



Statewide Afterschool Network Invitation for Proposal

May 2003

Introduction

The Charles Stewart Mott Foundation has a strong interest in ensuring the availability of school-based/school-linked quality afterschool programs to meet the needs of low-income children and hard to reach populations. The two major grantmaking strategies are: 1) implementing quality afterschool programs that meet the needs of underserved students and their families; and 2) sustaining current and future afterschool programs by increasing resources through city, state, and federal policies. The near term purpose of this grantmaking is to continue expansion of school-based/school-linked afterschool programs focused on improving student outcomes and life-long learning opportunities.

The longer term objective is for school-based/school-linked afterschool programs to serve as an opportunity for rethinking the school day and school year, so that three vital resources – public education, community, and time — are fully mobilized in support of student learning imbedded in youth development principles, and life-long learning opportunities. To do this, strong school-community partnerships are vital to building trust and understanding among collaborators and institutions, and helping schools and communities become more aware of ways they can stimulate school, family and community strengths to support student success and life-long learning opportunities.

Background and Common Purposes

In the past few years, there has been a national surge of interest in afterschool programs. The growth of afterschool programs has significantly expanded opportunities for children and youth and raised expectations in an unprecedented way. Although there are differences reflecting local needs and interests, these programs share the following common purposes:

- Providing a safe, positive environment for children and youth during the hours they are most at risk;
- Raising student academic performance and strengthening youth development skills; and

- Building community collaborations and public/private partnerships that result in program quality and sustainability.

Whether these goals are achieved depends largely on the availability of an infrastructure that provides immediate and ongoing access to high quality training and technical assistance, and links organizations together in a well-designed statewide network of resource and public policy support. The transfer of the federal 21st Century Community Learning Centers program to states offers a unique opportunity to initiate and/or strengthen these processes in a systematic, strategic, and cost-effective way.

While the interest in afterschool programs has increased, demand still far exceeds supply. Scaling up and sustaining successful afterschool programs will require coordinated and collaborative efforts across many public and private sectors. Statewide afterschool networks can provide the infrastructure to accomplish this important goal.

Vision of a Statewide Afterschool Network

A statewide afterschool network is a vehicle for bringing together policymakers, educators, childcare providers, youth development workers, program developers, advocates, parents, and others interested in improving outcomes for children and youth through school-based/school-linked afterschool programs. Networks provide a means for joint planning, sharing of resources and best practices, building bridges to and between federal, state, and local afterschool initiatives, and forging partnerships necessary for comprehensive statewide afterschool policies. The networks also provide a means to encourage local and state policymakers to invest additional resources wisely to expand quality afterschool opportunities and address particular needs to improve quality and sustainability.

Goals and Objectives of a Statewide Afterschool Network

Goal 1: Foster statewide, regional, and local partnerships (particularly school-community partnerships) at all levels

Objectives:

- A statewide afterschool network creates a forum for communication and dissemination of ideas and resources and represents a diversity of interests in the policymaking process. The network must have the ability to propose recommendations and channel influence in meaningful ways by providing automatic access to key decisionmakers.
- A statewide afterschool network improves coordination of multiple afterschool efforts funded and administered through education programs, human service programs (child care), other state and local government agencies, and community-based organizations.

Goal 2: Secure resources needed to sustain new and existing afterschool programs

Objectives:

- Additional funding is secured for continued support of the network.
- A base of sustainable funding for school-based/school-linked afterschool programs is available through coordinating state funds and working to leverage state and local dollars from public and private sources.
- Prospects are improved for increased funding at state and local levels.
- Funding is initiated and secured for a statewide community-driven public will plan to support sustainable school-based/school-linked afterschool programs in every community.

Goal 3: Ensure programs are of high quality

Objectives:

- Brokering/coordinating/advocating training and technical assistance for a growing number of providers across the state is initiated and funding is secured.
- Development of a support network for peer learning for program developers and providers, including the dissemination of best practices, is initiated and funding is secured.

Statewide afterschool networks have the potential to provide the financial resources and guidance necessary to frame a broad vision for ensuring success of programs across their states. They serve as a driving force in bringing stakeholders together to build public will and influence public policies focused on quality and sustainability. They model the kinds of partnerships that are ultimately necessary to develop balanced and diversified funding needed to sustain high quality programs over time. This approach holds promise for building the capacity of programs — and the field — to have positive and enduring impact on literally hundreds of thousands of children and families.

Role of a Network

The ultimate success of a statewide afterschool network will depend on the receipt of long-term support from a wide variety of public and private stakeholders. When funding has been committed, the interests of each investor are then translated into practice through the establishment of a formal network designed to create a shared vision, develop a process for implementation, and ensure that its goals and objectives are brought into reality. This 1) protects and expands the philosophies and approaches that are of primary importance to each partner (i.e., education, child care, youth development, juvenile justice, prevention etc.); 2) maximizes investments in ways that are substantially greater than would be possible for each independently; and 3) greatly reduces the costs incurred through an economy of scale, a reduction of duplication of efforts, and a strategic use of resources.

A network can provide the opportunity to connect numerous people, resources, and expertise, and has the ability to create a statewide infrastructure for supporting and sustaining quality afterschool programs. This entity may be an existing organization already operating on a statewide level, with demonstrated track record of working with many stakeholder partners or a collaborative of existing organizations that has the ability to affect statewide funding policies and create systems for ensuring quality programming.

Selection Criteria

The Foundation hopes to seed the development of statewide afterschool networks in all 50 states over the next few years. Grant recipients may receive up to \$225,000 over a three-year period. However, the average grant is likely to be \$150,000, and larger amounts will be considered only if warranted by unusual circumstances or if the Foundation chooses to award fewer grants. In fiscal year 2003, the Foundation will make grants to 8-10 statewide afterschool networks. Additional grants to other statewide afterschool networks are projected for 2004 and 2005. Each grant recipient is required to obtain a dollar-to-dollar match from private foundations and/or public agencies (i.e., state education agencies). Preference will be given to those applicants who are able to establish public/private partnerships through matching funds, and/or show a commitment toward this effort during the grant period.

Please note that only states submitting one proposal will be considered. It is the responsibility of the applicant to reach out to other groups, organizations, and individuals interested in this effort. Grant recipients will be identified through the due diligence of Foundation staff, a committee of national experts, and the application of the criteria below.

- Evidence of established relationships with key stakeholders.
- Commitment to building school-community collaborations and public/private partnerships.
- Demonstrated capability of the network to take primary responsibility for the project. The Foundation can only award a grant for the network to a 501(c)(3) nonprofit organization qualified to take primary responsibility for the project.
- Evidence of commitment to the above vision, goals, and objectives for a statewide afterschool network, and common purposes for afterschool programs.
- Evidence of commitment to dollar-to-dollar match funding.
- Commitment to use awarded funds as necessary to participate in Mott-funded technical assistance workshops and opportunities such as national meetings to share lessons learned, successes, and challenges of building statewide afterschool networks.
- Commitment to participate in a Mott-funded assessment of project implementation and objectives.

Procedures

Please use the following proposal and budget format. Proposals must be received at the Mott Foundation office no later than 5 p.m. Eastern Standard Time on July 15, 2003. Decisions on grant recipients will be made by the end of August 2003.

Please send proposals to:

An-Me Chung
Program Officer
C. S. Mott Foundation
503 S. Saginaw Street, Suite 1200
Flint, MI 48502-1851

Please direct questions to An-Me Chung at achung@mott.org or call 810-238-5651.

The proposal must be accompanied by a cover letter, signed by the person ultimately responsible for signing grant contracts, the annual report, the audited fiscal report (if not included in annual report), and an IRS determination letter.

Narrative Format for a Statewide Afterschool Network Proposal to the C.S. Mott Foundation

- I. Summary of project.
- II. Detailed project plan, including challenges, solutions, and progress to date.
- III. Detailed goals and objectives of network (please develop specific objectives for your statewide afterschool network based on the above goals and objectives discussed on page 2).
- IV. Description of how the network will mobilize community resources and assets on behalf of low-income children, youth, and families.
- V. Description of how the network is currently achieving, will achieve, and can demonstrate success of proposed objectives during the grant period.
- VI. Detailed description of the governance structure of the network. The description should include explanations of the specific roles and responsibilities of the network partners, fiscal agent, and other essential stakeholders.
- VII. Description of support from key stakeholders (for example, explanations of how the statewide network is connected to key decision-makers and/or is connected to city level afterschool efforts).
- VIII. Organizational history of network partners and fiscal agent.
- IX. Description of staffing plans.
- X. Timeline for three years of funding beginning October 1, 2003, through September 30, 2006.
- XI. Description of dollar-to-dollar matching funds, including timelines and commitments. (Preference will be given to those applicants who are able to establish public/private partnerships through matching funds, and/or show a commitment to this effort during the grant period. Although final proposals are due July 15, 2003, applicants will have until September 1, 2003, to secure match commitments. However, the preference is for matching commitments to accompany the proposal).
- XII. Budget (see page 7-9).
- XIII. Budget narrative.
- XIV. Letters of support from key stakeholders. Letter(s) developed by collaborative groups of partners are encouraged. Essential stakeholders include:
 - State education agencies
 - Other state agencies
 - Local and state-elected leaders
 - Local and statewide afterschool providers and advocates
 - Local and statewide philanthropic foundation leaders
 - Local and statewide business and corporate leaders
 - Parent and/or civic leaders.
- XV. Appendices as needed.

Developing a Budget for a Project Proposal to the C. S. Mott Foundation

1. Indirect Cost

The Mott Foundation includes the following items when it determines the indirect costs for a project:

- Legal Fees
- Audit
- Rent
- Utilities
- Insurance
- Repairs and maintenance
- Equipment, including repair and maintenance
- Computers and computer software
- Furniture
- Professional development
- Indirect costs as determined by your organization

For example, if your project costs are \$90,000 and you set an indirect cost rate at 10 percent or \$9,000, your total project cost will be \$99,000. However, if you list a line item for rent at \$9,000, the Mott Foundation will consider this part of the indirect costs. Thus, your indirect costs will be determined to be: \$9,000 (10 percent indirect costs, as determined by you) + \$9,000 for rent = \$18,000 or 20 percent indirect cost rate.

Please be aware that the Foundation rarely considers proposals with indirect costs above 20 percent.

2. Organizational and Financial Stability

Every organization goes through stages of development and crises that will influence how a project is structured and the breakdown of the costs (for example, high turnover may suggest you will need to depend on more consultants, or changes in funding may mean that you are experiencing financial instability). Program staff will be reviewing your audited financial statements as part of its grantmaking process. It is very helpful to have you point out areas that may raise questions in the financial and organizational health of your agency and explain the source of the problem, your strategy for resolving it, and the current status of the issue.

You may either include a paragraph in your proposal (for example, under the heading of organizational development) or simply talk with your program staff about the financial issues.

3. Preferred Budget Format of the Mott Foundation

See the next page for specific costs that should be included in each of the line items listed below. Please include a short narrative on the major line items included in your budget.

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ORGANIZATION NAME			
PROJECT NAME			
GRANT TIME PERIOD			
	<u>2003</u>	<u>2004</u>	<u>2005</u>
<u>Total</u>			
Salaries and Fringes (include FTE's)	\$	\$	\$
Consultants and fees			
Travel			
Conference and meetings			
Telephone and fax			
Printing			
Postage and delivery			
Office supplies			
Other direct costs			
Indirect costs			
Total Costs*			
<u>Sources of Funding</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<u>Total</u>			
Mott Foundation			
XX Foundation			
XX state agency			
Total*			

*The total costs should be the same as the total of the sources of funding.

4. How to determine indirect costs and other project categories

<u>Sample Budget</u>		<u>Project Categories</u>	
Salaries (3 full time)	\$100,000	Salaries	Salaries & benefits (4.5 FTEs) \$155,000
Temporary employees (1-50%)	10,000	Salaries	
Interns (2-half year)	15,000	Salaries	
Benefits	30,000	Salaries	
Contracted employees	5,000	Contracted	Contracted services 105,000
Consultants	75,000	Contracted	
Evaluation	25,000	Contracted	
Legal fees	10,000	Indirect	Travel 15,000
Audit	10,000	Indirect	
Rent	10,000	Indirect	
Utilities	4,000	Indirect	
Insurance	3,000	Indirect	
Repairs and maintenance	5,000	Indirect	
Travel	10,000	Travel	
Hotel	3,000	Travel	
Meals	1,000	Travel	
Per diem	1,000	Travel	
Equipment	6,000	Indirect	Supplies 6,000
Computer	2,000	Indirect	
Computer software	1,000	Indirect	
Furniture	2,000	Indirect	Printing 30,000
Equip. repairs/maintenance	1,000	Indirect	
Supplies	3,000	Supplies	
Materials	3,000	Supplies	
Printing	15,000	Printing	Communications 16,000
Publications	10,000	Printing	
Copying	5,000	Printing	
Telephone/fax	7,000	Commun.	
Postage	5,000	Commun.	
Internet costs	4,000	Commun.	Other direct costs 5,000
Professional development	6,000	Indirect	
Miscellaneous	5,000	Other direct	
Indirect costs (10%)	<u>39,200</u>	Indirect	Indirect costs (29.9%) <u>99,200</u>
	<u>\$431,200</u>		<u>\$431,200</u>