



FUNDING PREVENTION IN COMMUNITIES

Lessons From Evidence2Success



ACKNOWLEDGMENTS

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ABOUT THE ANNIE E. CASEY FOUNDATION

The Annie E. Casey Foundation is a private philanthropy that creates a brighter future for the nation's children by developing solutions to strengthen families, build paths to economic opportunity and transform struggling communities into safer and healthier places to live, work and grow.

For more information, visit the Foundation's website at www.aecf.org.

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I. Introduction

Evidence increasingly documents the factors that strengthen children, families and communities — and those that put their aspirations at risk.

Evidence increasingly documents the factors that strengthen children, families and communities — and those that put their aspirations at risk.¹ As a result, public, private and community leaders have increased their commitment to funding evidence-based prevention programs to put what works into action. Leaders are coming together to assess

the needs of their communities and prioritize programming that addresses root causes of problems such as delinquency and substance use, producing a growing number of initiatives that include collective impact efforts, substance abuse prevention coalitions, systems of care efforts and health equity collaborations.

¹ Arthur, M. W., Hawkins, J. D., Pollard, J. A., Catalano, R. F., & Baglioni, A. J. (2002). Measuring risk and protective factors for use, delinquency, and other adolescent problem behaviors: The Communities That Care Youth Survey. *Evaluation Review*, 26(6), 575–601. <https://doi.org/10.1177/0193841X0202600601>

But with these new initiatives comes the challenge of how to expand and sustain programs to achieve the intended outcomes on a larger scale. This guide provides lessons on financing and sustaining community-based prevention efforts learned from the Annie E. Casey Foundation's Evidence2Success® effort. Evidence2Success provides a framework for engaging communities and public systems in improving the well-being of children and youth. It helps identify problems and solutions proven to work.

Over the last eight years, the Casey Foundation has worked with partners to develop and implement a model focused on building the capacity of leaders in communities to sustain community-based prevention efforts. The Evidence2Success partners learned that thinking comprehensively about what needs to be sustained is critical to being successful. They also

identified what financing strategies and funding streams most often led to successfully sustaining evidence-based prevention programs.

This publication is designed to help coalitions fund and sustain prevention programs. Leaders will learn the importance of:

- following a strategic financing process from the beginning of an initiative, including understanding the funding landscape;
- setting the right priorities and mapping them to funding streams;
- developing and communicating a vision that inspires key funders to invest;
- taking advantage of existing resources; and
- continuously adapting to data and evidence.

BACKGROUND ON EVIDENCE2SUCCESS

Evidence2Success promotes healthy child development by helping communities and public systems work together to use data to understand how children are doing; select proven programs to enhance strengths and address needs; and develop financing and action plans to support the ongoing use of those proven programs. The framework was developed by the Annie E. Casey Foundation and several partner organizations. Strategies include:

- forming partnerships that engage elected officials, public agencies and the community to work together to improve child well-being;
- collecting and analyzing data gathered through the Youth Experience Survey to establish priorities based on kids' strengths and needs;
- selecting evidence-based programs that focus on prevention and early intervention, instead of waiting until after problems occur to intervene; and
- analyzing the effectiveness of current investments and shifting a percentage of funding toward evidence-based programs.

The Casey Foundation provides coaching and technical assistance to help city and state agencies build their capacity to target their investments to support the staffing, training and data analysis required to effectively deliver evidence-based programs.

Evidence2Success began with a pilot site in Providence, Rhode Island, in 2012 and expanded to Selma and Mobile, Alabama, in 2015 and Kearns Township in Salt Lake County, Utah, in 2016. In 2018, Casey added Liberty City in Miami, Florida, and South City in Memphis, Tennessee.

II. Financing and Sustainability Approach

From the outset, Evidence2Success integrated a strong focus on finance planning and sustainability.

The goal was not only to implement evidence-based programs, but to do so in a way that a community could sustain those programs and achieve outcomes over the long term. To that end, every Evidence2Success site convened a finance workgroup to complete a strategic financing process. The process includes five steps to generate a strategic financing plan that provides a road map to sustainability, listed on the following page.

This strategic financing process helps communities to thoughtfully fund evidence-based programs and support infrastructure by using existing resources and developing diverse and sustainable sources of support. Diverse resources include federal, state and local dollars as well as private support from foundations, corporations and individuals. In addition to creating a path to keep programs going, the financing plan also helps groups to avoid common pitfalls, such as not being clear on what it will truly take to fund a program, and to reach agreement on clear short- and long-term financing strategies.



STEP 1

Set financing goals.

The first step is to clearly define what will be financed: what programs will be delivered to whom, and the infrastructure that will be needed. Evidence2Success administers the Youth Experience Survey (YES) to children and youth in schools to identify how they are faring in key outcome areas and their strengths and needs. Based on the assessment data collected, Evidence2Success citywide and community partners come together to identify a set of priority factors that influence those outcomes, known as “risk and protective factors.” The partners then recommend evidence-based programs based on those priorities. Leaders reach agreement on the desired scale for each program selected and the support required to manage and sustain the programs over time, including the capacity for data collection and analysis, coordination and planning, strategic financing and program monitoring and implementation.



STEP 2

Identify the financial resources needed to implement.

Once leaders have clarified their financing goals, the next step involves estimating the costs to implement the programs and build and maintain needed infrastructure. This step includes 1) developing three-year budget projections for programs and infrastructure; 2) identifying the resources already in hand to support those costs; and 3) calculating the gap that requires additional funding to support.



STEP 3

Analyze existing public resources.

A critical step in strategic financing planning is understanding how existing investments align with the group’s priorities. Evidence2Success provides a fund-mapping tool and process that is typically completed at the same time youth assessment data are being collected. This third step involves looking critically at current investments and identifying opportunities to better align current resources to address the gap and achieve the financing goals.



STEP 4

Select financing strategies.

Once leaders have reviewed and identified opportunities for aligning existing funding with identified goals and priorities, the next step is to consider, prioritize and agree on a full set of financing strategies to support Evidence2Success. This requires considering a variety of funding options including the range of local, state and federal public funding streams as well as private funding sources, including foundations, corporations and individuals.



STEP 5

Develop a work plan.

In this final step, leaders develop and update a work plan that describes who is responsible and the timeline for implementing financing strategies.

III. What to Sustain: Program and Infrastructure

The Evidence2Success experience demonstrated that support for critical infrastructure is necessary to ensure ongoing collaboration and quality implementation of programs.

Sustaining community-based prevention efforts requires more than funding for programmatic costs. The Evidence2Success experience demonstrated that support for critical infrastructure is necessary to ensure communities and systems continue to work together to carry out programs well. For example, it is important to budget for the activities and staffing required to coordinate with partners, collect data and evaluate progress. Ensuring that these important activities are supported creates a virtuous cycle that leads to effective

implementation, which helps continue to build the case for funding and support.

The Evidence2Success framework focuses on developing six key capacities to sustain collaborative implementation of prevention programs: partnerships, data and evaluation, continuous quality improvement, strategic finance planning and administration, advocacy and communications, and project management. These capacities and the related activities may be structured

in different ways in different communities, but they all must exist in some form — and be paid for — among the collaborative. In Evidence2Success communities, a lead agency is responsible for ensuring these capacities are built and sustained, working with members of the Evidence2Success community board.

KEY INFRASTRUCTURE CAPACITIES TO FUND

Partnerships

For a community to sustain prevention programming, public agency and community partners must be recruited and engaged in the effort and view the program as essential to their array of services. Creating this buy-in requires an upfront investment in bringing partners together to review and make plans to address data about the well-being of young people. Every Evidence2Success community convened a community board that brought together leaders from the community; public agency representatives from government agencies such as child welfare, public health, juvenile justice, city and county government, housing authorities and school districts; leaders of provider agencies; foundation leaders; community providers; and civic and religious leaders.

It's critical to maintain a leadership or governance structure to keep partners engaged as programs are selected and begin operating. This may include creating a new community board or workgroups or incorporating the decision-making and leadership functions into an existing collaborative effort. In the end, the leadership structure of the collaborative and the associated staffing must support the other capacities that are needed.

Data and Evaluation

Evidence-based prevention programs can be sustained when they can demonstrate their ability to improve how a community is faring. To measure their progress, collaboratives will need to consider the costs of using administrative data from public systems or administering community assessments to clearly identify needs and define goals for the prevention effort. If the program models selected do not already provide data and evaluation guidance, it is important

to identify specific outcome measures and develop data collection tools and processes and account for them in the budgeting process. An external evaluation partner may be needed. In Evidence2Success communities, the Foundation's initial funding included support for a local data partner to take the lead on data collection and evaluation.

Continuous Quality Improvement

Research has demonstrated that effective implementation is critical to ensuring an evidence-based program achieves its intended results. Therefore, the collaborative effort should dedicate resources for continuous quality improvement. Evidence2Success partners created and supported implementation teams that included members from a representative set of partners. The implementation teams drove the process of monitoring how well programs were operating and were able to quickly identify and address challenges. The teams also regularly reviewed program implementation and outcome data, monitored how well the program steps were being followed and made improvements to the program and its procedures when necessary. Through their oversight, the implementation teams ensured that the program was a good fit for the community and the culture of the participants.

Implementation teams can also play a critical role in supporting communications by keeping all the partners updated on program implementation, challenges and successes. Effective implementation teams require high-quality staffing and facilitation, a role that was typically played by the lead agency in Evidence2Success.

Strategic Finance Planning and Administration

Expanding an evidence-based prevention program to achieve larger scale in a community requires thoughtful and continuous planning, especially when it comes to financing. That requires dedicating some funding to determine at what scale the program needs to be implemented to have a significant effect on the community. Once the collaborative determines the desired program scale, it must project associated costs for implementing at that level and build a budget to match. Evidence2Success partners found it important to dedicate time and resources to engage in the strategic financing process described in the previous section.

Once a finance plan was in place, it was important to ensure the collaborative had the capacity to collect and analyze expenditure information, develop and administer funding, oversee subcontracts and report to funders. The collaborative should include a strong lead in charge of strategic financing who is consistently monitoring and responding to opportunities as they come up and keeping partners informed and engaged.

Advocacy and Communications

Long-lasting, successful prevention programs require champions throughout a community. Yet champions don't just happen — they need to be cultivated and supported, and it is important to dedicate resources to that effort. Evidence²Success partners learned that staff need to dedicate time to keep local and state elected officials, public agency and community leaders and others informed about the implementation and results of the prevention program. They also need to budget for developing communications tools and platforms that can keep people informed.

The communications tools may be unique to the effort or part of an organization's or a collaborative's broader communications.

Project Management

Operating programs effectively requires day-to-day project management. This is particularly true in collaborative efforts, with individuals from multiple organizations coordinating on funding and implementing programs. The need for resources often is greatest as a program starts up. During this time, staff are hired and trained, supervisory and administrative practices put in place, and policies and procedures developed. Once the programming begins, project management shifts to overseeing daily operations, providing ongoing staff development and training and ensuring coordination and communication among implementation partners. Project management must focus on continuous quality improvement to ensure programs are achieving the intended outcomes.

IV. Successful Financing Strategies

Evidence2Success supports communities with technical assistance and resources that help them think strategically about how to fund evidence-based prevention programs and the infrastructure capacities they need for the long term.

Four Evidence2Success sites have leveraged more than \$8 million dollars from public systems including school districts, city and county government, child welfare, juvenile justice, public health and substance abuse and mental health, as well as local private foundations. These funds support nine different program models and their infrastructure. Two sites (Memphis and Miami) are still in their planning and initial implementation phase and have just begun their work to secure resources.

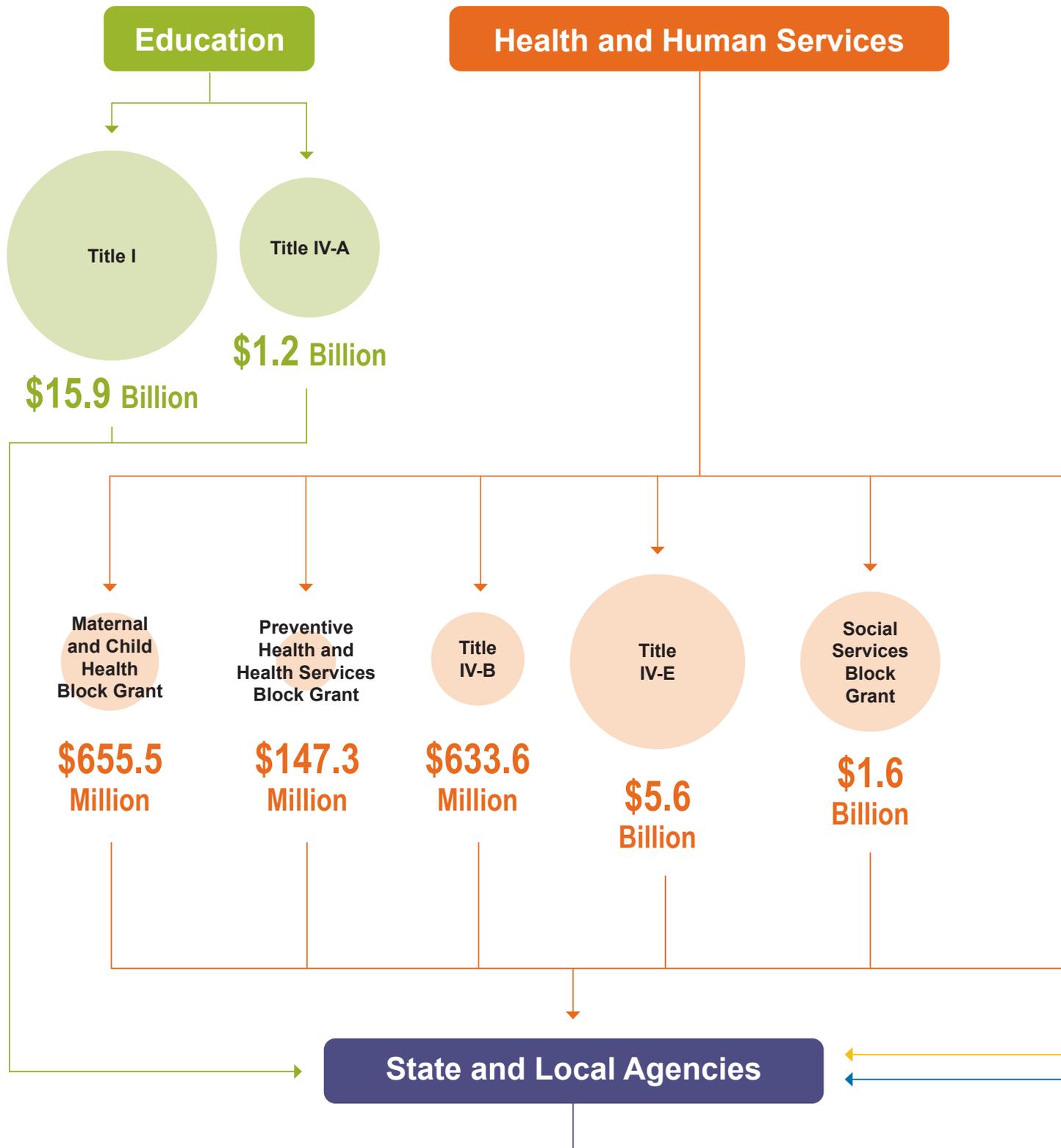
Strategic financing starts with understanding the policy and funding landscape. Evidence2Success has a broad focus on family and child well-being, crossing the jurisdiction of a number of public agencies. Successful financing depends on understanding who controls resources and positioning the work in relation to those resources. The funding graphic below shows how core federal funding streams flow from federal agencies

to state and local agencies and into communities. The agencies that administer these funding streams also administer state and local funds that can support programs. The graphic focuses on federal block grants and entitlement funding because these are the large federal funding streams that, together with state and local allocations, form the foundation of human services funding over time. Establishing a sustainable base of support for prevention work depends on aligning the work with these core public funding streams.

The graphic can be used to help collaborating leaders identify which agencies are administering key public funding streams in their community. Relationships are essential, and a large part of the early work in Evidence2Success lies in ensuring a strong coalition structure with multiple public agency leaders who are engaged and involved in establishing the priorities for the work.

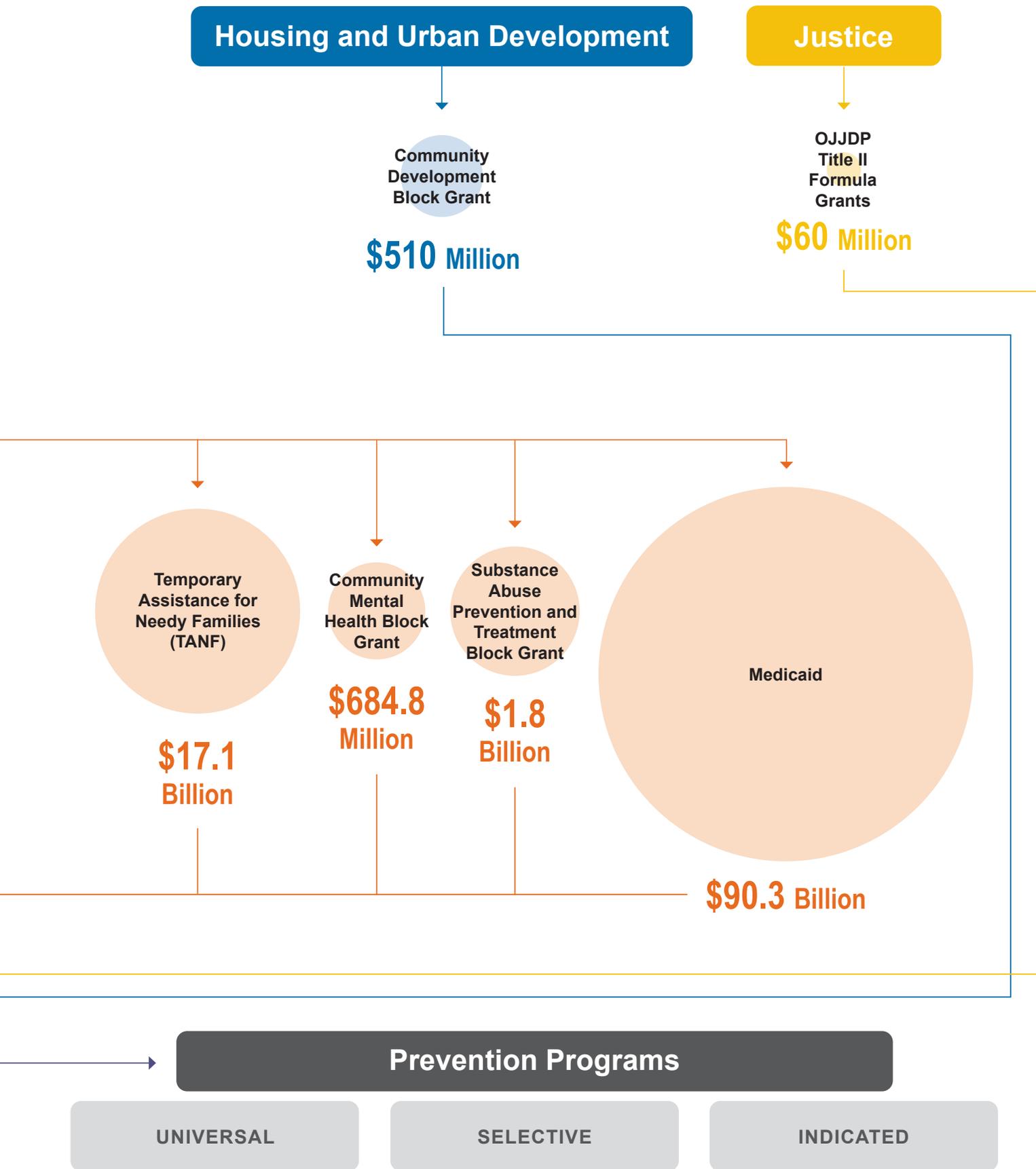
Federal Funding Land

KEY FEDERAL FU

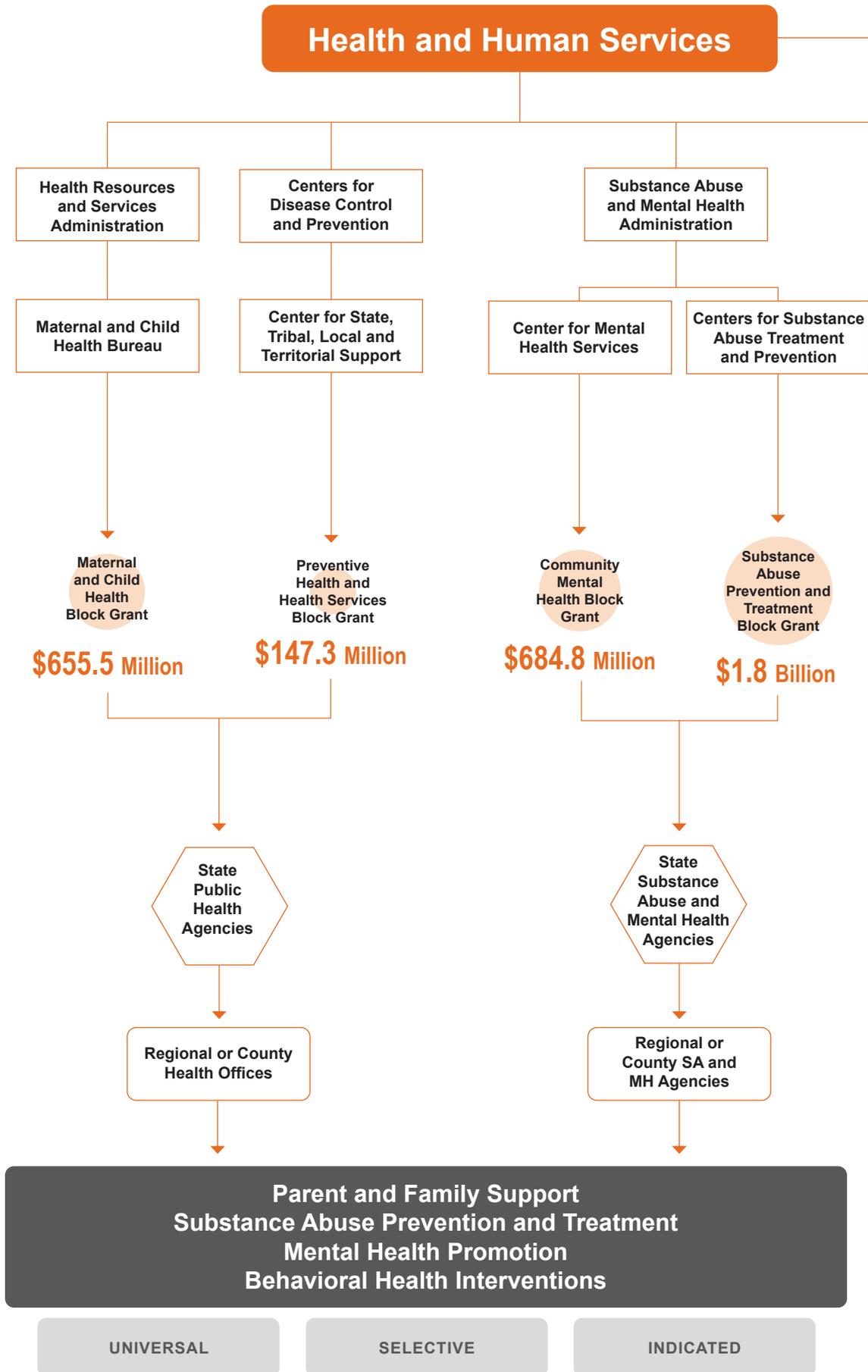


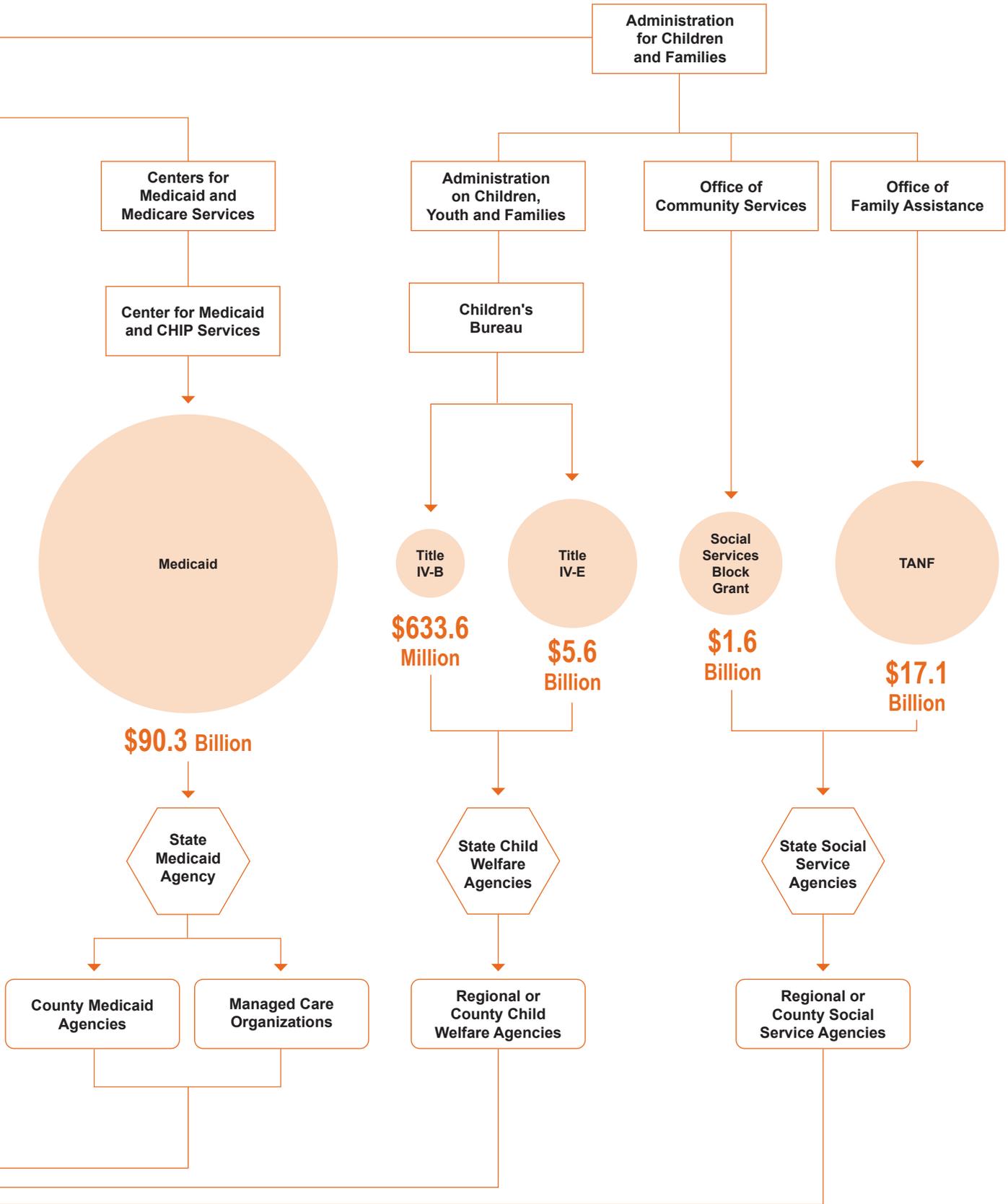
Landscape for Prevention

FUNDING STREAMS



HOW FEDERAL FUNDS FLOW INTO COMMUNITIES





HOW FEDERAL FUNDS FLOW INTO COMMUNITIES

Education

Office of Elementary and Secondary Education



State Education Agencies

School Districts

Schools

Housing and Urban Development

Office of Community Planning and Development

Community Development Block Grant

\$510 Million

County and City Community and Economic Development Departments

Justice

Office of Justice Programs

Office of Juvenile Justice and Delinquency Prevention

OJJDP Title II Formula Grants

\$60 Million

State Juvenile Justice Agency

County Juvenile Justice Departments

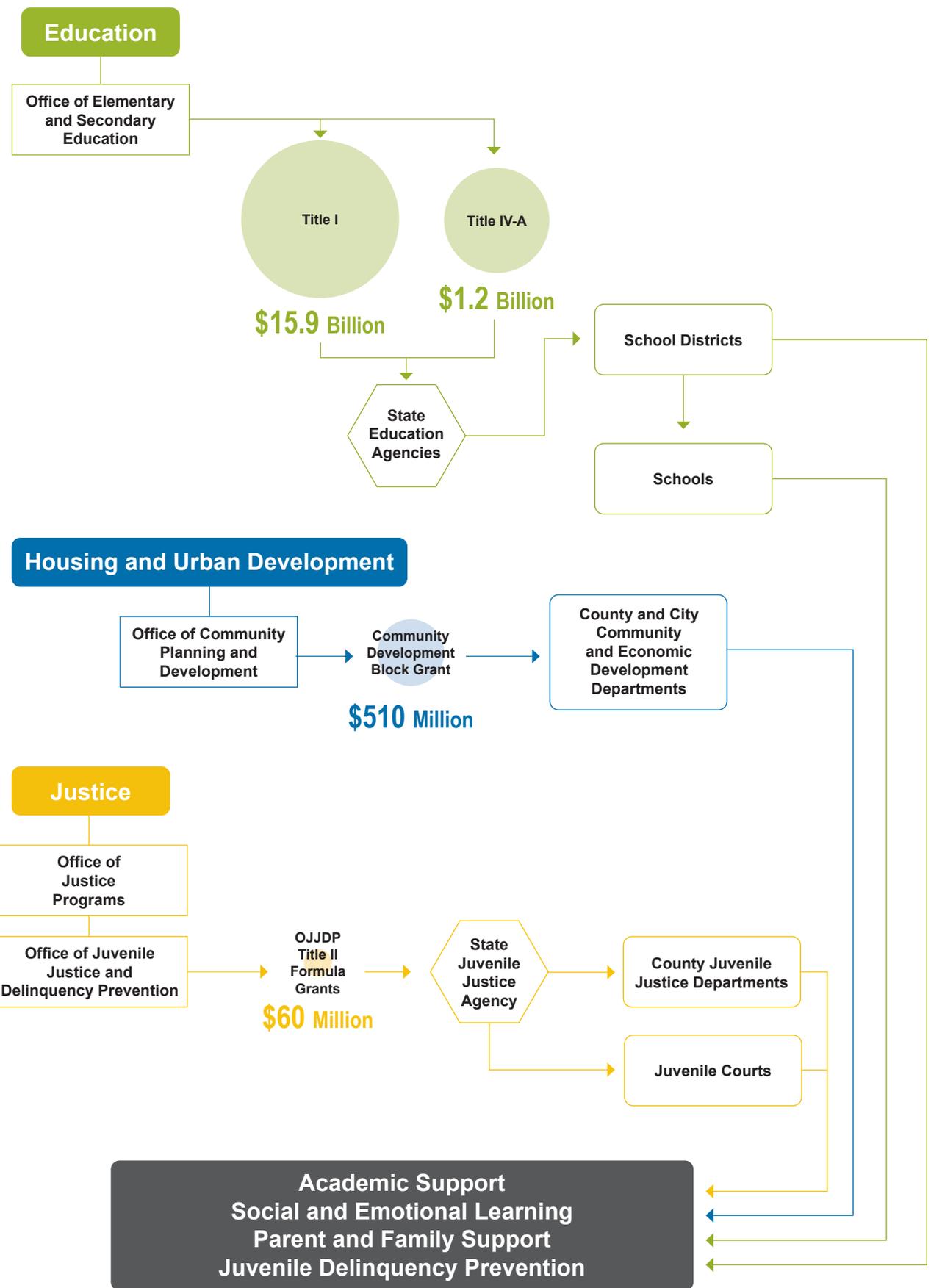
Juvenile Courts

Academic Support
Social and Emotional Learning
Parent and Family Support
Juvenile Delinquency Prevention

UNIVERSAL

SELECTIVE

INDICATED



As described earlier, all Evidence2Success communities develop a strategic financing plan that identifies short- and long-term funding strategies to support their work and a plan for the roles of partners in securing identified funds. Over the years of Evidence2Success implementation, the following funding strategies have emerged as the most successful for supporting the work in Evidence2Success communities:

- Use existing resources more effectively.
- Secure federal discretionary grants.
- Access grants and contracts from public agency partners.
- Partner with local private foundations.
- Maximize Medicaid.

While none of these funding strategies is particularly new or unusual, the strength of the finance work in Evidence2Success stems from the effort to bring together partners from the beginning, focus on building on existing resources (particularly core public resources) first and identify and develop a diverse portfolio of resources. Developing and growing a diverse base of resources that includes federal, state, local and private support requires long-term commitment and coordinated effort by the public and private partners in the coalition. Each of the funding strategies is described below, along with examples of how the strategies were used in the Evidence2Success sites.

Use Existing Resources More Effectively

The Evidence2Success financing approach begins with understanding funding and services in the community and using existing resources as effectively as possible. Part of the finance planning process includes fund mapping, a process for collecting information on what services are supported by existing funding in the community and who is implementing those services. This information is used in the planning process to identify how the collaboratives can build on and fill gaps in existing services.

Across multiple sites, the finance planning process led local leaders to integrate new evidence-based prevention models into existing programs and services. Rather than create and fund new programs, the collaborative arranged to train teachers and other staff in schools, as well as providers already contracted to serve families in the community, to deliver new evidence-based models as part of their existing services. In this way, existing funding was used to support the largest ongoing expense of programs, the core staffing costs. Evidence2Success start-up funding supported the initial training and support for quality implementation. For this strategy to succeed, the new models being integrated must fit well with the goals, staffing and structure of existing services.

BUILDING EVIDENCE-BASED FAMILY SUPPORT INTO JUVENILE DIVERSION SERVICES IN DALLAS COUNTY, ALABAMA

When Dallas County reviewed its survey data on youth well-being, partners prioritized poor family management (including conflict within the family, failure to monitor children and excessive punishment) as a risk factor to focus on and identified the evidence-based program Strong African American Families as a good fit for their community. Local leaders recognized that their existing juvenile diversion program, the Compass Program, would benefit from more focus on engaging parents. They decided to integrate the evidence-based model within the program, which is supported by youth diversion funds from the Alabama State Department of Youth Services. The Evidence2Success lead agency, the Dallas County Children's Policy Council, known for its focus on juvenile diversion and administered by the juvenile court judge, used Evidence2Success grant funds to pay for training for existing Compass staff and additional grant funding to hire a coordinator for the program. Embedding the model within a well-established program, supported by core juvenile justice dollars, helps to ensure the work can continue.

Secure Federal Discretionary Grants

Financing within collaboratives is often developmental. It can be helpful to support start-up services with new federal or other grant funding while partners build trust and have time to identify opportunities for more local support. Accessing a discretionary grant in the beginning stages of the work can provide an early win that helps partners to see the value of coming together while challenging them to establish clear roles and concrete processes. As the funding graphic shows, many federal agencies administer funding streams that can support prevention services for families, and federal grants increasingly prioritize cross-agency collaboration and evidence-based services. The Evidence2Success sites were particularly successful in accessing grants from the federal Substance Abuse and Mental Health Services Administration (SAMHSA). SAMHSA has a long-standing focus on prevention, the use of data on risk and protective factors to set priorities and the use of evidence-based services. The Providence collaborative received several large Child Traumatic Stress grants from the agency, and both Salt Lake County and Dallas County received Drug-Free Communities Support Program grants.

Access Grants and Contracts

From Public Agency Partners

While short-term federal discretionary grants can help to establish collaborative work, local coalitions must work toward more local, longer-term support. State and local agencies administer grants and contracts that allocate the federal dollars shown in the funding graphic as well as state and local funds. These funding streams are more likely to be renewable and support long-term programming. An important benefit of the Evidence2Success strategic finance planning process is to bring public agency leaders to the table and provide them with clear and comprehensive information about the resources required to make a real difference in outcomes across a community. Even when partners cannot allocate resources in the short term, understanding the plans and needs helps to set the stage for partners to fund programs over a longer horizon. Evidence2Success coalitions successfully competed to win grants or contracts when state and local agencies released requests for proposals and were also directly awarded funding for unique functions they fulfilled.

DEVELOPING A LOCAL BASE OF SUPPORT FOR PREVENTION IN KEARNS, UTAH

The Kearns Evidence2Success Community Coalition identified Guiding Good Choices (GGC) and ME Time (also known as the Blues Program) to confront higher rates of substance use, poor parenting practices and increased reporting of depressive symptoms among young people in their community. Once those programs were selected, the finance workgroup of the local Evidence2Success community board brought together community members, business leaders and public agency staff to identify strategies to finance and sustain GGC and ME Time. Using the community fund map, the Kearns Evidence2Success finance work group studied existing resources. Work group members found that staff from Youth Services, part of the Salt Lake County Division of Behavioral Health Services, already had a strong presence in Kearns middle and high schools, providing free prevention services to students and families in need. When approached by Evidence2Success about delivering GGC and ME Time using their existing staff, Youth Services gladly agreed, recognizing that they could be doing their work more effectively by using evidence-based curricula. Youth Services began implementing GGC in the fall of 2018. Since then, the program has shown positive early data and spread to three Kearns elementary schools and beyond the township. ME Time was piloted at Kearns High School and has already expanded to the community's middle school. Having established a solid base of support for implementation, Youth Services was awarded a \$101,500 annual grant from the county substance abuse prevention program to support expansion of GGC and ME Time across Salt Lake County.

Continually assessing how the public funding landscape is changing and the implications for accessing support for the work is critical for sustainability. The Family First Prevention Services Act of 2018 allows tribes and states to direct existing federal child welfare funds to an array of prevention and early intervention services to keep children safe, strengthen families and reduce the need for foster care. The evidence-based practices identified by community partners could be included in that individual state's Family First Prevention Services plan, creating the opportunity for evidence-based programs selected with community input to be widely scaled with child welfare funds.

Partner With Local Private Foundations

Like state and local public sources of support, local private foundations are more likely to offer longer-term support than national foundations or federal grant programs. Local private funders frequently support the work of multiple providers in a community and, as a result, have an interest in supporting the coordination and quality of the local service array. Leaders from local community or family foundations or United Ways may

be willing to work with prevention leaders to develop infrastructure and programs. They often see the value in using data, creating collaborations to coordinate work and pursuing strategic financing to ensure sustainability.

Maximize Medicaid

Medicaid can be an important financing strategy to pursue because the federal funds are not capped in the way discretionary grants or formula funds are. Rather, Medicaid is an entitlement funding stream that will pay for all eligible services provided to eligible families on an ongoing basis. Once established, Medicaid can provide an important, stable and continuing source of uncapped core support. The application of this strategy depends, however, on the prevention program selected and the population served. Medicaid can support evidence-based prevention programs deemed eligible under the state's Medicaid plan. For such programs, the funding can then support ongoing services for families and children who are eligible for Medicaid, most often via partnerships with providers who are Medicaid eligible and set up to comply with the significant administrative and reporting requirements.

ACCESSING SUPPORT FOR CONVENING FROM PRIVATE FOUNDATIONS IN MOBILE, ALABAMA

In Mobile, the Mobile Area Education Foundation (MAEF), a local intermediary focused on educational success for children and youth, is the lead agency for Evidence2Success. After challenges with securing buy-in and resources for its initial implementation plan, MAEF reorganized its coalition with local private foundation support. MAEF received \$200,000 from three local and regional foundations, the J. L. Bedsole Foundation, Regions Bank Foundation and Alabama Power Foundation, to support its work to convene a coalition to review youth well-being data from the Youth Experience Survey, agree on priorities for policies, practices and evidence-based programs, and take action on those priorities.

GROWING A DIVERSE AND STABLE BASE OF RESOURCES IN PROVIDENCE, RHODE ISLAND

In Providence, the pilot site for the Evidence2Success work, leaders of CYC, the local lead agency for Evidence2Success, developed a diverse base of resources that includes federal, state and local funds from public systems including the Providence Public School District; the Rhode Island Department of Children, Youth & Families; the Rhode Island Department of Health; SAMHSA; and the city of Providence, as well as private sources such as the Rhode Island Community Foundation. CYC's work has focused on developing tiers of prevention interventions within schools, with a focus on culturally specific programs. Positive Action, a universal social-emotional learning program delivered in class, was one of the collaborative's first programs. The local partners also identified Cognitive Behavioral Intervention for Trauma in Schools (CBITS), a targeted small-group intervention for students assessed as meeting the criteria for post-traumatic stress disorder, and Familias Unidas, a culturally specific program for Latino families, as early priorities for implementation. The assessment work on CBITS helped to illuminate the extent to which students in the district experience trauma. These data also galvanized local leaders to support the programming and contributed to the successful acquisition of federal Child Traumatic Stress grants from SAMHSA. Familias Unidas received early support from the city and has been expanded with support from SAMHSA and the state's Department of Children, Youth & Families. Recognizing the importance of culturally specific programs in the diverse communities served by Evidence2Success, Providence leaders recently added Strong African American Families to their portfolio of implemented programs.

After implementing Positive Action and CBITS in the schools, local leaders recognized the need for individualized, therapeutic interventions to help students with the most significant mental health needs to stay stable and successful at school. CYC leaders work with local Medicaid-eligible mental health service providers to deliver these services through the schools. Through these partnerships, the Evidence2Success collaborative has obtained more than \$2 million in Medicaid funding to support delivery of services to students.



V. Lessons

In addition to their successes, Evidence2Success sites have encountered many financing challenges along the way.

Staff turnover, challenges with building productive relationships among partners and turnover of key leadership in public agencies have led to starts and stops in Evidence2Success work. Several sites initially selected evidence-based models that, in the end, were not sustained. In some cases, the program never got traction to begin implementation; in others, the model failed to earn buy-in from key players once implementation began. These successes and challenges provide important lessons for other community-based prevention initiatives.

- **Focus on financing from the start if you want to sustain the work.** Pursuing strategic financing from the beginning creates an important foundation for sustainability. It ensures that partners come to the table knowing they will share responsibility for funding and that they focus on using existing resources most effectively.
- **Start moving with key champions and welcome others as they are ready to come along.** Bringing together many different public agencies who have a stake in prevention services can be difficult in the beginning. Don't let a vision for the perfect coalition prevent the progress of a good one.
- **Use data to find the “sweet spot” where multiple partners' priorities intersect.** Success in financing depends on how effectively a collaborative has set

and committed to its priorities, and securing funding will depend on whether partners see the work as critical to achieving their individual agency missions and mandates.

- **A big, compelling vision leads to big dollars.** Systemic funding strategies require a vision for the work that stays in front of partners over time. Goals for scale of service should be based not on what resources are available, but on what data indicate is needed to make a difference. Remind partners of long-term goals for scale and outcomes — and the additional resources needed to achieve them — as the effort progresses.
- **Be clear about partner roles in the financing work.** When you bring partners together to develop a collaborative financing plan, the question that will be on everyone's mind is “who will get the money?” To garner funding to effectively support coordinated prevention services, you must address this question directly by designating who the lead agency is, if and how the lead agency will subcontract and who will have fiduciary responsibility for the work.
- **Cut your losses when you need to.** Remain open to adapting and shifting when program implementation does not work. If it is difficult to get partners interested in a model or many barriers arise to implementation and buy-in, partners should consider whether barriers can be overcome or whether it's time to change direction.

VI. Conclusion

Over the last eight years, Evidence2Success has worked to build the capacity of local communities to invest in data-driven, community-based prevention — and collaborative, strategic financing has been critical both to the framework and to sustaining the gains made through these investments. Communities build their work while using existing resources most effectively and developing diverse and sustainable sources of support. The lessons from their successes and challenges offer a path for other initiatives working to bring community partners together to position young people and families to thrive.

NOTES AND SOURCES: FEDERAL FUNDING LANDSCAPE FOR PREVENTION

- Funding amounts are fiscal year 2020 obligations reported on the federal website <http://beta.sam.gov>. This website has replaced the Catalogue of Federal Domestic Assistance (CFDA).
- Community Development Block Grant (CDBG) amount reported is 15% of the total CDBG funding amount, which is the portion of CDBG that is required to support public services.
- The Maternal and Child Health Block Grant (MCHBG) funding amount includes the funding allocated for Special and Regional Projects of National Significance (SPRANS).
- The children's Medicaid funding amount is estimated at 19% of the total fiscal year 2020 obligation based on Kaiser Family Foundation State Health Facts data from fiscal year 2014 on the proportion of Medicaid spending that supports services for children. For more information, see: <https://www.kff.org/medicaid/state-indicator/medicaid-spending-by-enrollment-group/>

