COUNCIL FOR A
STRONG AMERICA

2023 Impact Report

Strong Mission

Council for a Strong America (CSA) engages law enforcement, retired military, and business leaders who promote evidence-based policies and programs that enable kids to be healthy, well-educated, and prepared for productive lives.

CSA bases its state and federal policy agendas on research that supports policies with the greatest return on investment to improve the lives of children and families and prepare the next generation for success.

Theory of Change

A strong nation depends on all children – regardless of family income, race, ethnicity, or ZIP code – having the opportunity to grow up and be successful. State and federal public policies have a profound impact on children's and families' opportunities, and policy change in our democracy does not happen in a vacuum. Elected leaders must make difficult choices given budgetary constraints and a range of state and national priorities.

CSA influences conversations related to government programs and policies for children by engaging business, law enforcement, and retired military leaders from across the country who connect the research on child development, education, and health to the strength of the economy, public safety, and national security. In close collaboration with partner organizations, CSA educates policymakers and raises public awareness to build the broad, bipartisan consensus necessary to improve opportunities for kids through sustainable, long-lasting policy change.

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Strong Members - More than 8,000 Members Across the USA

Our staff recruited more than 1,000 new members across all three membership groups in 2023.

FIGHT CRIME: INVEST IN KIDS
COUNCIL FOR A STRONG AMERICA

Fight Crime: Invest in Kids – More than 5,000 police chiefs, sheriffs, prosecutors, and other law enforcement executives that advocate for solutions that promote public safety. If we invest in our children and enable educational achievement, we can keep them in school and help them to become productive, law-abiding, and successful citizens.

READY NATION
COUNCIL FOR A STRONG AMERICA

ReadyNation – More than 2,400 CEOs and business leaders who share concerns over our country's workforce and believe that investing in our children is a critical part of supporting our current workforce, building the future workforce, and keeping the U.S. competitive in a global economy.

MISSION: READINESS
COUNCIL FOR A STRONG AMERICA

Mission: Readiness – More than 800 retired admirals and generals who join forces and are concerned about the future of our all-volunteer force because a recent analysis from the Department of Defense revealed that 77 percent of young people ages 17 to 24 years old would NOT be eligible for military service. This finding has profound implications for our national security and our nation's future.

Strong Work

The past year has been one of change, challenge, and accomplishment.

In 2023, our CSA members continued to connect the economic vitality, safety, and security of our nation to substantial and sustained public investments in America's children and their families. CSA elevated the importance and the need for investments in home visiting, child care, pre-K, and older children at the federal and state levels. We helped achieve bipartisan victories on these issues in difficult ideological times. As a result of these efforts, CSA helped secure $1.68 billion in state funding for young children and their families in our targeted states in 2023.

In 2023, CSA:

- Placed 90 op-eds and letters-to-the-editor by ReadyNation, Fight Crime: Invest in Kids, and Mission: Readiness members
- Generated more than 2,065 media hits
- Produced 43 research reports and briefs
- Held 41 report releases with our members
- Generated 4,095 policymaker contacts, such as meetings, calls, sign-on letters, and testimonies

ReadyNation

The ReadyNation "$122 Billion: The Growing, Annual Cost of the Infant-Toddler Child Care Crisis" report made a powerful impact across the nation. To drive the national conversation around the child care crisis, ReadyNation strategically hosted a report release event on Capitol Hill in Washington, DC, in the days leading up to the State of the Union Address. Congressman Jeff Van Drew (R-NJ) was the guest speaker at the child care report release event in February 2023 at the U.S. Capitol. The event's panel members and their respective members of Congress met later that day to discuss the $122 billion child care crisis, its impact on their communities, and the importance of increased funding for key early care and education programs. In 2023, the report was cited more than 1,700 times. Since the original release, the report has been successfully replicated at the state level in Arizona, California, Colorado, Illinois, Maine, Maryland, Mississippi, Ohio, Pennsylvania, South Carolina, South Dakota, and Texas.

ReadyNation National Events - In November, ReadyNation was featured in the National Business Leaders In Action Summit in Denver, Colorado. ReadyNation member Katie Ferrier, Vice President, Education & Workforce Development, Greater San Antonio Chamber of Commerce, presented on "Building the Business Case for Child Care" and "Partnering for Advocacy and Action in Your Community." ReadyNation National Director Nancy Fishman spoke about "Business Advocacy in Developing Strategies for Child Care Support."

U.S. Department of Commerce staff person, Liat Krawczyk who works at the CHIPS Program Office, met with Katie Ferrier and Nancy Fishman on November 9th in Denver as part of the business summit. Liat said that she was thrilled to meet with people from ReadyNation since our $122B child care report has been impactful on the entire nation.

The Federal Reserve Bank of Minneapolis asked ReadyNation to partner with them on an awareness-building event in Montana to help chambers of commerce, economic development professionals, and other business leaders better understand how supporting investments in infants, toddlers, and their families builds a strong economy.

Partnering with the Hunt Institute provided multiple opportunities for CSA staff and ReadyNation members to speak at national and statewide events encouraging policymakers to invest in early smart policies as a way to strengthen the economy.

CSA/ReadyNation is proud to be active with the National Collaborative for Infants and Toddlers (NCIT) community as part of ongoing movement-building efforts. Barry Ford serves as an NCIT Steering Committee co-chair. In this role, he leads Steering Committee meetings as well as full collaborative meetings, and he meets regularly with the members of the NCIT Steering Committee. Nancy Fishman led the NCIT Business Constituency. While the decision was made in December of 2023 to disband the committee, the connections Nancy made in this role have helped CSA develop relationships with others interested in including the business leader voice as part of their efforts to support infants and toddlers. Nancy still serves on the NCIT Steering Committee and has the opportunity to better understand the best ways to use the voices of business leaders in these efforts.

ReadyNation State Highlights:

Mississippi: In October, senior business leaders of the Mississippi Early Childhood Investment Council (ECIC) came together from across the state for their 4th Annual Convening to reconnect, discuss 2024 legislative priorities, and jump-start state and local initiatives to support greater successes for pre-K children. They heard remarks from the Governor, the Lieutenant Governor, Dr. Susan Buttross, and other accomplished speakers. Attendees also enjoyed the beautiful sounds of the pre-K choir from Van Winkle Elementary School in Jackson, MS. President & CEO of Council for a Strong America, Barry Ford; ReadyNation's MS Project Director, Tonya Ware; and W.K. Kellogg Foundation Program Officer, Todd Klunk presented and showed their support for the work happening in Mississippi.



Mississippi Early Childhood Investment Council's 4th Annual Convening

Arizona: ReadyNation members Michael Guymon, President and CEO of the Tucson Chamber of Commerce, and Shelley Watson, Senior Vice President and COO of the Southern Arizona Leadership Council led an event in Tucson in early December and members Jenny Holsman-Tetreault, VP/General Counsel, TPI Composites, Inc and Colin Diaz, CEO, Tempe Chamber of Commerce, led an event in Phoenix the next day to release our new report, "The Economic Impacts of Insufficient Child Care Cost Arizona $4.7 Billion



Michael Guymon, President and CEO of the Tucson Chamber of Commerce, explains our new research demonstrating the cost of inaction on child care policy to reporters and AZ early childhood coalition members at The Sandbox in Tucson on December 5, 2023.

Annually." The report is a replication of the very successful 2023 ReadyNation national report but details the results of a new Arizona-specific survey of parents with children ages birth-5, thanks to the support of the Helios Education Foundation. The media attention and buzz generated from the events from allies and funders (who asked if we had presented the report to Governor Hobbs) will help pave the way for additional work during this legislative session.

Ohio: Council for a Strong America held more than 30 state policymaker meetings with members from Fight Crime: Invest in Kids, ReadyNation, and Mission: Readiness regarding the state budget with key committee chairs and members. Working together with allies, CSA helped win an additional $154 million in new state funding and additional victories for children in the 2023 biennial budget. CSA Ohio presented the ReadyNation national report, "$122 Billion: The Growing, Annual Cost of the Infant-Toddler Child Care Crisis," at a series of business summits across Ohio, including the Middletown Manufacturing Summit. ReadyNation member Rick Pearce, CEO of the Middletown Chamber of Commerce, requested we speak on the child care crisis at the summit, attended by 50 manufacturers from the region. We have since been asked to provide a similar presentation to regional business organizations around the state. This effort has served to build our ReadyNation membership and educate community leaders.

Maine: On March 30, 2023, the Maine Legislature passed a $9.8 billion majority "baseline budget." Several state budget items were in line with CSA priorities. The $200/monthly wage stipend for all child care workers continued with $15 million in funding. To continue to build early childhood infrastructure, $4.9 million in APR funds was allotted.

South Carolina: ReadyNation member and Council for a Strong America board member Jack McBride hosted a ReadyNation recruitment breakfast, resulting in 10 new business leaders joining ReadyNation. Mr. McBride then drove to Greenville to participate in a press conference alongside South Carolina State Chamber of Commerce CEO Bob Morgan to release our new child care report, "The Growing, Annual Cost of the Child Care Crisis in South Carolina," that trumpets the economic impact of insufficient child care. The event produced about two dozen media hits and has led to new opportunities—including an op-ed co-authored by Bob Morgan and Senator Turner, the legislator who will preside as chair over the committee tasked with studying child care this legislative session.

Texas: ReadyNation Texas hosted a well-received Brain Science Speaker Bureau event. The webinar was a collaboration among ReadyNation Texas, the Texas House Early Childhood Caucus, and the St. David's Foundation. Speakers for the event included Vikki Goodwin, Texas State Representative for House District 47, Brianna Menard, Executive Director of the Texas House Early Childhood Caucus, and Suzii Paynter March, member of ReadyNation Texas and Former Prosper Waco CEO. These speakers joined Jennifer M. Zosh, Ph.D., Professor of Human Development & Family Studies at Penn State University (Brandywine) and a member of the ReadyNation Brain Science Speakers Bureau, on the panel. We had over 70 people attend the event and great engagement during the Q&A portion of the program.

ReadyNation Texas released a new report, "$11.4 Billion: The Growing, Annual Cost of the Infant-Toddler Child Care Crisis in Texas," detailing the economic impact of Texas's infant-toddler child care crisis. The report reveals Texas' massive, growing economic damage of an estimated $11.4 billion per year caused by the infant-toddler child care crisis. The event featured Texas State Representative Armando Walle, Stephanie Rubin, CEO of Texans Care for Children, Brianna Menard, Executive Director of Texas House Early Childhood Caucus, and two ReadyNation Texas members, Katie Ferrier, VP of Education & Workforce Development with the San Antonio Chamber of Commerce and Jason Schenker, President of Prestige Economics and Chairman of The Futurist Institute. The event was an excellent opportunity to engage their latest legislative leader, Rep. Walle, who filed and fought for a

budget rider asking legislators to make a historic investment in child care. This was an opportunity for Rep. Walle to restate his commitment to fighting for child care in Texas.

South Dakota: In late July, ReadyNation hosted a panel discussion to release a new South Dakota report, "The Growing, Annual Cost of the Infant-Toddler Child Care Crisis in South Dakota," and discuss solutions to help families and employers in the state. The panel included David Emery, Retired Chairman & CEO of Black Hills Energy, Michael L. Bockorny, CEO of Aberdeen Development Corporation, and Stephanie Weigand, a working parent from South Dakota and was moderated by ReadyNation staff person, Kimberly Little.

Washington State: During the 2023 legislative session, Council for a Strong America Washington contributed to increased investments in the state's Early Childhood Education and Assistance Program (ECEAP). ReadyNation Washington members and staff submitted 41 written testimonies, and Mission: Readiness Washington members and staff submitted 21 written testimonies supporting ECEAP reimbursement rates, slots, and space. Council for a Strong America Washington also engaged in extensive in-person advocacy and policymaker outreach. These actions helped yield an additional investment of $132 million in ECEAP.

Fight Crime: Invest in Kids

Fight Crime: Invest in Kids released a national report in September entitled "Child Care Educators Set Young Kids on the Path to Success." The event was held at the Dirksen Senate Office Building on Capitol Hill and featured three Fight Crime: Invest in Kids members and a local child care provider. Nearly 100 congressional staff, allies, and funders attended the event. This well-attended event also included remarks from Senator Amy Klobuchar (D-MN), a former member of Fight Crime: Invest in Kids, during which she expressed her appreciation for the panelists and their work to support positive child outcomes. This report received media attention at the national level and in the home states of our panelists (Louisiana and Minnesota). Before the event, the Fight Crime: Invest in Kids members also met with their respective members of Congress from New Mexico, Louisiana, and Minnesota to discuss the report, the child care workforce crisis, and the importance of increased funding for federal programs equipped to bolster the workforce and support families in need.



Senator Amy Klobuchar (D-MN) speaks at Fight Crime: Invest Kids' national report release event on Capitol Hill.

Fight Crime: Invest in Kids - State Highlights:

California: Fight Crime: Invest in Kids members participated in a November event at the Lighthouse for Children, a training site for future early childhood educators. The site was chosen to illustrate the need to focus on the early educator workforce and highlight the report, "Early Childhood Educators Set California Kids on Path to Success." Members Fresno Chief of Police Paco Balderrama and Fresno County Sheriff John Zaoni passionately described the importance of early childhood education and tied it to challenges

locally. The event produced about a dozen media hits ahead of the legislative session.

Illinois: "It's like *The Avengers* are lining up in support of early childhood education!" state Rep. Nabeela Syed exclaimed during a meeting with three of her local police chiefs in November. The freshman lawmaker was commenting not only on the work of Fight Crime: Invest in Kids, but also the description of ReadyNation and Mission: Readiness work to elevate the voices of leaders from law enforcement, business, and the military — an approach Rep. Syed called impressive as she offered to help these groups make further inroads among her state-capitol colleagues.



Grayslake Police Chief Phil Perlini and Illinois State Rep. Laura Faver Dias at preK cops-n-tots event

Mission: Readiness

Mission Ready. Set. Go! Mission: Readiness relaunched its Capitol Hill visibility event in September, previously known as "Run with the General." The rebranded event, "Mission Ready. Set. Go! 5K Run/Walk," included several members of Congress, Mission: Readiness members, and event sponsors. Mission: Readiness members were joined by four members of the House of Representatives–Rep. Chris Pappas (D-NH), Rep. Marc Molinaro (R-NY), Rep. Seth Moulton (D-MA), and Rep. Don Bacon (R-NE), a member of Mission: Readiness. Several military fellows from congressional and military liaison offices in the House also joined in the run. Congressman Molinaro expressed that the event's bipartisanship and active nature were the highlight of his week!



Mission Ready. Set Go! 5k run/walk event

Mission: Readiness State Highlights:

Colorado: In September, Council for a Strong America Colorado hosted an event at the Air Force Academy in Colorado Springs for Colorado Mission: Readiness members. Members were



(L-R) Colorado State Director Michael Cooke, Brigadier General Douglas Murray, USAF, Ret. Brigadier General Traci Kueker-Murphy, USAF Reserve

joined by National Mission Readiness Director Jake Ferreira and engaged in a robust discussion regarding how to move the organization forward with member recruitment, activation, and fundraising. Members in attendance included General (Ret.) Gregory Martin, USAF; Vice Admiral (Ret.) Terrance Etnyre, USN; Major General (Ret.) John Barry, USAF; Brigadier General (Ret.) Jim Johnston, USAF; Brigadier General (Ret.) Hans Mueh, USAF; Brigadier General (Ret.) Douglas Murray, USAF; and Brigadier General Traci Kueker-Murphy, USAF Reserve.

Pennsylvania: Mission: Readiness members were joined by Brigadier General Laura McHugh, Pennsylvania Army National Guard, Deputy Adjutant General – Army, and a bipartisan group of state lawmakers, including the Chairs of the House Veterans Affairs & Emergency Preparedness Committee Rep. Jared Solomon and Rep. Mark Gillen, at an event to release a new report documenting the impact that a shrinking workforce, paired with ongoing skills/eligibility gaps among youth, is having on the military. The report, "We Need...All That They Can Be," outlines how fierce competition for qualified individuals is leading to historic military recruiting shortfalls and labor shortages in most employment sectors and demands more significant investment in our next generation.



Republican Chairman Mark Gillen (PA House Veterans Affairs and Emergency Preparedness Committee) speaks at the Mission: Readiness press conference in PA State Capitol on December 11, 2023. Also pictured: Lieutenant General (Ret.) Dennis Benchoff, USA (right) and Brigadier General (Ret.) George Schwartz, USA (center).

South Carolina: Initial work to recruit, educate, engage, and mobilize members was successful ahead of the first legislative session where we plan to be active. After recruiting Major General (Ret.) Will Grimsley to join Mission: Readiness in July, we leveraged his enthusiasm and connections as former Secretary of Veterans Affairs to inspire Governor McMaster to host a press conference to declare October 11th as Mission: Readiness Day in the state.

Mission: Readiness Federal Advocacy

In May, over 354 Mission: Readiness members wrote a letter calling on Congress to take immediate action to address the health, educational, and behavioral barriers preventing children from leading healthy and successful lives.

Several Mission: Readiness members took time to meet with members of Congress. For example, Major General (Ret.) William Wofford met with Senator John Boozman (R-AR), the Ranking Member of the Senate Committee on Agriculture, Nutrition, and Forestry, and Congressman Steve Womack (R-AR), a member of the House Appropriations Committee.

Mission: Readiness members also continued their advocacy supporting the Farm Bill. In November, the president signed a second continuing resolution for FY24, including a year-long Farm Bill extension. This extension allowed the House and Senate Agriculture Committees additional time to mark up a new five-year Farm Bill in 2024.

In December, the Federal Policy Team, along with the Mission: Readiness team, presented to the Robert Wood Johnson Foundation's (RWJF) Health Policy Fellows as part of their orientation in Washington, D.C. The presentation focused on Mission: Readiness' work to advance the health of America's youth, the federal policy and advocacy approach, and how the organization can collaborate with the fellows once they receive their placements on Capitol Hill or in executive branch agencies.

Federal Policy

In January, CSA activated members to submit federal appropriations requests to policymakers that serve an important role in the appropriations process in Congress. Members of Mission: Readiness, Fight Crime: Invest in Kids, and ReadyNation submitted 455 funding requests to more than 100 policymakers for Fiscal Year 2024, more than doubling the requests made in Fiscal Year 2023. CSA members across the three organizations requested increased funding for CSA's priority federal programs, including Child Care and Development Block Grants, Preschool Development Grants, Head Start and Early Head Start, 21st Century Community Learning Centers (afterschool programs), Juvenile Justice Programs, Student Support and Academic Enrichment grants (mental health), and the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC). Our members also penned federal appropriations op-eds that addressed the importance of increased funding for these crucial programs and the impact on their communities.

In 2023, CSA organized nearly 60 meetings between our members and their representatives' offices in Congress. In addition to meeting with relevant committee members and members of leadership, Council for a Strong America members and staff held introductory meetings with members of Congress previously not engaged, particularly freshmen, issue leaders, and members of child care and national security-focused caucuses. This approach bolsters Council for a Strong America's well-rounded reach on Capitol Hill by captivating new and passionate thought leaders.

Our educational policymaker meetings included Congresswoman Marcy Kaptur (D-OH), who met with Mission: Readiness member Brigadier General (Ret.) Lance Talmage, M.D. for more than an hour. She emphasized her support to preserve federal early childhood investments, as well as interest in working with CSA more on housing, education, and afterschool programs.



Funders

We deeply appreciate the generosity of our foundation and institutional supporters:

Alliance for Early Success
Bainum Family Foundation
Ballmer Group
Bezos Family Foundation
The Bingham Program
Mary Black Foundation
The Louis L. Borick Foundation
Buell Foundation
Buffett Early Childhood Fund
The Annie E. Casey Foundation
CME Group Foundation
Dr. Scholl Foundation
Educate Maine
Elyria Charities, Inc.
Gary Community Ventures
Bill & Melinda Gates Foundation
John T. Gorman Foundation
The Grable Foundation
The George Gund Foundation
Irving Harris Foundation
The Heinz Endowments
Heising-Simons Foundation
Helios Education Foundation
Conrad N. Hilton Foundation
Hunter Family Foundation
IMC Chicago Charitable Foundation
Robert Wood Johnson Foundation
W.K. Kellogg Foundation
Esther A. & Joseph Klingenstein Fund
Maine Early Childhood Funders Group/United Way of Southern Maine
Robert R. McCormick Foundation
Ohio Children's Foundation
The David & Lucile Packard Foundation
William Penn Foundation
Philanthropy Advocates
PNC Foundation
Pritzker Children's Initiative
Rose Community Foundation
Salesforce Foundation (in-kind)
The John and Polly Sparks Foundation
St. David's Foundation
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Vanguard Strong Start for Kids™
Wellspring Philanthropic Fund
Western & Southern Financial Group

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Megan Adamczewski
Sandra Alvey, Brigadier General, U.S. Army (Retired)
Fred L. Ames, Rear Admiral, U.S. Coast Guard (Retired)
Azuluna Foods
John L. Barry, Major General, U.S. Air Force (Retired)
BeaverFit USA
David A. Bramlett, General, U.S. Army (Retired)
Jody A. Breckenridge, Vice Admiral, U.S. Coast Guard (Retired)
Robert D. Carlson, Major General, U.S. Army (Retired)
Maxine Clark and Bob Fox
Casey W. Coane, Rear Admiral, U.S. Navy (Retired)
William "Willie" Cobetto, Major General, U.S. Air Force (Retired)
Kyle Curry
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Larry V. Lunt, Brigadier General, U.S. Air Force (Retired)
Jack McBride, Founder and CEO, Contec Inc.
Sally McCrady, Director of Community Affairs, PNC Bank; Chair and President, PNC Foundation
Hans J. Mueh, Brigadier General, U.S. Air Force (Retired)
Douglas J. Murray, Brigadier General, U.S. Air Force (Retired)
William L. "Spider" Nyland, General, U.S. Marine Corps (Retired)
Patty Patterson, Chief of Police (Retired), Sumter (SC) Police Department
Frank Ponds, Rear Admiral, U.S. Navy (Retired)
Gary M. Profit, Brigadier General, U.S. Army (Retired)
Michael A. Ramos, District Attorney (Retired), San Bernardino County District Attorney's Office
Alfred Sanchez
Norman R. Seip, Lieutenant General, U.S. Air Force (Retired)
Allyson R. Solomon, Brigadier General, U.S. Air Force (Retired)
Jon Stellmacher
Kevin J. Stewart, Brigadier General, U.S. Marine Corps (Retired)
Shepard B. Stone, Brigadier General, U.S. Army (Retired)
Tufts University Food is Medicine Institute

Financials

CSA had a difficult year financially in 2023. During the year, CSA experienced severe gaps in funding from longtime partners due to delays in grant renewals prompted by strategic reevaluations. Those gaps contributed to a $4 million loss in revenue. In response to these financial challenges, CSA shrank its staff by 20 percent and terminated nonessential contracts. CSA took these actions to maintain our ability to impact public will and policy regarding investments in children and families, meet the expectations of our funding partners, and improve its financial health.

Statements of Financial Position
December 31, 2023 and 2022

	2023	2022
Assets		
Cash	$ 2,239,654	$ 2,350,863
Investments	3,439,809	3,144,358
Grants receivable, net	3,639,507	5,429,229
Employee retention credit receivable	-	1,435,197
Prepaid expenses	188,727	132,579
Deposits	4,436	44,473
Property and equipment, net	325,360	378,633
Right-of-use assets - operating lease	3,699,446	3,992,792
Total assets	$ 13,536,939	$ 16,908,124
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	$ 446,573	$ 434,996
Lease liabilities - operating lease	4,768,445	4,581,727
Total liabilities	5,215,018	5,016,723
Net Assets		
Without donor restrictions	810,144	2,505,135
With donor restrictions	7,511,777	9,386,266
Total net assets	8,321,921	11,891,401
Total liabilities and net assets	$ 13,536,939	$ 16,908,124

Statement of Activities
For Year Ended December 31, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and Support			
Grants	$ 1,339,333	$ 3,174,500	$ 4,513,833
Other contributions	371,374	-	371,374
Investment return	95,025	-	95,025
Interest from employee retention credit	63,061	-	63,061
Other income	2,000	-	2,000
Released from restrictions	5,048,989	(5,048,989)	-
Total revenue and support	6,919,782	(1,874,489)	5,045,293
Expenses			
Program services:			
Early childhood	5,182,677	-	5,182,677
K-16	186,114	-	186,114
Health	70,420	-	70,420
Other equity and justice issues	59,717	-	59,717
Total program services	5,498,928	-	5,498,928
Supporting services:			
Management and general	2,722,841	-	2,722,841
Fundraising	393,004	-	393,004
Total supporting services	3,115,845	-	3,115,845
Total expenses	8,614,773	-	8,614,773
Change in Net Assets	(1,694,991)	(1,874,489)	(3,569,480)
Net Assets, beginning of year	2,505,135	9,386,266	11,891,401
Net Assets, end of year	$ 810,144	$ 7,511,777	$ 8,321,921

The Path Ahead

Unfortunately, as a result of the aforementioned financial challenges, Council for a Strong America is in the process of winding down as a national organization and transitioning to a federated network of state-based and national allied organizations in 2024. It is our hope that the mission of Fight Crime: Invest in Kids, ReadyNation, and Mission Readiness will live on as part of the work of nonprofit allies that will continue to build momentum for investments in the next generation.