

# 21<sup>st</sup> Century Community Learning Centers

**Prepared for the House Education Committee**

Jess DeCarolis, Division Director  
Emanuel Betz, 21CCLC State Coordinator  
Student Pathways, Agency of Education

April 26, 2023

# Outline of Presentation

- ESSA and Title IVB
- 21CCLC in Vermont Overview
- Pre-Pandemic Overview
- Pandemic Impact Data Overview
- ARP-ESSER Afterschool and Summer
- Looking Ahead

# Every Student Succeeds Act (ESSA)

The *Elementary and Secondary Education Act* (ESEA) was passed in 1965 as part of President Lyndon Johnson's "War on Poverty." The Act emphasized equal access to education and established high standards and accountability for public education, and authorized federally funded education programs that are administered by the States to support these goals.

In 2015, Congress amended ESEA and reauthorized it as [Every Student Succeeds Act](#) (ESSA), Public Law PL 114-95. ESSA's purpose, as stated in the Act, and coordinated through its nine Title programs "[...] is to provide all children significant opportunity to receive a fair, equitable, and high-quality education, and to close educational achievement gaps" by supporting standards-based education and the provision of evidence-based programs.

# **Title IV Part B – Nita M. Lowey 21<sup>ST</sup> Century Community Learning Centers (21CCLC)**

The 21st Century Community Learning Centers (21st CCLC) program has been funding high quality after-school and summer learning programs since 1998.

Introduced by Vermont Senator Jim Jeffords in 1994 based on local models where school buildings and their resources were opened afterschool, with community members and organizations partnering to support diverse afterschool programming and approaches. ([A Brief History](#))

States receive annual allocations from U.S. Department of Education, and State Education Agencies (SEAs) compete these funds in accordance with federal statute, policy, and guidelines. The Vermont Agency of Education (AOE) developed and administers a five-year, competitive grant program to award 21C funds to support comprehensive centers that focus on supporting educational, enriching and social emotionally relevant programming for PK-12 youth and families in high poverty communities.

# 21CCLC – Purpose Statement

The purpose of this part is to provide opportunities **for communities to establish or expand activities** in community learning centers that

- provide opportunities for **academic enrichment**, including providing tutorial services to help students, particularly students who attend low-performing schools, to meet the challenging State academic standards;
- offer students a **broad array of additional services**, programs, and activities, such as **youth development activities**, service learning, **nutrition and health education**, **drug and violence prevention programs**, counseling programs, **arts**, music, **physical fitness and wellness programs**, **technology education programs**, **financial literacy programs**, **environmental literacy programs**, mathematics, science, career and technical programs, internship or apprenticeship programs, and other ties to an in-demand industry sector or occupation for high school students that are designed to reinforce and complement the regular academic program of participating students;
- And **offer families of students** served by community learning centers **opportunities for active and meaningful engagement** in their children's education including opportunities for literacy and related educational development.

# 21CCLC in Vermont

- Develops full comprehensive centers (large size/scope/variety/cost)
- Renewable 5-year grants; years 1-3=100% year 4=75% funding, year 5=65%, after 5=~50%
- Schools/non-profits/municipalities may apply, **schools must be lead or partner**
- **Integrated with education policy & regulation, school systems and structures** (infrastructure, layered supports, staff, finance) AND **student-centered learning** values (PL, PBL, FP, student agency)
- Staff (afterschool, teachers and school day staff, partners, **and** youth)
- **Programming = student choice/voice, depth and variety.**
- Partner types: (local individuals & programs, community and state organization, etc.)
- Sustainability: Built to 54% other/48% 21C over 20 years (21C and other cash doubled the original investment annually); Communities leveraged millions in other cash resources over two decades.

# Current Requirements and Key Expectations

- Eligibility determined by community population at 40% free reduced lunch or Title 1 Schoolwide plan eligible (CEP)
- School and community partners should meet readiness requirements
- Must be a *Full Comprehensive Center* (i.e., propose to meet quantity, quality, and depth of programming year-round plus 5 weeks summer programming)
- Programs must complement, but not duplicate the school day
- 30-hour minimum Project Director required to implement and sustain quality programs at Full Comprehensive Center

# **A Quick Look Back – Before the Pandemic**



# Pre-COVID 21C Overview & Outcomes

- 12,000 students served, 5500 regular attendees, in 100 school communities
- 32% of public schools are funded
- 35 CDD Licensed sites
- Afterschool program averages: 34 afterschool weeks, 12 hours weekly
- Summer program averages: 5 weeks in summer, 37 hours weekly
- As many as 600 community partners (one-year highest count)
- 39% Project Directors with M.A. or higher, **35% Licensed educators as staff**
- 94% sites meet with principal at least monthly
- 90% of sites participate in Quality Assessment System (2020 focuses on 41 SEL items)
- 71% sites target academics beyond Homework clubs
- **Minimum of 54% of regular attendees are low-income (29% of sites use the *community eligibility provision*, so the low income % is likely higher but ultimately unknown)**
- 20% of regular attendees are on IEPs
- Regular attendees attend school more on average (3 fewer in-school absences for secondary youth, 2 for elementary aged children)
- **64% of surveyed grade 5-12 youth report using their skills**
- 24% of regular attendees with data had SBAC reading scores (and 17% for math) go from not proficient to proficient or above

# “Universal” = Access

## UATF Goals:

- Program exists and is safe and of high-quality;
- no waiting lists;
- either low/no cost or subsidy, scholarships and sliding fee scales are available;
- hours of operation work for working families;
- children/youth can get to and from the program safely;
- supports and staffing are in place to accommodate a wide range of needs (e.g., ELL, SPED, trauma-informed, disabilities, etc.)

## 21CCLC Outcomes:

- Situated within school systems; safe spaces with [safety standards](#)
- Free/sliding scale; 12,000 children served/5500 regular attendees
- Before school/after school/vacation/ summers
- Situated within school systems with access to bussing may include funds for transportation
- Staff (teachers and school day staff, partners, and youth); 39% Project Directors with M.A. or higher, 35% Licensed educators as staff
- 60% FRL; 20% IEP (regular attendee data)

# **Pandemic Impact: 21CCLC Data Scan**

# Pandemic Preliminary Data: 2018-2022 (1)

| Fiscal Year                                                       | 18-19<br>(FY19) | 19-20<br>(FY20)          | 20-21<br>(FY21) | 21-22<br>(FY22) | 22-23 (FY23) | % change<br>FY21 and<br>FY22 |
|-------------------------------------------------------------------|-----------------|--------------------------|-----------------|-----------------|--------------|------------------------------|
| <b>Pandemic Year</b>                                              | N/A             | <b>March<br/>Closure</b> | <b>1</b>        | <b>2</b>        | <b>3</b>     |                              |
| 21CCLC Funded<br>Projects (SU/SD or<br>CBO)                       | 23              | 23                       | 23              | 23              | 22           | --                           |
| 21CCLC School Sites                                               | 100             | 100                      | 100             | 100             | 94           | --                           |
| Total Students Served                                             | 12,289          | 11,541                   | 7,218           | 10,420          | TBD          | <b>+44%</b>                  |
| Regular attendees (RA)*                                           | 5737            | 4601                     | 2802            | 5225            | TBD          | <b>+86%</b>                  |
| Total summer attendees                                            | TBD             | TBD                      | 2431            | 4888            | TBD          | <b>+101%</b>                 |
| % Low-income RA**                                                 | 61%             | 56%                      | 60%             | 49%             | TBD          | <b>-11%</b>                  |
| % RA on IEP                                                       | 20%             | 20%                      | 21%             | 21%             | TBD          | --                           |
| 21CCLC Allocations                                                | \$5,939,198     | \$5,986, 198             | \$6,123,398     | \$6,172,398     | \$6,319,398  |                              |
| <b>Total 21C Full<br/>Comprehensive Center<br/>Investments***</b> | \$11,934,594    | \$11,038,388             | \$9,882,626     | \$12,34125<br>2 |              | <b>+25%</b>                  |

# Preliminary Pandemic Data (1) Notes

(\*) “Regular Attendee” is a 21CCLC specific terminology. These numbers reflect those students who attend for 30 days or more of programming.

(\*\*) Statewide FRL average has declined by 6% ([F/R Reports](#))

(\*\*\*) This is an aggregate count from annual reporting; we do not have local vs state and federal breakouts.

# Preliminary Pandemic Data (1) Summary

- 21C school programs pivoted dramatically to offer services and were **incubation centers** in Summer 2020 for districts planning return to school in FY21 and Recovery Planning for FY22
  - <https://education.vermont.gov/documents/2021-summer-learning-program-considerations-for-recovery-planning>
- Some sites did not have the capacity to make it through the pandemic (**anticipating ~10% reduction in sites**)
- Building back quickly is occurring which is remarkable given the job
  - **Total students served (+44%)**
  - **Regular Attendees (+86%)**
  - **Summer participants (+101%)**
- Equity Indicators "holding" with caution and active regular attention and work (**e.g., FRL-tracking to state trends and IEP participation holding steady at 20%**)

# Pandemic Preliminary Data: 2018-2022 (2)

| Fiscal Year                        | 18-19 (FY19) | 19-20 (FY20)  | 20-21 (FY21) | 21-22 (FY22) | 22-23 (FY23)<br>(Developing/ In flight) | % change from FY21 to FY22 |
|------------------------------------|--------------|---------------|--------------|--------------|-----------------------------------------|----------------------------|
| Pandemic Year                      | N/A          | March closure | Year 1       | Year 2       | Year 3                                  |                            |
| In person summer days**            | N/A *        | N/A*          | 585          | 2149         | TBD                                     | <b>+267%</b>               |
| In person afterschool days**       | NA*          | NA*           | 11250        | 13720        | TBD                                     | <b>+22%</b>                |
| Total days                         | N/A          | N/A           | 11835        | 15869        | TBD                                     | <b>+29%</b>                |
| Summer licensed teachers           | 331          | 334           | TBD          | TBD          | TBD                                     | TBD                        |
| Afterschool licensed teachers      | 779          | 574           | TBD          | TBD          | TBD                                     | TBD                        |
| Number of new directors            | N/A          | <5            | 3            | 13           | 1                                       | <b>+333%</b>               |
| Partnerships ***                   | Data TBD     | Data TBD      | 94           | 194          |                                         | <b>+106%</b>               |
| "ARP ESSER" LEA Funds used         | N/A          | N/A           | N/A          | \$3,148,271  | TBD                                     |                            |
| SEA ESSER grant Funds              | N/A          |               |              | TBD          | TBD                                     |                            |
| # Remote program offerings         |              |               | hundreds     | 38           | TBD                                     |                            |
| Local Evaluation outcomes reported | 112          | 80            | 18           | 55           | TBD                                     | <b>+183%</b>               |

# Preliminary Pandemic Data (2) Notes

(\* ) Prior to FY21, we tracked time in afterschool and summer programs by total weeks and average hours/week. For summer, sites averaged 5 week, 37 hours/week. For after school, projects averaged 34 weeks, 12 hours/week. In FY21 we changed system metrics to track actual days (versus total weeks). For comparison, in FY22 (Year 2 of the pandemic), if each week is 5 days, and we divided across 60 program sites (historical average # of summer sites), this reflects 7.2 weeks of summer programming.

(\*\*) “In person” is used intentionally and is not inclusive of any virtual/remote after school or summer programming.

(\*\*\*) In FY21 the AOE changed the monetary threshold for the partner indicator to \$100. Previously, it was set at \$1000. This change better reflects the diversity of partners working with 21CCLC-funded programs and aligns to equity goals.



# Preliminary Pandemic Data (2) Summary

- Large dynamic summer program growth in Vermont's neediest communities occurring (**+267% days**)
- Partnership rebuilding or growth in progress (**+106% partners**)
- Project and site leadership is stabilizing (**+333% new**)
- Evaluation and support systems coming back (**+183% completed**)
- Remote programming mostly discontinued
- Assuring program quality with staffing challenge is the key dynamic at play (**licensed teachers # TBD**)
- ARP-ESSER fiscal cliff is a real concern in FY24 (**FY22 \$3,148,271 in system**)

# **ARP-ESSER Afterschool and Summer Data Scan**

Developing and Scaling Center  
Model

# Education Recovery – ARP-ESSER Afterschool

Under ARP ESSER Section 2001(f)(3), the AOE was required to reserve \$2,852,234 of its total allocation, to carry out, directly or through grants and contracts, the implementation of **evidence-based comprehensive afterschool programs**, and *ensure such programs respond to students' academic, social, and emotional needs and address the disproportionate impact of COVID-19 on student subgroups (each major racial and ethnic group, children from low-income families, children with disabilities, English learners, gender, migrant students, students experiencing homelessness, and children and youth in foster care).*

# Education Recovery – ARP-ESSER Summer

Under ARP ESSER Section 2001(f)(2), the AOE was required to reserve \$2,852,234 of its total allocation, [...]

*to carry out, directly or through grants or contracts, the implementation of evidence-based summer enrichment programs, and ensure such programs respond to students' academic, social, and emotional needs and address the disproportionate impact of the coronavirus on the student populations described in section 1111(b)(2)(B)(xi) of the Elementary and Secondary Education Act of 1965 (20 U.S.C. 6311(b)(2)(B)(xi)) [...], students experiencing homelessness, and children and youth in foster care. Further federal policy guidance adds that [...] the interventions implemented through these reservations must be evidence-based...and may include such activities as summer learning or summer enrichment, extended day, comprehensive after-school programs, tutoring, extended school year programs, and innovative approaches to providing instruction to accelerate learning.*

# Education Recovery - Preparing for Future State

In line with the ARP-ESSER legal framework, competitive grants were awarded to applicants that showed the **greatest promise of supporting the following overarching goal adopted by the Vermont State Board of Education, “Ensure that Vermont’s public education system operates within the framework of high expectations for every learner and ensure that there is equity in opportunity for all.”**

And applications and

[u]se of funds towards afterschool and summer programs were considered within Vermont’s Education Recovery and Revitalization Framework, in concert with other local strategies, and aligned with these three recovery areas:

- 1. Social emotional functioning, mental health, and well-being**
- 2. Student engagement, and reengagement**
- 3. Academic achievement and success**

# ARP-ESSER State Set-Aside (FY23 Launch) :

## Afterschool Grants 1 & 2 and Summer

SPD approved to develop and administer program in June 2023

- **Afterschool Round 1:** 9/1/22 – 9/30/24 (PoP)
  - Posted: July 6, 2022
  - Closed: August 15, 2022
  - Applications: 14
  - Awards: 13; \$2,029,662
- **Afterschool Round 2:** 6/1/23 – 9/30/24 (PoP)
  - Posted: October 26, 2022
  - Closed: January 4, 2023
  - Applications: 11
  - Awards: 10; \$760,264
- **Summer Program:** 6/1/23 – 9/30/24 (PoP)
  - Posted: October 26, 2022
  - Closed: January 4, 2023
  - Applications: 12
  - Awards: 11; In process

# ARP-ESSER Afterschool Data Table

| Applicant SU/SD                             | Total schools served | Total 21C schools served | Total non-21C [NEW] schools served | Grade level(s) served | Total Days  | Students Served | Track | 21C in SU/SD | 21C at ESSER grant-supported site | Grant Awarded | Amount awarded        | Tutoring | Literacy |
|---------------------------------------------|----------------------|--------------------------|------------------------------------|-----------------------|-------------|-----------------|-------|--------------|-----------------------------------|---------------|-----------------------|----------|----------|
| Addison NW                                  | 2                    | 2                        | 0                                  | 7-12                  | 40          | 200             | A     | 1            | 1                                 | R1            | \$ 70,000.00          |          |          |
| Burlington                                  | 1                    | 1                        | 0                                  | 9-12                  | 200         | 80              | A     | 1            | 1                                 | R1            | \$ 112,524.00         |          |          |
| Caledonia Central                           | 1                    | 0                        | 1                                  | k-12                  | 120         | 70              | A     | 0            | 0                                 | R1            | \$ 91,115.00          |          |          |
| Central VT                                  | 3                    | 2                        | 1                                  | 5-12                  | 205         | 75              | A     | 1            | 1                                 | R1            | \$ 86,236.00          |          |          |
| Champlain valley                            | 2                    | 0                        | 2                                  | k-8                   | 30          | 60              | A     | 0            | 0                                 | R2            | \$ 60,000.00          | 1        | 1        |
| Essex North                                 | 1                    | 0                        | 1                                  | k-6                   | 125         | 67              | A     | 0            | 0                                 | R1            | \$ 140,000.00         |          |          |
| Franklin Northeast SU                       | 8                    | 2.5                      | 5.5                                | k-12                  | 160         | 1000            | A     | 1            | 1                                 | R2            | \$ 60,000.00          |          |          |
| Kingdom East                                | 7                    | 7                        | 0                                  | K-8                   | 175         | 350             | A     | 1            | 1                                 | R1 + R2       | \$ 177,822.63         |          |          |
| Mill River UUSD                             | 1                    | 0                        | 1                                  | 7-12                  | 130         | 120             | A     | 0            | 0                                 | R2            | \$ 60,000.00          | 1        |          |
| Montpelier Roxbury SD                       | 1                    | 1                        | 0                                  | pre-k-4               | 178         | 30              | B     | 1            | 1                                 | R2            | \$ 105,500.00         | 1        | 1        |
| Mt Abraham                                  | 1                    | 0                        | 1                                  | 7-8                   | 120         | 100             | B     | 1            | 0                                 | R1            | \$ 238,411.00         |          |          |
| North Country                               | 9                    | 9                        | 0                                  | k-8                   | 165         | 1000            | A     | 1            | 1                                 | R1            | \$ 105,315.00         |          |          |
| Orange SW UUSD                              | 1                    | 0                        | 1                                  | k-6                   | 188         | 100             | B     | 0            | 0                                 | R2            | \$ 138,968.91         |          |          |
| Orleans Southwest SU                        | 5                    | 5                        | 0                                  | k-5                   | 114         | 175             | B     | 1            | 1                                 | R2            | \$ 135,000.00         |          |          |
| Slate Valley                                | 1                    | 0                        | 1                                  | k-6                   | 180         | 163             | B     | 1            | 0                                 | R1            | \$ 270,149.00         |          |          |
| South Burlington SD                         | 4                    | 0                        | 4                                  | k-8                   | 201         | 384             | A     | 0            | 0                                 | R2            | \$ 60,000.00          |          |          |
| St Johnsbury SD                             | 1                    | 1                        | 0                                  | 2-4                   | 60          | 30              | A     | 1            | 1                                 | R2            | \$ 32,219.00          | 1        | 1        |
| Windham Central                             | 4                    | 0                        | 4                                  | K-8                   | 252         | 219             | B & A | 0            | 0                                 | R1 + R2       | \$ 328,762.00         | 1        | 1        |
| Windham Southeast                           | 1                    | 0                        | 1                                  | K-12                  | 200         | 250             | A & B | 1            | 0                                 | R1            | \$ 397,903.00         |          |          |
| Windham Southwest                           | 5                    | 4                        | 1                                  | k-12                  | 191         | 600             | A     | 1            | 1                                 | R1            | \$ 120,000.00         |          |          |
| <b>Totals for ESSER Afterschool R1 + R2</b> | <b>59</b>            | <b>34.5</b>              | <b>24.5</b>                        |                       | <b>3034</b> | <b>5073</b>     |       | <b>13</b>    | <b>10</b>                         |               | <b>\$2,789,925.54</b> | <b>5</b> | <b>4</b> |

# ARP-ESSER Afterschool Grants 1 and 2: Data Summary

**Awarded proposals are supporting:**

- 20 SU/SDs
- 59 schools
  - 34.5 expanded 21C schools
  - 24.5 new schools served
  - K-12 permutations
- 3034 program days
- 5,073 students
- 5 projects offering on tutoring
- 4 projects focused on literacy

**Total awards: \$2,789,925.54**



# ARP-ESSER Summer Data Table

| Applicant SU/SD               | Total schools served | Total 21C schools served | Total non-21C [NEW] schools served | Grade level(s) served | Total Days | Students Served | 21C in SU/SD | 21C at ESSER grant-supported site | Amount awarded         | Tutoring | Literacy |
|-------------------------------|----------------------|--------------------------|------------------------------------|-----------------------|------------|-----------------|--------------|-----------------------------------|------------------------|----------|----------|
| Missisquoi Valley SD          | 4                    | 3                        | 1                                  | 1-12                  | 20         | 350             | 1            | 1                                 | \$ 64,000.00           | 1        | 1        |
| Caledonia Central             | 6                    | 0                        | 6                                  | 1-12                  | 20         | 300             | 0            | 0                                 | \$ 170,000.00          | 1        | 1        |
| Champlain valley              | 2                    | 0                        | 2                                  | k-9                   | 20         | 60              | 0            | 0                                 | \$ 150,000.00          | 1        | 1        |
| Essex North                   | 1                    | 0                        | 1                                  | k-8                   | 20         | 95              | 0            | 0                                 | \$ 250,000.00          |          | 1        |
| Milton SD                     | 3                    | 0                        | 3                                  | k-12                  | 60         | 175             | 0            | 0                                 | \$ 250,000.00          |          | 1        |
| Orange SW UUSD                | 4                    | 0                        | 4                                  | k-12                  | 25         | 100             | 0            | 0                                 | \$ 250,000.00          | 1        | 1        |
| Orleans Southwest SU          | 5                    | 5                        | 0                                  | k-6                   | 25         | 65              | 1            | 1                                 | \$ 250,000.00          |          |          |
| South Burlington SD           | 4                    | 0                        | 4                                  | k-9                   | 37         | 220             | 0            | 0                                 | -                      |          |          |
| Windham Southeast             | 6                    | 0                        | 6                                  | k-5                   | 20         | 160             | 1            | 0                                 | \$ 250,000.00          | 1        | 1        |
| Colchester SD                 | 1                    | 0                        | 1                                  | 6-8                   | 15         | 100             | 0            | 0                                 | \$ 150,000.00          |          |          |
| Lamoille North SU             | 5                    | 0                        | 5                                  | k-6                   | 25         | 350             | 1            | 0                                 | \$ 250,000.00          | 1        | 1        |
| <b>Total ARP ESSER Summer</b> | <b>41</b>            | <b>8</b>                 | <b>33</b>                          |                       | <b>287</b> | <b>1975</b>     | <b>4</b>     | <b>2</b>                          | <b>\$ 2,034,000.00</b> | <b>6</b> | <b>8</b> |

# ARP-ESSER Summer: Data Summary

## Awarded proposals will support:

- 11 SU/SDs
- 41 schools
  - 8 expanded 21C school sites
  - 33 new schools served
  - K-12 permutations
- 287 program days
- 1975 students
- 6 projects offering on tutoring
- 8 projects focused on literacy

**Total awards: \$2,034,000** (amendments still in process)

# **AOE Observations and Reflections – Looking Ahead**

# Building Comprehensive Centers – Lessons (1)

## It takes 5-10 years to build a high-quality center

- 21CCLC has invested in center development from 5-20 years (new and returning)
- **18-20 NEW** centers were created in the 5 years prior to FY21; 41 centers have not succeeded/sustained over 20+ year period prior to FY21

## School and district organization is very often the only infrastructure in small rural towns that may have the capacity to do afterschool

- space, technology, heat, meals, transportation, predictable funding
- safety, mission, leadership, accountability, continuous improvement

## Investment strategy at State and Local level is important

- Investments are for five years with declining award amounts after year 3. Renewal is possible.
- \$50,000 minimum award; up to \$135,000 per site. Returning grantees are expected to meet up to 50% cash sustainability. It is not a match.
- Total costs for approx. 100 centers ~**12 million** (21CCLC + other sources combined at project level)

# Building Comprehensive Centers – Lessons (2)

## Integration, Alignment, and Coherence

- 21C programs **complement but do not duplicate** the school day
- Summer programs by half-day or full-day that **align with ESY** services as well as tutoring
- Other examples -- one project **aligning sports schedules**, kids have more choices to do more (sports and other)
- 21C-funded programs [Integration examples](#)

## Quality Programming, Qualified Staff

- In FY20, 92% of project directors (23 out of 25 total directors) had a bachelor's degree or higher.; in FY22 this increased to 96%.
- In FY20, 84% percent (21 out of 25 directors) had at least three years of related work experience that year.
- AOE multi-year attendance study showed regular attendees attended school more: +2 days on average for elementary, +3 days for middle school youth.

# State-Level Supports for Success

- Personalized approach to project support based on attributes
  - First time applicant, start up, new project directors
- **Readiness assessment**
- **Sustained contract** for PD and TA, coaching, network improvement
- **State Coordinator, housed in division at crossroads of SCL** – leverage other staff for support; with more can do more
- **Grants management infrastructure**
- Partnerships and Connections
- **Supportive accountability; Participatory monitoring system**
- **Comprehensive afterschool evaluation and reporting system**
- Strategic design
  - Knowledge of program start-up – intentional approach with long on-ramp

# **Our Goal: Developing Comprehensive Centers for Sustainability**

- **Competitive process** – readiness and capacity are essential and vary across our communities
- **Minimum 3 years of funding** for any initiative – supports sustainability
- **State funds support on-ramps** for quality implementation and supportive accountability
- Grant program **designed to complement/leverage** existing **federal, state and local funds** and partnerships
- **Differentiated strategies** for building centers versus programs only – **flexible pathways** to comprehensive center development