Missouri AfterSchool Network

SUSTAINING YOUR Afterschool Program

Plan Together

Clarify Vision

Involve Parents

Roles

Responsibilities

Know your Partners

Support

www.moasn.org
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductory Statement</td>
<td>3</td>
</tr>
<tr>
<td>About This Resource</td>
<td>4</td>
</tr>
<tr>
<td>Creating Effective Partnerships for After-School Programs</td>
<td>5</td>
</tr>
<tr>
<td>Sample List of Partners</td>
<td>6</td>
</tr>
<tr>
<td>Tips for Effective Fundraising</td>
<td>7</td>
</tr>
<tr>
<td>Fundraising Ideas, especially ones that involve youth</td>
<td>7</td>
</tr>
<tr>
<td>Here are Fundraiser ideas for schools</td>
<td>7</td>
</tr>
<tr>
<td>Autumn fundraising ideas for autumn parties with a purpose</td>
<td>8</td>
</tr>
<tr>
<td>Here are some fun and very easy winter fundraising ideas and themes</td>
<td>8</td>
</tr>
<tr>
<td>Spring into action with fun Spring Fundraising ideas</td>
<td>9</td>
</tr>
<tr>
<td>Grant Funding Sources</td>
<td>10</td>
</tr>
<tr>
<td>Sustainability: Government Funding Sources</td>
<td>10</td>
</tr>
<tr>
<td>Afterschool Funding At a Glance</td>
<td>10</td>
</tr>
<tr>
<td>Summary from Afterschool Alliance</td>
<td></td>
</tr>
<tr>
<td>Fees and billing</td>
<td>11</td>
</tr>
<tr>
<td>Example of a sliding fee schedule:</td>
<td>11</td>
</tr>
<tr>
<td>Budgeting -- Financial Planning</td>
<td>12</td>
</tr>
<tr>
<td>Sample Budgets</td>
<td>13</td>
</tr>
<tr>
<td>Child Care Center sample, using budgeting tool from StrongNonprofits.org</td>
<td>14</td>
</tr>
<tr>
<td>Find New Funding Sources at the Foundation Center</td>
<td>15</td>
</tr>
<tr>
<td>About the Foundation Center</td>
<td>15</td>
</tr>
<tr>
<td>At Grantspace you can:</td>
<td>15</td>
</tr>
<tr>
<td>Foundation Center Cooperating Collections</td>
<td>16</td>
</tr>
</tbody>
</table>
Welcome to the MASN Sustainability Toolkit! The purpose of the toolkit is to provide a variety of sources for afterschool programs to explore in their quest for program sustainability. The toolkit is designed to be a fluid source of information to be updated on a regular basis. Currently the toolkit addresses possible sources for financial sustainability: events and fundraisers, uses of partnerships, and government funding sources.

On behalf of the Funding and Sustainability Committee, I hope this guide helps you maintain and grow your youth program!

Erin Jupp
June 3, 2013
"Sustaining Your Afterschool Program" is designed to quickly and conveniently share tips, tricks, and information about development issues for existing Missouri afterschool programs. For our purposes, "afterschool" includes out-of-school, before-school, after-school, summer, and other youth-serving programs and activities. Our hope is that this will help program administrators access existing resources and practices that increase revenue, garner more volunteers, develop strong & lasting partnerships, and maximize resource use. We know that this document will not meet all needs, and we hope, through your feedback, to re-issue this document with updates, clarifications, and new resources periodically. Please forward your feedback to Timothy Fowler, at FOWLERTI@umsystem.edu and let us know what worked and what could be changed.

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Creating Effective Partnerships for After-School Programs

Definition: Relationships with other organizations to benefit the program and youth. Partners may provide in-kind or discounted services for the program. Products, programs, services, volunteers, goods, and materials are shared or given to the afterschool program. Partners in this sense are NOT contractual, full-cost relationships; they are different from vendors. Individuals up to large corporations or government departments can be partners. Partnerships are mutually beneficial relationships between the program and another entity.

Many successful afterschool programs attribute their success to strong partnerships they have developed over time with different organizations, corporations, and government departments. Effective partnerships between afterschool programs and community-based programs organizations require willingness and commitment. Both sides of the partnership have to want to do it and have to be willing to make it work.

5 Steps for successful partnerships:

- **Plan Together from the Start**—Include your partners in the planning of the program early. Get the leadership of the partner organizations together at the very beginning and involve them in the planning, visioning, and problem solving.

- **Clarify the Vision**—Work in partnerships to accomplish goals you can’t accomplish separately. Successful partnerships develop a written vision statement that guides all of their subsequent work.

- **Take Time to Get to Know Your Partners**—Experience reveals that taking time to get to know one another is a cost-effective step that can prevent later misunderstanding. Visit your community-based organization to learn what they do and their purpose in the community. Invite them to your afterschool program during programming and let them see what you are doing with the students and your purpose.

- **Involve Parents as Partners**—With their unique perspective on the strengths and needs of their community, parents will have a lot of valuable information to share especially when the key elements are still on the drawing board and in the planning stages.

- **Clarify Roles and Responsibilities**—Effective partnerships rely on clear communication and a shared understanding of who will be responsible for what. Have written agreements that explain the different roles and protocol that outline the basic elements for the partnership. These should be developed jointly by the partners.
### Sample List of Partners

**Courtesy of Calhoun R-VIII**

**21st Century Community Learning Center**

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Type of Organization</th>
<th>Contribution Type</th>
<th>Amount of Contribution</th>
<th>Partner’s Role</th>
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<tbody>
<tr>
<td>University Extension Office</td>
<td>Nonprofit</td>
<td>Services and Resources</td>
<td>$5,000</td>
<td>Provides parent and adult education, special programming on proper diet and exercise, and professional development for staff members.</td>
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<tr>
<td>Henry County Health Center</td>
<td>Nonprofit</td>
<td>Services and Resources</td>
<td>$5,000</td>
<td>Provides educational programs, health services, and yearly student physicals.</td>
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<td>Pathways Community Behavioral Health Center</td>
<td>Nonprofit</td>
<td>Services and Resources</td>
<td>$2,500.00</td>
<td>Provides family counseling, parent education classes and programs regarding drug and alcohol abuse.</td>
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<td>Henry County Library</td>
<td>Nonprofit</td>
<td>Services and Resources</td>
<td>$7,000.00</td>
<td>Supply the CCLC library with 5,000 new books each year and provide technical support to the CCLC librarian.</td>
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<tr>
<td>Henry County Sheriff’s Dept.</td>
<td>Nonprofit</td>
<td>Services and Resources</td>
<td>$5,000.00</td>
<td>Programming and services through DARE and other community based programs.</td>
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<td>McKnight Trust Fund</td>
<td>Nonprofit</td>
<td>Monetary Resource</td>
<td>$5,000.00</td>
<td>Funding to assist in purchasing books and equipment for the CCLC library.</td>
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<tr>
<td>Child and Adult Food Program</td>
<td>Nonprofit</td>
<td>Monetary Resource</td>
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<td>Reimbursement for meal program.</td>
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<td>Cooperative Workshops, Inc.</td>
<td>Nonprofit</td>
<td>Supply Resource</td>
<td>$2,000.00</td>
<td>Classroom supplies</td>
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<td>Warrensburg Parks and Rec.</td>
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<td>Services Resource</td>
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<td>Field trips to water park.</td>
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<td>Missouri Dept. of Natural Resources</td>
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<td>Field trips to state parks.</td>
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<td>Fleming Family</td>
<td>Nonprofit</td>
<td>Monetary Resource</td>
<td>$2,000.00</td>
<td>Funding to assist with the art supplies and provide adult art classes.</td>
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<tr>
<td>Henry County Samaritan Center</td>
<td>Nonprofit</td>
<td>Supply Resource</td>
<td>$20,000.00</td>
<td>Provide back snacks to at risk CCLC students.</td>
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</tbody>
</table>
Tips for Effective Fundraising

- Start small. But definitely start.
- Get parents involved.
- Have donor development staff. You are building relationships with people and organizations in order to access their resources.
- Sponsors can give money, in-kind materials/goods, services, or time. Just ask! Invite them to partner with you, and build a relationship. Work on maintaining existing relationships and reaching out to new potential sponsors/friends.
- Plan. Create an plan for your organization’s sustainability.
- Be organized.
- Have a strategy.
- Know your community.
- Make sure the public understands where the funds are going. Communicate why you are having an event.
- Do something! Then improve on what you did.

Fundraising Ideas—Especially ones that involve youth

- Organize a bubbly car wash. Ask a local bank or university to donate their parking lot, access to water, and hoses. Post ads all over town and in your local paper, and spread the word to corporations in the area to ask for donations to buy car washing supplies. The kids will love getting wet and wild!
- Design holiday greeting cards and reproduce sets of ten to twelve using a color printer or your local copy center. Wrap them in decorative ribbon and sell through the kids’ connections a few weeks before a big holiday. The kids will love selling their artwork all over the place.
- Ride bikes all night long! Organize ride-a-thons for great high school fundraising ideas. Spread the word using social media and word-of-mouth and have kids collect pledges from neighbors, friends, and family members. The kids can design where they’ll ride and will have fun mapping it all out. Ask a group of parents to supervise the all night event and supply plenty of food and drinks.
- School fundraising ideas are usually plentiful. It seems someone is always selling cookies or holiday wreaths! Think of more unique ideas by exploring the needs of your community. Is there a retirement home that seems a bit run-down or could use a flower bed out front? Does the animal shelter need dog walkers on a regular basis or help stuffing envelopes? Sometimes it’s simple things that charitable organizations have the hardest time with. You’ll never know unless you ask!
- Art Show: Hosting an art show is the perfect choice if you are looking for unique fundraising ideas. Invite students as well as local artists to contribute pieces for the show. It’s a win-win situation—students get to display their art for parents, while local artists get exhibit space and free publicity. A portion of the sales from the art show can go to the afterschool program.

More fundraiser ideas for schools

- Bake sale: One of the most popular ideas for a fundraisers is having a bake sale. Everybody loves a sweet treat and it’s even better when the proceeds go towards helping a great cause. Ask families to bring in homemade goodies of their choice. There are easy online tools to help organize the sale—for example, you can use Punchbowl to setup you’re your bake sale. Participants sign up to bring a certain item and the organizers will easily be able to keep track of the variety and quantity of items that will be available for the sale.
- Battle of the Bands: The best high school fundraising ideas can take advantage of the great talents of the student body. Ask budding musicians to participate in a Battle of the Bands concert in the school auditorium. It’s a great opportunity to showcase their original songs in front of an audience and share a bit of friendly competition. Sell tickets to the show and have a few teachers or parents volunteer as judges. It’s sure to be a rocking good time for all and raise some money for the afterschool program.
- 50/50 Raffle: If you don’t have time to plan a separate fundraiser, consider having a 50/50 raffle during scheduled school events such as sports games. A 50/50 raffle simply means selling tickets and then splitting the sales proceeds equally between the winning ticket holder and the organization. For example, if you sell $100 worth of raffle tickets, the lucky number holder would get $50 and the school would keep $50. It’s simple way to collect funds with nearly no start up expense (just the cost of the tickets) and can be repeated as an ongoing event over the school year.
Here are some fun and very easy winter fundraising ideas

- Spend a day at the farm: Most communities still have old-fashioned farms, community gardens, or orchards where work is plentiful. Gather a group of people to volunteer for a day to do maintenance on buildings, weed gardens, or paint. These organizations always give back to their community, so it's nice for someone to give back to them.
- Fund raise for others! Help a soup kitchen: Every soup kitchen needs help all the time. Resources are always needed and they don't ever want to turn anyone away. Help them prepare for the busy holiday season and raise money for supplies, spend several days cleaning, organizing, or helping with odds and ends. Find out what ticket items they need, like new appliances or even larger eating area, and raise money in your community with the help from corporate sponsors.
- Simple fundraising ideas for fall: Get the kids involved and throw a cookies or bake sale several times during the fall. By making and organizing them on a regular basis, word will spread out about your baking and your cause. Encourage your friends and neighbors to join in with their own stands and set up a donation goal. Make sure you ask all the right people for permission to hold the sales. Doing it the right way is the only way!
- Help others! Host a warm and fuzzy party: Host an outdoor bonfire in a neighbor's yard or community area. Serve warm drinks like hot chocolate, tea, coffee and make s'mores. Have each guest bring blankets, coats, warm sweaters, shoes and non-perishable foods. Donate the goods to a local homeless shelter or food shelter.
- Ski for a cause: Instead of running a marathon or walking a long distance, organize a charitable cross-country race either at a local ski area or at a skate park. This can run just like any other fundraiser: everyone signs up, raises a certain amount of money, and rallies on the big day to do the distance. Serve refreshments at the end and make sure to take lots of pictures of this fun winter fundraiser theme.
- Throw a winter carnival: Make it an old fashioned night out, complete with carnival games, dunk tanks, freshly popped popcorn, dancing, and bingo. Tap into your partners for a great location. Charge for entry and games. You could even partner with a local charity and host the event together.

There are many winter fundraiser ideas when you use your imagination and collaborate with friends. Winter parties with a purpose give everyone a little something to look forward to and keep the good spirit going well past the holidays.

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Autumn fundraising ideas for autumn parties with a purpose

- Spend a day at the farm: Most communities still have old-fashioned farms, community gardens, or orchards where work is plentiful. Gather a group of people to volunteer for a day to do maintenance on buildings, weed gardens, or paint. These organizations always give back to their community, so it's nice for someone to give back to them.
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Ask your kids and their friends for fall fundraiser themes that they are interested in or organize a charitable outing through their school. The best part about getting the kids involved in charitable giving early on is that they'll want to do it many years to come.
Spring into action with fun Spring Fundraising ideas

- Have a lemonAID stand: Organize one or many lemonade stands throughout your community. Have the kids join in and help out to keep the excitement growing. Local press and corporations will be more than happy to donate attention, time, or resources to the fundraiser’s effort, and the more, the merrier.
- Teach what you know: Between you, your friends, coworkers, family members, and members of your community, there is a wealth of information and skills. Organize a day of teaching for those less fortunate on a weekend and have people donate their time to instruction. Some much needed skills are resume writing, how to interview, cooking, clipping and using coupons, or growing a vegetable garden. Whether it’s a single mom in need of a job or an elderly woman looking to save money, everyone can use a new skill or two.
- Game day: Spring is the season for outdoor sports. Soccer, Softball, Lacrosse—every family is out and about after work and on the weekends, taking part in team sports. Instead of just being about exercise. Make game day about raising money. Ask local companies to match donations and be a part of the day!
- Art Gallery: Help kids create artwork or craft items. Sell their creations at the next school event.
- Auction: Ask families/business to donate items and hold silent or live auctions.
- Badminton Tournament: Charge to participate and give a great prize!
- Balloon-o-Grams: Take orders for balloon telegrams as a donation. Kids can help deliver cards and sign songs!
- BINGO night: BINGO is a great social event for communities. Be sure to charge per bingo card, per game.
- Collect Change: Place labeled jars at local business so customers can fill them with pennies and spare change.
- Cooking Contest: Charge to enter and give prizes per age category.
- Dog Show: Have fun categories like cutest outfit, fanciest leash or best tricks. Charge an entry fee for pet admissions and for spectators.
- Dog Wash: Don’t just wash cars...wash dogs too!
- Face painting: Look for other community events to set up a face painting table.
- Fishing Day: Plan a community outing at a pond or lake, or bring a pretend fishpond to the ball park or soccer field. Charge kids a small fee to fish for candy or prizes.
- Football Tournament: Charge a fee to participate. Organize a contest to see who can kick, pass, and punt the farthest. Give out small prizes.
- Game night: Invite families to play board games. Charge a small admission fee and sell popcorn and drinks.
- Go Green: Decorate and sell reusable grocery bags and other eco-friendly items.
- Hair Braiding: Look for other community events to set up a hair braiding station.
- Hat Day: Charge a small fee for the privilege of wearing hats to school. The crazier the better, give awards.
- Hula-Hoop Sales: Check online for easy instructions for making custom hoops.
Grant Funding Sources

**Definition:** Government dollars/resources for programs, including tax credits, tax dollars for youth programming, budget earmarks for youth programming, etc. Includes local, county, state, and federal sources.

**Sustainability: Government Funding Sources**

Sources for government funding information: Below are two websites which provide vast information for possible funding sources for afterschool programs.

⇒ The Wallace Foundation: [http://www.wallacefoundation.org/cost-of-quality/fundingsources/Pages/default.aspx](http://www.wallacefoundation.org/cost-of-quality/fundingsources/Pages/default.aspx) Includes information on the following: budget funding, developing a strategic financing plan, and funding opportunities.

⇒ Afterschool Alliance: [www.afterschoolalliance.org/policy21stcclc.cfm](http://www.afterschoolalliance.org/policy21stcclc.cfm) Information on marketing afterschool. Reaching policy makers, finding funding, working with media and starting a program.

**Afterschool Funding At a Glance Summary from Afterschool Alliance**

⇒ **Federal**
  ◊ Education—GEAR UP, Bilingual Education: Comprehensive School Grants
  ◊ Justice—Juvenile Mentoring Program (JUMP)
  ◊ Health and Human Services—School Action Grant Program
  ◊ Housing and Urban Development—Youthbuild

⇒ **Federal Funding (State Agencies):**
  ◊ Education—Title 1, 21st Century Community Learning Centers, Safe and Drug Free Schools
  ◊ Juvenile Justice—Juvenile Justice and Delinquency
  ◊ Health and Human Services—Child Care Development Fund, Temporary Assistance to Need Families (TANF)
  ◊ Agriculture—USDA Snack Money

⇒ **State**
  ◊ State Education Agency — [http://dese.mo.gov/eel/exl/afterschool_grants.htm](http://dese.mo.gov/eel/exl/afterschool_grants.htm)
  ◊ Community Education Organization: [www.maacce.org/](http://www.maacce.org/) May be a good source of possible partnership ideas for your program.
  ◊ Governors’ Commissions related to youth.

⇒ **Local**
  ◊ School District
  ◊ Youth Services Bureaus
  ◊ Parks and Recreation Departments
  ◊ Sheriff’s Office

**Tax Credit Programs**

The Missouri Department of Economic Development has two venues for tax credits. Tax credits are a way for government to spur investment in not-for-profit ventures.

◊ **Youth Opportunity Program**
  Youth-serving programs can apply for a tax credit; then the youth-serving organization sells those credits to others, usually corporations, large land owners (like farmers), or private individuals looking to reduce their tax burden. The Youth Opportunity Program is a 2:1 deal: every dollar purchased is $.50 in tax credits.

◊ **Neighborhood Assistance Program**
  This offers a 50% or 70% return on each dollar in tax breaks.

Note: There is a rural community credit for smaller communities (less than 15,000) and organizations that serve those communities.

More information on each tax credit can be found under the “Community Development” heading at [http://ded.mo.gov/Programs.aspx](http://ded.mo.gov/Programs.aspx)
**Fees and Billing Information**

**Definition:** Setting, receiving, and tracking the payments for the services provided.

1) Why do you collect fees?
- In many programs, charging fees is a critical step to support program activities. Also, studies have shown that a nominal fee helps families feel invested in the program and increase participation and program support. Although parent fees constitute the main source of revenue for afterschool programs serving more disadvantaged children, studies have shown that such fees are only a modest source for programs serving low-income families.

2) How do you communicate fees to parents?
- When you discuss your services with potential participants, be sure to be clear and honest about payment. Explain exactly what your charges are, what the exceptions are, how they can handle it if they do not have enough money, etc. If you’re going to be charging participants, especially for services that they’ve gotten free up until now, justify the new situation by being straightforward. You are likely making this change so that you can keep the program operating. Most people will understand and respond to that.
- Make sure that parents know about the Missouri Child Care Assistance Program that provides assistance with payment for eligible parents/guardians. More information on Missouri Child Care Assistance Program can be found at: http://www.dss.mo.gov/cd/childcare/.
- Inform the parents if there are other sources of support to offset the cost of child care. Community fund-raising events, such as raffles, pancake breakfast, or bake sales are some ways to help develop a pot of flexible funds to support scholarships for parents who do not have the ability to pay. Most programs use a sliding scale fee schedule as a financing strategy and a way to help families feel a sense of ownership in the program’s long-term success. A sliding fee scale determines payment by income often through figuring in family size as well. It’s important that participants understand that they can renegotiate their payments if there’s a problem.
- Note: The U.S Department of Education allows 21CCLC grantees to charge program fees so long as no families are turned away because they cannot afford the program. There are many ways slots can be funded, such as child care subsidies, scholarships, and sliding scale fee schedules.

3) How do you develop/calculate sliding scale fee schedules?
- To construct a sliding fee scale, start by deciding what your highest payment level should be. What could someone with a particular level of income reasonably afford and what should they get for their money. The next step is deciding on the bottom payment. It is recommended for this not to be zero. Participants with very little money may actually value the opportunity to show their ability to pay something. Minimum fees may be as little as a few dollars a week, and maximum fees may be the so-called “market rate” for a program. You can find Missouri’s 2010 Child Care Market Rate Survey at: http://www.dss.mo.gov/cd/childcare/pdf/ccaresurvey.pdf.
- Once the high and low ends of the scale are fixed, it should be fairly easy to come up with steps in between and to adjust them according to income and family size.

### Example of a sliding fee for daily rates:

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<th>Yearly income</th>
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<th>10-15,000</th>
<th>15-20,000</th>
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<td>9.00</td>
<td>12.50</td>
<td>15.00</td>
</tr>
</tbody>
</table>

**How Do You Collect Fees?**

*“Prevention” is the most effective strategy for collecting fees. It is important to act before unpaid fees become overwhelming for parents and families are unable catch up. It is important that your policies and rules are documented and well understood. Basic collection policies should be specified in the parent handbook and explained during the initial enrollment interview. The policies should include: the frequency of payment (weekly, monthly), interest and other penalties, if any, to be levied on late payments, the method of payment and the conditions resulting in withdrawal from care. Person to person contact is essential to the collection of overdue amounts. Your objective should be to develop a payment plan that will meet both the needs of the program and the financial capabilities of the family. Your fee structure, policies on collecting, scholarship availability, etc. should all be clearly laid out in a parent handbook that all families receive when they enroll.*

*Developing a Fee-for-Services Structure*  

*How to Develop a Sliding Scale*  
By Carmen Laboy  
http://www.ehow.com/how_7669045_develop-sliding-scale.html
In order to deliver outstanding before- or after-school services there are many activities that you will need to address. Included among those activities are:

- Developing an effective program delivery plan
- Hiring, training, and retaining the "right" people (the greatest asset any organization has is it's people)
- Developing and maintaining effective partnerships
- Considering and setting fees
- Identifying and developing relationships with volunteers
- Identifying and obtaining the funding necessary to pay for the program

### Sustaining the program(s) and your organization

Budgeting is critical to funding and sustaining your program. Do you have enough money? Do you have a cash flow management plan? How dependable are your funding sources in the short term and the long term? Are you too heavily dependent on a single funding source? Do you have a plan to diversify funding? Is your program scalable -- up or down? Are you comfortable making a decision on pursuing or accepting additional funding, especially from grants with deliverable requirements? Do you know what your true costs are for each program delivered?

You will consider these and many other questions as you examine your sustainability plan. The good news is that there are many free online resources available. One of the best free resources available can be found at StrongNonprofits.org. This is a free online resource developed and funded by the Wallace Foundation. A number of easy to use templates are available to assist you and your organization in the 4 key areas of non-profit financial management. Those four areas are:

* Planning  
* Operating  
* Monitoring  
* Governance

Below we have listed links to some of these articles and templates. They can assist you in the effective financial management of your organization and in making decisions focused on the idea that the sustainability of your program and your organization should be considered in making decisions regarding all aspects of your program. These links can assist you in identifying your actual costs to deliver programming per child. They can assist you in evaluating whether or not a new funding source (especially potentially large grant) makes sense for your program or organization. They can assist you in establishing and executing a plan to ensure sustainability for your program(s) and your organization.

YOU CAN DO THIS! Here are the links we believe will assist you as you begin or continue this process. These are resources that are free, available online and which are among the best we've found.


Funding Opportunity Assessment Tool: [http://fmaonline.net/fundingtool/](http://fmaonline.net/fundingtool/)


Budget Builder Template: [http://www.wallacefoundation.org/knowledge-center/Resources-for-Financial-Management/Pages/Program-Based-Budget-Template.aspx](http://www.wallacefoundation.org/knowledge-center/Resources-for-Financial-Management/Pages/Program-Based-Budget-Template.aspx)
As a service driven field, the largest expenses for most afterschool programs include salaries and benefits or stipends. Research has shown that youth benefit most when there are strong relationships between the staff. Programs need to invest in staff with the knowledge, skills, and abilities to create positive learning environments and interactions with youth.
Child Care Center Sample Worksheet using the Budgeting Tool from StrongNonprofits.org

<table>
<thead>
<tr>
<th>Position or Expense Category</th>
<th>% of full time</th>
<th>Base Salary or Total Budget</th>
<th>Pre K</th>
<th>Toddler</th>
<th>Infant</th>
<th>M&amp;G</th>
<th>Fundraising</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Employee Level of Effort by Function</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director</td>
<td>100%</td>
<td>$80,000</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>50%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>Director of Finance</td>
<td>100%</td>
<td>$65,000</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Director of Development</td>
<td>100%</td>
<td>$65,000</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td>Program Director</td>
<td>100%</td>
<td>$65,000</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>Teacher A, Pre-K</td>
<td>100%</td>
<td>$55,000</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Teacher B, Pre-K</td>
<td>100%</td>
<td>$45,000</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Teacher A, Toddler</td>
<td>100%</td>
<td>$50,000</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Teacher B, Toddler</td>
<td>100%</td>
<td>$40,000</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Teacher A, Infant</td>
<td>100%</td>
<td>$50,000</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Teacher B, Infant</td>
<td>100%</td>
<td>$40,000</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Receptionist</td>
<td>100%</td>
<td>$32,000</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>Janitor</td>
<td>100%</td>
<td>$32,000</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total Full Time</strong></td>
<td></td>
<td>$619,000</td>
<td>2.35</td>
<td>2.35</td>
<td>2.35</td>
<td>3.75</td>
<td>1.00</td>
<td>12.00</td>
</tr>
<tr>
<td>Part Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teacher C, Pre-K</td>
<td>50%</td>
<td>$20,000</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Teacher C, Toddler</td>
<td>50%</td>
<td>$20,000</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Teacher C, Infant</td>
<td>50%</td>
<td>$18,500</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Arts and Music Instructor</td>
<td>50%</td>
<td>$24,000</td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Physical Education Instructor</td>
<td>20%</td>
<td>$10,000</td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Nutritionist</td>
<td>40%</td>
<td>$30,000</td>
<td>33%</td>
<td>33%</td>
<td>33%</td>
<td>34%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total Part Time</strong></td>
<td></td>
<td>$122,500</td>
<td>0.98</td>
<td>0.98</td>
<td>0.64</td>
<td>0.00</td>
<td>0.00</td>
<td>2.60</td>
</tr>
<tr>
<td><strong>TOTAL SALARIES</strong></td>
<td></td>
<td>$741,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of Full Time Equivalents (FTEs)</td>
<td></td>
<td>3.33</td>
<td>3.33</td>
<td>3.19</td>
<td>3.75</td>
<td>1.00</td>
<td>14.60</td>
<td></td>
</tr>
<tr>
<td>% of all FTEs</td>
<td></td>
<td>23%</td>
<td>23%</td>
<td>22%</td>
<td>26%</td>
<td>7%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

**Personnel:**
- **Full Time:**
  - Salaries: $619,000
  - ENTER EFFECTIVE FRINGE RATE: 26.0%
- **Part Time:**
  - Salaries: $122,500
  - ENTER EFFECTIVE FRINGE RATE: 11.5%

**Other Than Personal Service (OTPS):**
- **Direct Expenses:**
  - Diapers, etc: $1,500
  - Printing (special event): $1,000
  - Conference travel: $1,500
  - Audits: $3,500
  - **Total Direct OTPS:** $7,500
- **Indirect Expenses:**
  - Rent: $48,000
  - Utilities: $6,000
  - Technology: $6,000
  - Depreciation: $12,000
  - **Total Indirect OTPS:** $72,000

**Total Budget by Program/Function:**
- $996,028

**Percentage of Total Expenses:**
- 100%
Private Grant Resources:

**Find New Funding Sources at the Foundation Center**


**About the Foundation Center**

Established in 1956, the Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. The Center maintains the most comprehensive database on U.S. and increasingly, global grant makers and their grants—a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Thousands of people visit the Center’s website each day and are served in its five regional library/learning centers and its network of more than 450 funding information centers located in public libraries, community foundations, and educational institutions nationwide and around the world. For more information, please visit foundationcenter.org or call (212) 620-4230.

Grant Space, a service of the Foundation Center, offers information and resources that are specifically designed to meet the needs of nonprofits worldwide in need of know-how for securing funding and operating effective organizations. http://www.grantspace.org/

**Grantspace is the place to:**

Explore in-depth content  
Engage with a community of peers and experts  
Energize your fundraising efforts

**At Grantspace you can:**

- **View video recordings** of live discussions with funders  
- **Listen to podcast** featuring experts in the field  
- **Find answers** to your questions in the Knowledge Base  
- **Ask us!** Connect right now with an information professional  
- **Get information** about opportunities in your field of interest  

- **Increase your expertise** in funding and management  
- **Attend training and events** in-person and online  
- **See what’s happening** at the calendar  
- **Register** to rate content, leave comments, and join the forum  
- **Find us** at one of our 460+ free funding information centers
Foundation Center Cooperating Collections Locations in Missouri

The following locations are Cooperating Collections of the Foundation Center. The Foundation Center’s database can only be accessed via paid subscription. However, the following Missouri locations have a subscription open to the public, allowing anyone who can travel to these locations to access the listing of funders and grants. While times and locations are provided for your convenience, please check ahead before your visit in case hours or locations have changed. In some cases, appointments are needed to ensure access.

**Kansas City Public Library**

14 W. 10th St.
Kansas City, MO 64105
Phone: (816) 701-3400

Main URL: [www.kclibrary.org](http://www.kclibrary.org)
Collection URL: [www.kclibrary.org/philanthropy-nonprofits](http://www.kclibrary.org/philanthropy-nonprofits)

**Collection Hours:**

- **Sunday**: 1:00 pm – 5:00 pm
- **Monday**: 9:00 am – 9 pm
- **Tuesday**: 9:00 am – 9 pm
- **Wednesday**: 9:00 am – 9 pm
- **Thursday**: 9:00 am – 9 pm
- **Friday**: 9:00 am – 9 pm
- **Saturday**: 10:00 am – 5:00 pm
Kirkwood Public Library
140 E. Jefferson Ave.
Kirkwood, MO 63122
Phone: (314) 821-5770
Main URL: kpl.lib.mo.us
Collection URL: kpl.lib.mo.us/si_sub.asp?nid+99

Randolph County Caring Community Partnership
423 E. Logan
Moberly, MO 65270
Phone: (660) 263-7173
Call Executive Director Brian K. Williams to check hours. Caring Community partnership is located within the Randolph County Health Department building. Four stations available to use the Foundation Center database.

Resource Development Center
Missouri Southern State University
3950 E. Newman Rd., L-329
Joplin, MO 64801
Phone: (417) 659-5472
Main URL: www.mssu.edu/resource-center

Springfield-Greene County Library
4653 S. Campbell
Springfield, MO 65810
Phone: (417) 882-0714
Main URL: thelibrary.org
Collection URL: thelibrary.org/research/nonprofit/aboutus.cfm

St. Charles City-County Library, St. Peters, MO
Spencer Road Branch
427 Spencer Road
St. Peters, MO 63376
Phone: (636) 441-0794
Main URL: www.youranswerplace.org
Collection URL: www.youranswerplace.org/nonprofit-services

St. Louis Public Library
Central Library, 2nd Floor
1301 Olive Street
St. Louis, MO 63103
Phone: (314) 539-0357
Main URL: www.slpl.org
Collection URL: slplgfcnews.blogspot.com
Other grant resources:

The Finance Project [www.financeproject.org](http://www.financeproject.org)

The Free Management Library has resources relating to fundraising, sustaining programs, and business plans, among dozens of other management topics. [http://managementhelp.org](http://managementhelp.org)

Guidestar [www.guidestar.org](http://www.guidestar.org)

Empower U in St. Joseph [www.heartlandfoundation.org](http://www.heartlandfoundation.org)

American Grant Writers Association [www.agwa.us](http://www.agwa.us)

Grant Professional Association [http://grantprofessionals.org](http://grantprofessionals.org)  Regional chapters are available also.

Rural Assistance Center [www.raonline.org/topics/funding/grantwriting.php](http://www.raonline.org/topics/funding/grantwriting.php)

Grants.gov provides information on more than 1,000 grant opportunities for 25 federal grant making agencies.  [www.grants.gov](http://www.grants.gov)

FindYouthInfo.gov has developed a customized search of Grants.gov to help you find open grant announcements for programs that serve and their families.  [http://findyouthinfo.gov/funding-information-center/grants-search](http://findyouthinfo.gov/funding-information-center/grants-search)