



Roadmap to Afterschool For All

Examining Current Investments and Mapping Future Needs

- Examples of Local Funding Strategies

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About The Finance Project

- The Finance Project is a specialized non-profit research, technical assistance and training firm for public and private sector leaders nationwide.
- We've provided TA and training on financing and sustainability issues since 1998.



Challenges Facing Local Programs

- Many funding sources are short-term in nature (time-limited grants)
- Narrow categorical funding streams
- Operate in rapidly changing environment (political, economic and demographic changes)
- Wide range of skill levels in program leaders



Key Elements of Sustainability

1. Vision
2. Results orientation
3. Strategic financing orientation
4. Adaptability to changing conditions
5. Broad base of community support
6. Key champions
7. Strong internal systems
8. Sustainability plan



Financing Strategies

- Maximizing Federal, State and Local Revenue
- Build Public/Private Partnerships
- Generating New Dedicated Revenue
- Making Better Use of Existing Resources
- Creating More Flexibility in Existing Funding Streams



Case Study: Claremont, NH

- **Vision:** Community School, school-based services from birth through school-age
- **Financing:**
 - Maximizing Federal \$-- continued to seek additional funding for health services, teen center and a student-run coffee shop.
 - Child Care subsidies
 - Dedicated revenue: Charged fees since inception;
 - Local foundations support portion of teen center and parent education
- **Community Support:**
 - School Board support is growing
 - School budget

Case Study: Safe Haven

- **Vision:** Serving students in kindergarten through grade 5 at twelve sites in Madison's low-income communities.
- **Financing:**
 - Maximizing Federal \$--Initial weed and seed grant
 - Child Care subsidies
 - Tax levy via the school district
 - Dedicated revenue: partnership with Oscar Mayer Foods;
 - Local foundations donate for operating costs
- **Demonstrated Results:**
 - Contracted with University of Wisconsin
 - Built credibility within community and outside funders



Case Study: Elsie Whitlow Stokes Community Freedom Public Charter School

- **Vision:** Serving students in K through grade 4 in the D.C. charter school, operates before- and after-school and in the summer.
- **Financing:**
 - Initially relied heavily on program fees
 - Maximizing Federal and State \$--21st CCLC, Safe Schools/Healthy Students grant
 - School district Title I funds
 - In-kind Support – Washington Tennis Center, Washington Opera
 - Difficulty in accessing local foundations
- **Key Champions:**
 - Relationship with Ph.D. student at Georgetown resulted in partnership with Georgetown volunteer services and 10 undergraduate volunteers.



Case Study: Lighted Schools Program

- **Vision:** Collaborative community partnership in Waco, Texas serving 9 sites at six middle schools and three elementary school.
- **Financing:**
 - Foundations and DOJ grant supplied initial start-up funding
 - Making Better Use - Reallocation of city Department of Parks and Recreation funds for staffing
 - Partnering with school district to receive state grant from Texas Education Agency
- **Community Support:**
 - Collaborating with other stakeholders allow program to stretch resources and tap into new sources – CCDF funds



Considerations for Future Needs

- Programs will continue to need a diverse range of strategies to sustain their work.
- Leaders of programs will need to be more effective in marshalling a range of fiscal resources.
- Capacity building at the local level will be needed as programs grow and develop.