



United Way  
of Greenville County

## United Way of Greenville County High School Graduation Council After School Strategic Initiative Request for Proposals

### Introduction

The purpose of the After School Strategic Initiative is to spearhead a county-wide effort to provide support services and resources for providers of children and youth out-of-school time programs to assist them in attaining high school graduation.

The After School Strategic Initiative highlights three community-level outcomes that underscore the importance of creating a cohesive community resource for after school programs in Greenville County.

**Outcome #1:**

- Increase student academic success at each grade level.

**Outcome #2:**

- At-risk youth enter 9<sup>th</sup> grade prepared to graduate from high school in four years.

**Long-Term Outcome:**

- All youth graduate from high school in four years.

The Greenville County After School Strategic Plan outlines two critical action areas to be addressed for Greenville to meet its commitment to develop a county-wide after school initiative model. These Action Areas are:

**1. Capacity:** As the principal facilitative collaborative of after school programs and resources in Greenville, a network will be created to *build capacity* through *collaboration*. Ultimately, the network will serve to engage program leaders and staff, local organizations, city/county leaders, families, and the larger Greenville community to ensure broad access to quality after school programs for all Greenville County children and youth.

- a. Access:** By evaluating a *typology of local after school programs*, *mapping* their geographical locations and *coordinating transportation systems and infrastructure*, Greenville will be prepared to provide universal after school opportunities for its children and youth in a manner that responds to community needs, especially for the most high-risk students. When implemented, this plan will ensure that children and youth have easy access to relevant, diverse and quality programs.
- b. School/After School Relationships:** One element of high quality after school programs that leads to student success is *building relationships* and *sharing resources* between school leadership and after school staff. When these are aligned, students are better supported during their out-of-school time and accomplish higher results in academic achievement.

- c. **Funding:** Few programs can realistically provide quality, sustainable programming without securing multiple and diverse funding sources, but too often it is difficult to identify these funds. In light of this, the network will be charged with building a *funding map* of existing and potential revenue resources and creating a *funding database* for programs throughout Greenville. Ultimately, this process will assist in developing strategies to tap into the federal, state, and local resources available to support children and youth during the out-of-school hours.

**2. Quality:** To determine what quality after school programs look like in Greenville, a *quality assessment tool* and *quality ratings system* will be distributed to programs and trainings will occur to introduce program staff to the best practices contained within the tool. In time, it is the hope that all programs in Greenville County will use the quality tool to communicate evidence of their impact and seek opportunities for continuous improvement.

- a. **Professional Development:** In concert with the Network, *credentials* for after school staff will be established and information about professional development will be shared through a *clearinghouse of opportunities*. In doing so, Greenville after school staff and stakeholders will have a better understanding of the professional career ladder within local after school programs, along with information about continuing education and leadership development opportunities.

The expectation is that the organization implementing the After School Strategic Plan:

- Facilitates the overarching system involving the work of school groups, after school programs, churches and other groups interested in after school issues.
- Researches and maintains data on community services and resources.
- Determines gaps in current community services and resources.
- Develops plans to address these gaps.
- Monitors their implementation and provides technical support.
- In conjunction with United Way of Greenville County, communicates details and progress to the community on a consistent basis.
- Develops the needed campaigns to support public relations and fund raising goals.
- Becomes a clearinghouse for information relating to funding opportunities, policies, etc.
- Builds relationships and advocates on behalf of after school issues and quality after school programming.
- Provides on-going professional development opportunities for those in the after school field.
- Reports to a United Way Oversight Committee\*. Provides quarterly and annual reports to this committee.
- Develops and maintains an on-going rapport with the UW Oversight Committee.

\*The United Way Oversight Committee will consist of United Way staff and volunteers. Volunteers will consist of representatives from the High School Graduation (HSG) Council, issue area experts, providers of out of school time programming and community stakeholders. This committee will be a subcommittee of the HSG Council. This committee will be charged with:

- Reviewing quarterly reports on activities and outcome measurement
- Advising on potential action items or activities for the upcoming quarter
- Reviewing annual reports
- Providing support to the organization implementing the After School Strategic Plan

A copy of the Greenville County After School Strategic Plan can be found on the United Way of Greenville County's website, [www.unitedwaygc.org](http://www.unitedwaygc.org).

## Guidelines

### **Eligible Organizations**

- The agency is incorporated.
- The agency is tax exempt (IRS Code section 501; S.C. Code 12-37-220)
- The agency has 2 years of financial audits.
- The agency has appropriate insurance coverage (examples: property, general liability, professional liability, fidelity bond, directors' and officers' liability, and vehicle).
- The agency has a clearly-stated mission.
- The agency has outlined its goals in a strategic plan.

### **General Information**

1. The United Way of Greenville County is providing a multi-year (three years) funding opportunity to implement the Greenville County After School Strategic Plan. It is the expectation that the organization applying will submit an application addressing at least three years of strategies and activities with yearly goals clearly defined. If awarded, the multi-year funding is not guaranteed and is renewable year to year. The agreement is contingent upon the financial success of the Community Campaign held annually as well as evidence of progress towards meeting outcomes and continued partner performance.
2. Funding requests are due no later than **Monday, March 22, 2010 at 5:00 p.m.**
3. The competitive proposal process considers each submitted grant application. The staff and volunteers review each application to ensure that all have met submission criteria. You may be contacted by United Way of Greenville County for additional information.
4. Each complete application is assigned to a member of the Review Committee. The Review Committee will consist of United Way of Greenville County staff and volunteers. Once all applications are reviewed, committee meetings will be held to thoroughly discuss each application. Site visits may be requested. In some instances, an applicant may be asked to give a brief presentation to the Review Committee.  
This Committee will make recommendations to the High School Graduation (HSG) Council for additional review and discussion. Final decisions will be made by the HSG Council.

## **Timeline**

- **February 8, 2010** – Announcement of open bidding process
- **February 22, 2010** – CTK open to receive applications
- **March 22, 2010** – Submissions are due by 5pm
- **April 5, 2010** – First round of notifications made
- **April 26, 2010** – Selection made and MOUs finalized
- **May 3, 2010** – Funding begins

## **Submission Instructions**

Visit United Way of Greenville County's website at [www.unitedwaygc.org](http://www.unitedwaygc.org) for information on how to apply.

## **Contact Persons**

### **Primary Contact**

Lori Cashin, Community Impact Project Manager

[lcashin@unitedwaygc.org](mailto:lcashin@unitedwaygc.org)

864.467.3540

### **Secondary Contact**

Tamela Spann, Community Impact Project Manager

[tspann@unitedwaygc.org](mailto:tspann@unitedwaygc.org)

864.467.3501

## Application

(Please be succinct in your answers. Brevity is encouraged.)

1. Contact Information
  - a. Name of Organization:
  - b. Address:
  - c. Phone #:
  - d. Fax #:
  - e. Executive Director:
  - f. Email Address:
  - g. Website:
  - h. Contact Person/Person completing Application:
  - i. Title:
  - j. Phone #:
  - k. Fax #:
  - l. Email Address:
  
2. Organizational Information
  - a. Provide your organization's mission.
  - b. Provide a brief description of the organization's history of providing services specifically relating to what is being asked for the After School Strategic Initiative (i.e., coordination of activities/services, collaboration with partner entities, building relationships, advocacy, training and professional development, information gathering, collecting/analyzing data, communication, etc.)
  - c. Describe your organization's current work that relates to after school programming. Please be sure to emphasize all activities and projects that would specifically relate to the implementation of the After School Strategic Initiative.
  - d. Describe your organization's history of facilitating collaborations and building partnerships with other entities. Provide a list of all current partnerships and descriptions of the role those partners play.
  
3. Organization's Vision for the United Way of Greenville County's After School Strategic Initiative.
  - a. What will the organization need to do to prepare for implementation of the ASSI? For example, will you hire additional staff or utilize existing staff? Describe in detail how this project will impact your current work.
  - b. How do you plan to research and maintain data on community services and resources relating to after school programming?

- c. If gaps in current community services and resources are discovered during research, provide a draft plan of how the organization would facilitate change in the system relating to those gaps. Also discuss how the organization will monitor and track progress regarding implementation of that plan.
  - d. Provide a draft communications plan regarding reporting progress of the ASSI to the community. (either in the space provided or upload the plan)
  - e. Describe in detail how the organization will implement each of the Action Areas listed below. Provide a timeline including target dates for each strategy of the Action Area.
    - i. Capacity (building a network, connections, advocacy):
    - ii. Access (building a typology of local after school programs, mapping, coordinating transportation systems and infrastructure):
    - iii. School/After school Relationships (building relationships, sharing resources):
    - iv. Funding (funding map, funding database):
    - v. Quality (use of the quality assessment tool, quality ratings system):
    - vi. Professional Development (credentials, clearinghouse of opportunities):
  - f. Explain why and/or how the organization is well-positioned to lead this movement in Greenville County.
  - g. Describe in detail how implementing the ASSI aligns with the organization's overall vision, mission and strategic plan. Upload the organization's strategic plan.
  - h. Describe how you see the organization working in conjunction with United Way of Greenville County to create a vision of community success that will do better for our students and be heralded as a model of best practice. Describe the organization's history and relationship with United Way of Greenville County (or other United Way).
4. Financial Information.
- a. Upload the organizational budget. (If your organizational budget has been provided to United Way of Greenville County within the last year, you do not need to provide this again.)
  - b. Upload the proposed budget specific to the implementation of the ASSI along with a budget narrative.

- c. Describe, in detail, how you currently diversify your funding sources.
  - d. Describe your organization's philosophy and/or history relating to fund development.
  - e. Describe your organization's overall sustainability plan. (Sustainability, in this case, refers to your organization's ability to be maintained financially.) Also, describe your sustainability plan specific to the After School Strategic Initiative (what are your plans once start-up funding ends?).
  - f. Provide at least 2 specific examples of when the organization had to seek out or replace funding for a particular program when a revenue stream was no longer available.
5. Upload the following documents: (If your organization has provided these documents to the United Way of Greenville County within the last year, you do not need to provide them again.)
- a. 501 ( c ) 3 – IRS tax exempt letter
  - b. Most current board membership list with names and affiliations
  - c. Most recent annual financial audit and management letter
  - d. Most recent Form 990
  - e. Most recent annual report
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Expectation for Year 1 Reporting – Outcome Measurement (Quarterly and Annual Reports will be required.)

6. The community-level outcomes have already been outlined for the After School Strategic Initiative. However, we would like to see a more detailed logic model and outcome measurement plan that will show how the organization plans on reaching the long-term community-level outcomes. Even though outputs, outcomes, indicators, and measurement tools have already been established by the ASSI, we encourage the use of additional outputs, outcomes, indicators, and measurements tools specific to your proposal.
- a. Upload your logic model and measurement plan created specifically for implementation of the ASSI.
  - b. Please provide any detailed information relating to your logic model and outcome measurement plan that you deem necessary.
  - c. Over time, how will the data collected be utilized for program improvement?