Early Childhood Municipal Policy 101
Financing and Resourcing for Early Childhood Success
Building a Better Tomorrow for Young Children and Families
Webinar Series
August 10, 2021 2:00pm ET
WHO WE ARE

The National League of Cities (NLC) is the voice of America’s cities, towns and villages, representing more than 200 million people across the country.
IYEF Guiding Principle

The Institute for Youth, Education, and Families centers values of racial equity, economic empowerment, high-quality education, equal justice, and strong health outcomes irrespective of zip code.

We firmly believe that all people deserve opportunity.
Every city, town and village has

**healthy babies and happy families, and**

**all children are thriving by 3, ready at 5 and on their way by 8**
Financing & Resourcing

Early Childhood Success

Map It Out
Blend & Braid for Sustainability

Resources & Community Assets

Financing Structures & Funding Streams

Partners
City Fiscal Conditions, Challenges and Opportunities

Christiana K. McFarland, PhD
Research Director
Year-Over-Year Change in General Fund Revenues and Expenditures
Comparative Revenue Trends During Recent Recessions

# of years after start of recession

0  1  2  3  4  5  6  7  8  9  10  11  12  13

What are the most significant spending and service level adjustments your city is making?

- **Cuts to summer-specific programming including pools, festivals/events, summer youth jobs, summer camps**: 66%
- **Delay or cancel capital outlays/infrastructure projects**: 65%
- **Delay or cancel equipment purchases**: 61%
- **Cuts to other parks and recreation services**: 52%
- **Cuts to public works (streets, sanitation/waste management utilities)**: 31%
- **Cuts to administration**: 25%
- **Cuts to community/economic development**: 24%
- **Other (please explain)**: 16%
- **Cuts to code inspection/planning/permitting**: 13%
- **Cuts to libraries**: 13%
- **Cuts to police**: 11%
- **Renegotiate debt**: 11%
- **Cuts to human/social services**: 8%
- **Cuts to fire/EMS**: 7%
- **Increase inter-local and regional agreements to deliver services/share costs**: 7%
- **Decrease privatization/contracting out**: 7%
- **Increase privatization/contracting out**: 5%

Source: Results from the National League of Cities Local Impact survey conducted June 8–June 16, 2020 of 1,117 cities, towns and villages from all 50 states, the District of Columbia and Puerto Rico.
Infrastructure is the top mayoral priority in 2021
**FIGURE 2: TOP 5 POSITIVE CONDITIONS**
(% cities reporting condition as one of five most positive conditions over the past year)

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>51%</td>
<td>Home property values</td>
</tr>
<tr>
<td>43%</td>
<td>Availability of parks, recreation and community green space</td>
</tr>
<tr>
<td>40%</td>
<td>Access to clean drinking water</td>
</tr>
<tr>
<td>27%</td>
<td>Remote work</td>
</tr>
<tr>
<td>24%</td>
<td>Sales tax collections</td>
</tr>
</tbody>
</table>

**FIGURE 3: TOP 5 NEGATIVE CONDITIONS**
(% cities reporting condition as one of five most negative conditions over the past year)

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>37%</td>
<td>Affordable housing supply</td>
</tr>
<tr>
<td>25%</td>
<td>Inactive/vacant commercial developments</td>
</tr>
<tr>
<td>19%</td>
<td>Infrastructure funding (including climate and resilience-related upgrades)</td>
</tr>
<tr>
<td>18%</td>
<td>Price of rentals/apartments</td>
</tr>
<tr>
<td>17%</td>
<td>Total general fund revenue</td>
</tr>
</tbody>
</table>
The federal government, because it does not operate under a balanced-budget regulation as states and cities do, has the authority and ability to play a critical countercyclical role in the fiscal future of cities.
During an unprecedented time, NLC delivered unprecedented results for our members.

$65 billion of DIRECT aid to EVERY city, town or village across the country.
ARPA/SLRF Spend Tracking - Community Aid

- Nonprofit support: 2%, $2,215,000
- Refugees and migration: 2%, $3,000,000
- Nutrition and food assistance: 4%, $4,500,000
- Other community aid: 6%, $7,047,000
- Youth and family support: 11%, $14,020,000
- Arts and culture: 19%, $24,162,500
- Direct payments or subsidies: 57%, $71,400,000

Nonprofit support: 2%
Refugees and migration: 2%
Nutrition and food assistance: 4%
Other community aid: 6%
Youth and family support: 11%
Arts and culture: 19%
Direct payments or subsidies: 57%
Administrative Actions to Support Youth and Families

**Alexandria VA** - $620,000 for Out of School Time (OSTP) Enhanced Enrichment Programming (1).

**Phoenix AZ** - $12,000,000 for Mini-grants for childcare or technology upgrades (2).

**Toledo OH** - $1,400,000 mil for Youth summer enrichment programs and nutrition assistance (3).
QUESTIONS? GET IN TOUCH.

Christiana McFarland
mcfarland@nlc.org
CHILDREN’S FUNDING PROJECT

How Local Governments are Enhancing Investments in Kids
FIND. Does your community have a clear picture of its full set of investments in early childhood?

ALIGN. How do we make policy decisions that encourage the most efficient and effective use of the funding we already have?

GENERATE. We have big gaps in our federal, state, and private funding. How do we generate new local resources?

ACTIVATE. What methods can we use to administer funds for maximum impact?

**BUNCOMBE COUNTY, NC**
- Mapped all funding supporting pre-K

**New Orleans**
- Braiding and blending federal, state and local funding to support slots

**WASHINGTON D.C.**
- Increased compensation of child care providers using a high income earner tax

**KING COUNTY, WA**
- Supports and builds capacity of community based providers with equity at the center
FIND: Why create a fiscal map?

- Understand current investments
- Align resources with goals
- Coordinate supports and services
- Maximize funding opportunities
- Identify new areas for attention, efficiency and innovation

NEW EMERGENT REASONS:
- Determine the baseline funding pre COVID-19 budget deficits
- Plan for equitable recovery of funds to enhanced programs and services
Funding Sources Currently Supporting the Early Childhood Education System

- **Head Start**
  - Provides funding for very low-income families

- **Child Care Dev. Fund Block Grant**
  - Supports CCDF

- **Title 1 Funds**
  - Asheville City Schools use to support pre-k classrooms with eligible children in poverty

- **NC Pre-K**
  - Supports admin costs & slots for qualifying families at a higher income level

- **State subsidies**
  - Partially subsidizes child care for working families

- **NC Public Schools**
  - Provides a per-child grant allotment for the Developmental Day Care Program

- **Smart Start**
  - Helps working parents pay for childcare & supports quality improvement

- **County funds**
  - Support CCDF through the Buncombe PFC and provide in-kind services and buildings

- **NC Pre-K**
  - Supports admin costs & slots for qualifying families at a higher income level

- **Gifts & grants**
  - from private foundations, corporations, & other donors.

- **Out-of-pocket tuition**

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Filling the Gap

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

- **1,778**
  - Proposed new, fully-funded slots with reduced provider requirements and expanded eligibility
  - Insured preschool-eligible children likely to enroll in new, funded slots.

- **2,719**
  - NPOC & Smart Start
  - Local partnership providers
  - NC Pre-K Providers
  - Southwestern Child Development Commission early education and pre-school partners
  - Buncombe PFC Direct Service Providers & Community Partners

- **812**
  - Unlicensed local childcare providers
  - Children in unlicensed partial day care (paid for out-of-pocket)

New Local Funds

- Support new slots for children via the Asheville Buncombe Preschool Planning Collaborative

- **$19,159,022**
  - 1,778 target eligible, available 3, 4 & 5-year-olds
  - Estimated cost per slot for ABPPC full day, full year quality pre-K

- **+$25,000/NEW estimated per classroom start-up cost CLASSROOM**

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*estimated costs provided by Asheville-Buncombe Preschool Planning Collaborative, 2023*
New Orleans Inventory of Public Investments in Children & Youth - 2020

Total Investments in Children and Youth Ages 0-24

$40M

This fiscal map is a comprehensive analysis of public investments in youth and children in New Orleans. This resource will assist city leaders to identify and align spending with priorities. In addition, non-profits, residents, and community groups are encouraged to use the resource to better understand the City’s public investments in youth and children.

Through a data-driven process, the Mayor’s Office of Youth and Families, in partnership with the Children’s Funding Project, worked with City agencies and departments to obtain fiscal data related to youth and children services. Fiscal data was categorized into outcome categories, levels of intervention, and eligible services to provide a more detailed analysis.

The data in this map includes general fund expenditures, state and federal grants, and some miscellaneous sources of funding. It is important to note that this fiscal map does not include school funding, which is administered by New Orleans Public Schools, a public entity independent from the New Orleans City Government.

### Funding Stream Name

<table>
<thead>
<tr>
<th>Funding Stream Name</th>
<th>Original Granting Agency</th>
<th>FY20 Appropriation Amount</th>
<th>Program Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and Youth Planning Board</td>
<td>Office of Youth and Families</td>
<td>$100,000</td>
<td>THE CHILDREN AND YOUTH PLANNING PLAN FOR SERVICES AND PROGRAMS F COLLABORATIVE EFFORTS AMONG LOCAL BEHAVIORAL EDUCATIONAL, SAFETY, COMMUNITIES, AND FOR ASSISTING IN</td>
</tr>
<tr>
<td>Community Development Block Grant - NORDC Summer Camp</td>
<td>Housing and Urban Development</td>
<td>$1,021,397</td>
<td>SUMMER CAMP</td>
</tr>
<tr>
<td>Edward Byrne Justice Assistance Grant Program - Louisiana Center for Criminal Justice</td>
<td>Mayor’s Office of Criminal Justice</td>
<td>$57,200</td>
<td>THE JAG PROGRAM IS THE LEADING SD</td>
</tr>
</tbody>
</table>

**Total** $40,250,225

### Source of Investments

- **$9.8M (2%)**
- **$3.5M (9%)**
- **$9.9M (23%)**
- **$24.5M (61%)**

### Investments by Level of Intervention

- **Positive Youth Development** $17.5M
- **Intervention** $10.1M
- **Basic Services** $8.3M
- **Prevention** $4.4M
Local leaders must be prepared to make adjustments in how funding is allocated, managed and accounted for within agencies to address gaps and overlaps in the existing funding landscape.

**What can you do?**

- Use local dollars as flexibly as possible
- Reconcile different processes between departments (i.e. sign MOUs, align RFPs, change program requirements)
- Engage non-traditional departments
- Blend or braid multiple funding sources and/or apply for waivers
- Align any new funds with existing funding
- Invest in public/private partnerships that help maximize and leverage dollars
Read now! “Navigating New and Flexible Funding Streams for Kids During COVID-19”
### GENERATE: Revenue Options & Funding Mechanisms

<table>
<thead>
<tr>
<th>Common</th>
<th>Innovative</th>
</tr>
</thead>
<tbody>
<tr>
<td>City or County dollars</td>
<td>Local dedicated public funds (set aside or new tax)</td>
</tr>
<tr>
<td>State dollars</td>
<td>Community Benefit Agreements</td>
</tr>
<tr>
<td>Federal dollars</td>
<td>Individual or Business Tax credits</td>
</tr>
<tr>
<td>Local United Way</td>
<td>Pay for Success</td>
</tr>
<tr>
<td>Local Foundation</td>
<td>Medicaid reimbursements</td>
</tr>
<tr>
<td>National Foundation</td>
<td>Community Reinvestment Act agreements</td>
</tr>
<tr>
<td>Individual Donors</td>
<td>Profits from publicly held assets</td>
</tr>
<tr>
<td>Corporations</td>
<td>Reforming tax exemptions</td>
</tr>
<tr>
<td>Fee Based Services</td>
<td>PILOT recapture</td>
</tr>
<tr>
<td></td>
<td>In kind facilities usage</td>
</tr>
</tbody>
</table>

**READ:** Innovative Financing to Expand Services So Children Can Thrive
Local funding
- Nimble & flexible
- Responsive to local context
- Missing piece of the public funding landscape
- Enables innovation

Additional benefits
- Builds a grassroots children’s constituency
- Provides models that build trust

Public funding
- Significant investment
- Accountable infrastructure
- Community-driven
- Drives provider equity

Dedicated funding
- Sustainable
- Builds & addresses a stable system
- Coordinated, consistent, long-term data
- Reduces siloes

Local, public, dedicated funding for early childhood.
Local Dedicated Funds – the reach

18 of these funds dedicate significant funding to early childhood specifically.
How do localities across the US generate revenue to support early childhood?

**Sales tax**
Aspen/Pitkin County, CO; San Antonio, TX; Denver, CO

**Property tax**
King County, WA; Cincinnati, OH; San Miguel County, CO; Seattle, WA; Kent County, MI

**PILOT recapture**
Memphis, TN

**Commercial rent tax**
San Francisco, CA

**Special taxing districts**
Broward County, FL; Palm Beach County, FL

**Sweetened beverage tax**
Philadelphia, PA

**Income tax**
Dayton, OH; Multnomah County, OR (*high-income earners tax*)
In 2018 Memphis’s Seeding Success nonprofit identified gaps in funding across its early childhood system

- **8,400 needs-based enrollment slots for pre-K are needed to reach “pre-K by 2022” goals**
  - 7,420 seats are currently funded and filled
  - 1,000 of those seats are funded by a federal grant that will not be renewed (loss of $8 million)
  - The cost of this 2,000 seat gap is $16 million
- **7,000: the number of children who need home visiting services**
  - 1,000 children currently receive home visiting
  - $7.5 million is needed to provide 6,000 additional seats
- **Lack of collaboration among the area’s 800 childcare center necessitates system-building resources**
  - The goal is to create a “shared service” childcare network, which would provide supports including professional development, accounting services, curriculum development and marketing strategies.

**CATEGORY 1:**
Dedicate local funding from PILOT recapture and 1 cent of existing property tax

**CATEGORY 3:**
Increase funding from private donations and grants
Ready by 5 Early Childhood Proposal

- In 2011 First Steps Kent – a public-private partnership that works to strengthen and coordinate early childhood services – created the Kent County Community Plan for Early Childhood
- A 2017 analysis of gaps in services and funding found a gap in funding for prevention and early intervention services (more than half of eligible children not receiving these services)
- 2018 – First Steps Kent proposes a new levy to fill gaps identified

**How new funds will be invested**

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
<th>Served Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-home and community-based programs</td>
<td>$2 – 3.5 million</td>
<td>up to 9,000</td>
</tr>
<tr>
<td>Navigation and referral services</td>
<td>$500,000 – 1 million</td>
<td>up to 5,000</td>
</tr>
<tr>
<td>Early developmental screenings</td>
<td>$1 – 1.5 million</td>
<td>up to 20,000</td>
</tr>
<tr>
<td>Evaluation, data collection, TA, and quality</td>
<td>$500,000 – 1 million</td>
<td></td>
</tr>
<tr>
<td>improvement for the early childhood system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oversight and allocation of fund</td>
<td>$250,000-350,000</td>
<td></td>
</tr>
</tbody>
</table>
Preschool Promise

- Preschool Promise, Inc., is an initiative in Montgomery County, Ohio, designed to help children start Kindergarten on track and be ready to learn. It "promises" one year of affordable, high-quality Preschool.

- In 2016, Mayor Whaley and city commissioners asked Dayton voters to approve a 0.25% earned income tax increase to support Preschool Promise and along with other community needs such as park improvements.

- The 8-year levy, which will raise an estimated $11 million annually, passed overwhelmingly in November 2016 with 54% of the vote. Today Preschool Promise has $4.3 million in dedicated annual funding to support Dayton's young learners.

Source: Preschool Promise
Voted on August 3, income tax increase will fund early childhood educator compensation increase.

$53M towards increasing wages to educators in fiscal year 2022.

More than $70 million annually beginning in fiscal year 2023.
FEDERAL COVID-19 RELIEF FUNDING FOR KIDS: A year in review

“Cradle-to-Career Guide to Federal Relief Funding For Kids During and Beyond COVID-19”
<table>
<thead>
<tr>
<th>Funding Stream/Program</th>
<th>FFCRA</th>
<th>CARES</th>
<th>CRRSAA</th>
<th>ARPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORP. FOR NATIONAL AND COMMUNITY SERVICE (CNCS)</td>
<td></td>
<td></td>
<td></td>
<td>$852 million</td>
</tr>
<tr>
<td>COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)</td>
<td></td>
<td></td>
<td>$5 billion</td>
<td></td>
</tr>
<tr>
<td>COMMUNITY SERVICES BLOCK GRANTS (CSBG)</td>
<td></td>
<td></td>
<td>$1 billion</td>
<td></td>
</tr>
<tr>
<td>PUBLIC K-12 AND HIGHER EDUCATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IDEA PARTS B AND C</td>
<td></td>
<td></td>
<td></td>
<td>$3 billion</td>
</tr>
<tr>
<td>CHILD CARE FUNDING (CCDBG OR CHILD CARE STABILIZATION)</td>
<td></td>
<td></td>
<td>$3.5 billion</td>
<td>$10 billion</td>
</tr>
<tr>
<td>HEAD START</td>
<td></td>
<td></td>
<td>$750 million</td>
<td>$250 million</td>
</tr>
<tr>
<td>HOME VISITING (MIECHV)</td>
<td></td>
<td></td>
<td></td>
<td>$150 million</td>
</tr>
<tr>
<td>CHILD ABUSE PREVENTION AND TREATMENT</td>
<td></td>
<td></td>
<td></td>
<td>$250 million</td>
</tr>
<tr>
<td>TITLE IV-B AND E PROGRAMS</td>
<td></td>
<td></td>
<td>$45 million</td>
<td>$485 million</td>
</tr>
<tr>
<td>FAMILY UNIFICATION PROGRAM VOUCHERS</td>
<td></td>
<td></td>
<td></td>
<td>$20 million</td>
</tr>
<tr>
<td>FAMILY VIOLENCE PREVENTION AND SERVICES</td>
<td></td>
<td></td>
<td>$45 million</td>
<td></td>
</tr>
<tr>
<td>RUNAWAY AND HOMELESS YOUTH ACT</td>
<td></td>
<td></td>
<td></td>
<td>$25 million</td>
</tr>
<tr>
<td>PROJECT AWARE</td>
<td></td>
<td></td>
<td></td>
<td>$50 million</td>
</tr>
<tr>
<td>YOUTH SUICIDE PREVENTION</td>
<td></td>
<td></td>
<td></td>
<td>$20 million</td>
</tr>
<tr>
<td>NATIONAL CHILD TRAUMATIC STRESS NETWORK</td>
<td></td>
<td></td>
<td>$10 million</td>
<td>$10 million</td>
</tr>
<tr>
<td>WIC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>THE EMERGENCY FOOD ASSISTANCE PROGRAM</td>
<td>$400 million</td>
<td>$450 million</td>
<td>$400 million</td>
<td></td>
</tr>
<tr>
<td>SNAP</td>
<td></td>
<td></td>
<td></td>
<td>$15.8 billion</td>
</tr>
</tbody>
</table>
City and County of San Diego, CA: Advocates in the San Diego area encouraged local policymakers to direct a portion of the city and county’s federal CRF dollars toward emergency child care. They were ultimately successful and secured $10 million in combined CRF dollars from the city and county.

City and County of St. Louis, MO: Both city and county government committed portions of their CRF dollars to support child care providers. In the city they prioritized under resourced neighborhoods and family and home-based care providers.
# Coronavirus State and Local Fiscal Recovery Fund (Allocations to Cities and Counties)

<table>
<thead>
<tr>
<th>COUNTY/CITY NAME</th>
<th>ALLOCATION</th>
<th>KEY LOCAL DECISIONMAKER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toledo</td>
<td>$180,948,591</td>
<td>Toledo City Council</td>
</tr>
<tr>
<td>Lucas County</td>
<td>$83,201,577</td>
<td>Lucas Co. Board of Commissioners</td>
</tr>
</tbody>
</table>

## State SLRF Resources, Information, and Guidance

Ohio Auditor Report: Separate Accountability for Federal Programs Authorized by the American Rescue Plan Act of 2021

# ARPAn Elementary and Secondary School Emergency Relief Fund (ESSER III)

<table>
<thead>
<tr>
<th>SCHOOL DISTRICT NAME</th>
<th>ALLOCATIONS</th>
<th>20% Min. for Learning Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon City SD</td>
<td>$3,899,535</td>
<td>$779,907</td>
</tr>
<tr>
<td>Springfield Local SD</td>
<td>$5,730,484</td>
<td>$1,146,097</td>
</tr>
<tr>
<td>Springfield Local SD</td>
<td>$1,116,800</td>
<td>$223,360</td>
</tr>
<tr>
<td>Springfield Local SD</td>
<td>$4,004,768</td>
<td>$800,954</td>
</tr>
<tr>
<td>Sylvania City SD</td>
<td>$6,340,724</td>
<td>$1,268,145</td>
</tr>
<tr>
<td>Toledo City SD</td>
<td>$123,809,015</td>
<td>$24,761,803</td>
</tr>
<tr>
<td>Washington Local SD</td>
<td>$14,038,258</td>
<td>$2,807,652</td>
</tr>
</tbody>
</table>

## Federal ESSER III Resources, Information, and Guidance

- FAQs for ESSER III (U.S. Department of Education)
- Federal Emergency Aid for Public Education: A Guide to Funding Amounts, Uses, and Requirements (National Education Association)
- Description of ESSER III’s Learning Recovery Reserve (Afterschool Alliance)

## State ESSER III Resources, Information, and Guidance

Ohio State ESSER Plan

Top three priorities among the ten stated priorities in Ohio's ESSER III plan are to support teachers, lead instruction, and develop a comprehensive plan for schools and districts.

# ARPAn Higher Education Emergency Relief Fund (HEERF III)

<table>
<thead>
<tr>
<th>INSTITUTION NAME*</th>
<th>INSTITUTIONAL AID ALLOCATION**</th>
<th>STUDENT AID ALLOCATION***</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowling Green State University (public)</td>
<td>$18,366,608</td>
<td>$18,689,684</td>
</tr>
<tr>
<td>Lourdes University (private)</td>
<td>$1,740,752</td>
<td>$1,751,928</td>
</tr>
<tr>
<td>Owens Community College (mainly part-time; 2 year degree only)</td>
<td>$8,126,217</td>
<td>$8,441,591</td>
</tr>
<tr>
<td>University of Toledo (public)</td>
<td>$18,838,833</td>
<td>$19,329,163</td>
</tr>
</tbody>
</table>

## Notes + Links to Key Resources on HEERF III

- Higher Education Emergency Relief Funds Comparison Chart (NASFAA, May 2021)
- HEERF III FAQs (U.S. Department of Education, May 2021)

*Note: This resource does not include private or for-profit colleges or universities as they were not eligible to receive HEERF $ funds from Sec. 2003(a) of ARPA.*
Invest in intermediary infrastructure

✔ Fund local intermediary organizations to coordinate distribution of new ARPA funding
✔ Use new money to empower intermediaries and other backbone organizations to connect families to resources across sectors

Use funds as a down-payment to set a long-term precedent

✔ Treat the new dollars as seed money for ongoing innovative programs and generate new revenue at the state and local levels

Collaborate and coordinate across systems

✔ Invest in cross-sector partnerships to ensure equitable and intentional distribution of funding.

Document & communicate

✔ Track and monitor the use of funds and document successes and challenges
Early Childhood Success Resource, Tools and Communities of Practice

EC Network

Systems-Level

Target Areas

Leadership Development

ECTeam@nlc.org
Children’s Funding Project [https://www.childrensfundingproject.org/]
Innovative Financing to Expand Services So Children can Thrive
Cradle-to-Career Guide to Federal Relief Funding for Kids During and Beyond COVID-19
The American Rescue Plan Is Just the Start. Here's How We Build a Long-Term Investment in Our Youth

City of Las Vegas [https://www.lasvegasnevada.gov/]
Strong Start Early Learning Academies [https://www.lasvegasnevada.gov/Residents/Education/Strong-Start-Academies]

Gothenburg Early Childhood Learning Coalition [https://www.geclc.org/]
Impact Center [https://www.gothenburgimpactcenter.com/]
City of Gothenburg [https://www.ci.gothenburg.ne.us/]

Wood River Vision 20/20 [https://woodriverne.com/vision2020/]
Stick Creek Kids [https://stickcreekkids.org/]
City of Wood River [https://woodriverne.com/]

NLC Resources
State of the Cities 2021 [https://www.nlc.org/resource/state-of-the-cities/]
Cities Fiscal Condition 2021 – stay tuned, anticipated Fall 2021
ARPA and Recovery Resource Hub [https://www.nlc.org/covid-19-pandemic-response/]
Local Recovery: Five Principles for ARP Implementation

W.K. Kellogg Foundation [wkkf.org]
Truth, Racial Healing & Transformation™ [https://healourcommunities.org/]

Other Resources
Bipartisan Policy Center: From the Ground Up: Improving Child Care and Early Learning Facilities
National Children’s Facilities Network [https://www.ncfn.org/about-ncfn]
SHARE YOUR LOCAL EXPERIENCE
for national impact by leading at NLC in 2022.

Link to Application

NLC LEADERSHIP APPLICATIONS OPEN THROUGH SEPTEMBER 21.
Let NLC deliver for your city with:

- Advocacy Support
- Peer Networking
- National Leadership
- Education + Training
- Hands-On Assistance
- Community Discounts
- And more!

Learn more at nlc.org/membership
Thank you!

Contact NLC’s Early Childhood Success team at 
ECTeam@nlc.org

Sign up for NLC’s Early Childhood Success Quarterly Newsletter at
https://www.nlc.org/news-insights/newsletters/