panels, presentations, and “office hours” with experts

Who Communities actively planning for 2024 ballot measures to establish Voter-Approved Children's Funds

Where San Antonio, Texas

When October 3 - 5

Feedback from Last Year's Children's Funding Institute

27
14

Registered communities
States represented

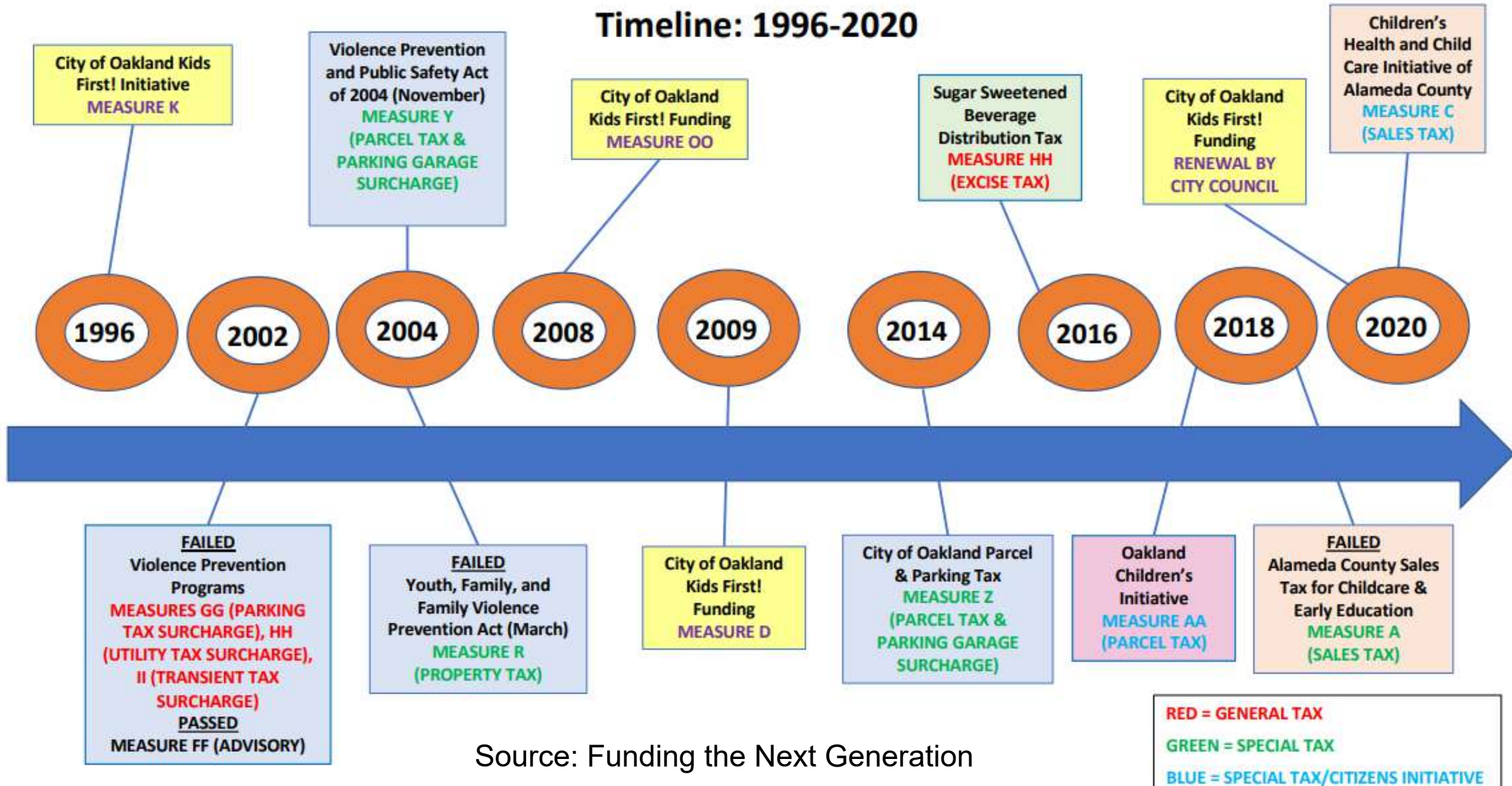
My third time attending and I'm continually inspired by the work!

So much information! I feel like I just graduated a certification program in 3 days!

Good content...very well planned and run...excellent people presented and attended

Oakland Ballot Measures for Children & Youth

Timeline: 1996-2020



Source: Funding the Next Generation

Strategic Public

Financing in Oakland

a workplan for the next 18 months in service of the next 10 years



Expand comprehensive fiscal mapping and continue to build local capacity to update mapping at regular intervals (Fall 2023 – TBD)



Prioritize and estimate the cost of implementing ~3 activities, projects, or expansion goals (January – April 2023)



Explore ways to amplify Oakland's resource abundance by fine tuning alignment, infrastructure, coordination, and evaluation (next 18 months)



Hire a local strategic public financing coordinator to drive current and future resource generation and allocation strategies for Oakland's children, youth, and families (next 18 months)



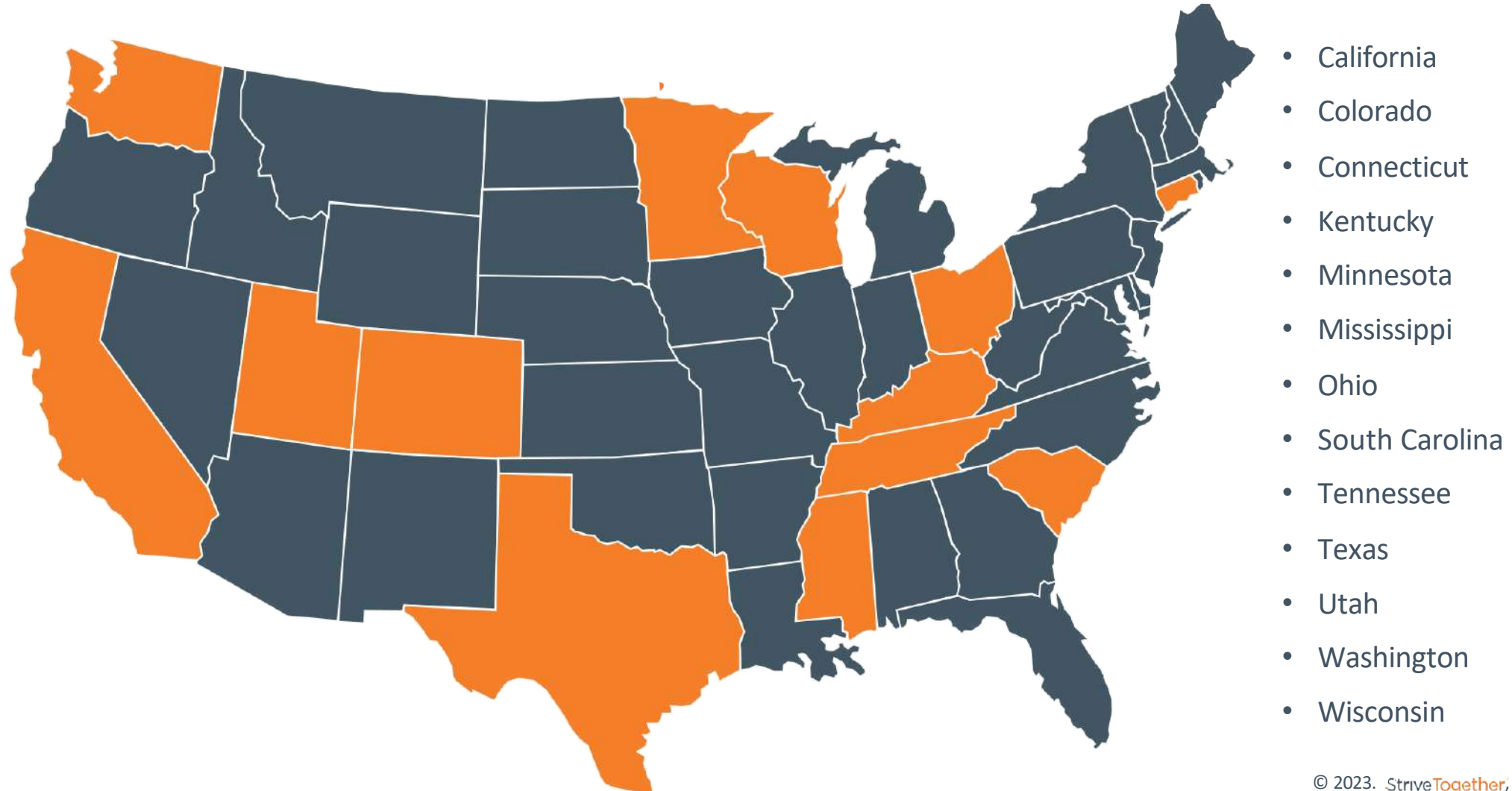


Strategic Public Finance Coordinators

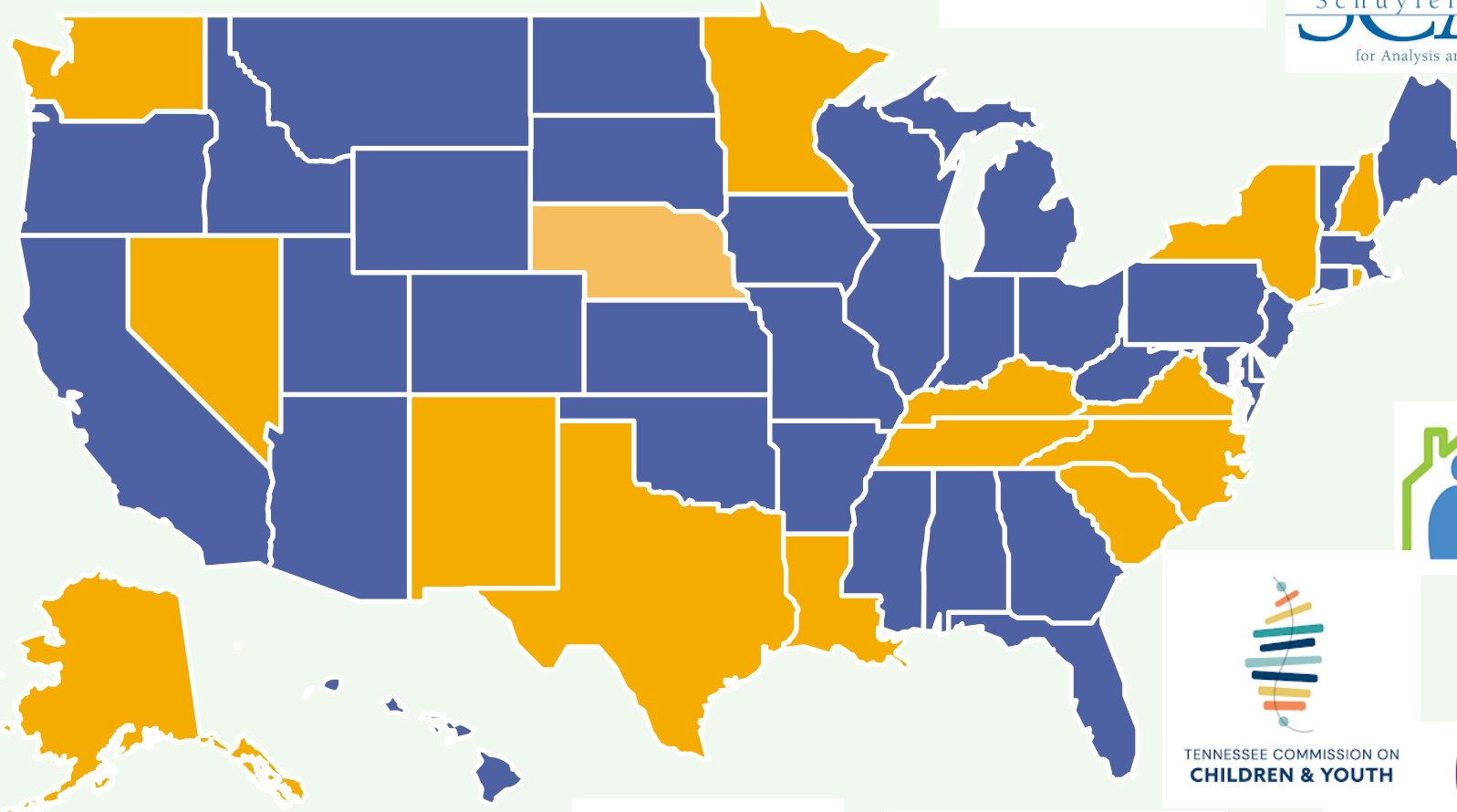
Key Responsibilities:

- Become an expert on CFP’s field-tested strategic finance planning methodologies
- Facilitate collaboration between community partners and state budget holders
- Deliver localized fiscal mapping, cost modeling & sourcing additional funding analyses
- Train others in their community to expand capacity and grow state strategic finance planning expertise

StriveTogether is Investing in 13 State Coalitions



Cradle to Career State Fiscal Maps

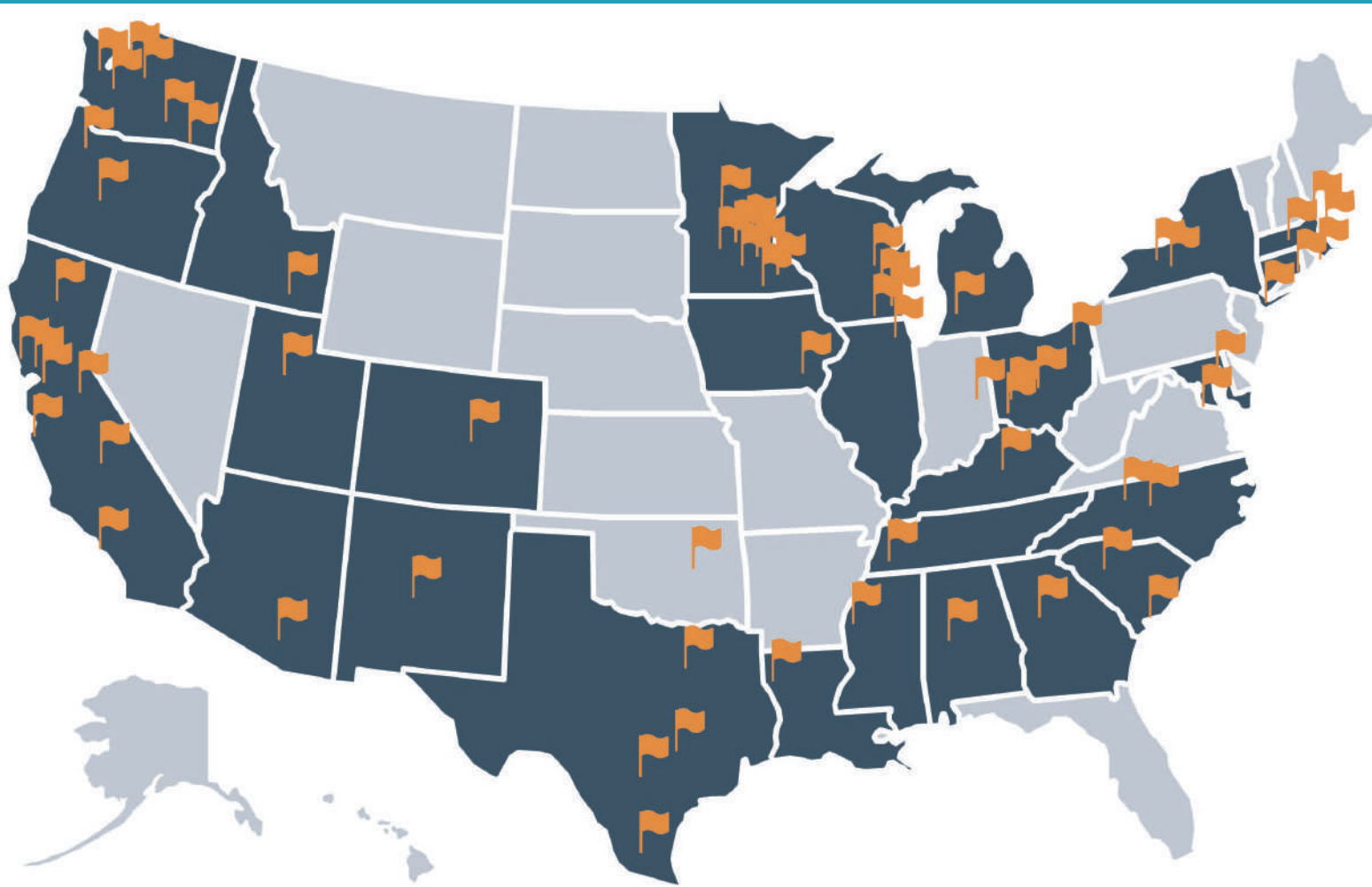


Children's Funding Project is a nonprofit social impact organization that helps communities and states expand equitable opportunities for children and youth through strategic public financing. childrensfundingproject.org

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National Network of local Partnerships



 Network partner

OUR IMPACT

14+

Million Children

ONE COMMUNITY AT A TIME

7+

Million Children of Color

7+

Million Children Experiencing Poverty

OUR REACH

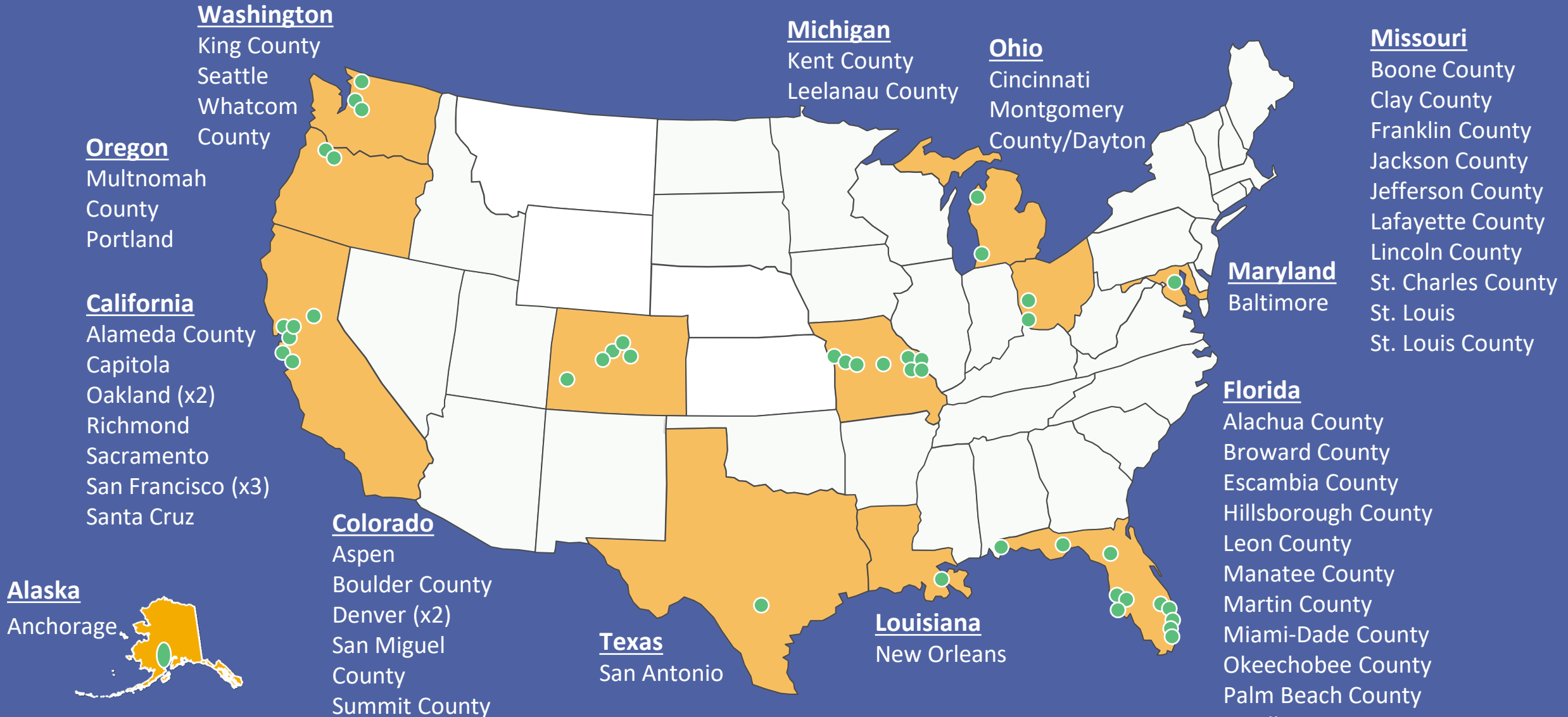
66

Cradle-to-Career Partnerships

29

States + Washington D.C.

Voter-Approved Children's Funds 2023



Contact Information

About Us

Children's Funding Project is a nonprofit social impact organization that helps communities and states expand equitable opportunities for children and youth through strategic public financing.

Through our hands-on technical assistance and collection of resources, we help advocates, policymakers, public agencies, and funders identify and align existing funding, generate new revenue, and implement strategies to administer funds in ways that maximize their impact.



Get In Touch

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-  linkedin.com/company/childrens-funding-project/

Strive Together[®]

Every child. Cradle to career.



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