



DEPARTMENT OF SOCIAL SERVICES  
CHILD CARE SERVICES  
700 Governors Drive  
Pierre, South Dakota 57501-2291  
(605) 773-4766  
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## MEMO

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**TO:** All OST grantees and new applicants  
**FROM:** Loila Hunking, Child Care Coordinator  
**CC:** Rosemary Hayward, OST Program Specialist  
**SUBJECT:** OST applications: new focus and considerations

Attached is the application form for the Out of School Time (OST) for the year 2000, which is due January 21, 2000.

This will be the third year of our grant cycle, and both CCS staff and program participants have learned a lot. We now have more training, technical assistance and personnel to assist in the development and implementation of successful programs. We know that programs showing the greatest success have active participation and willing accommodation from school building staff and district administration. Programs moving to self-sustainability have commitment and investment from the larger community, and actively involve resources (people, programs and financial) in day-to-day activities of the OST program.

Every year when seeking grant applications, we have emphasized the importance to the competitive grant process of accountability, program focus and sustainability. This year, *for both new and continuing programs*, we are asking applicants to formalize their needs and desired outcomes in a format called “**Measuring Program Outcomes: A Practical Approach**” which is used all over the country by United Way of America. This is not meant to be cumbersome, but rather to help you focus on what you want to accomplish in your OST program, and gauge how well you are succeeding.

Every funding source from foundations to local school districts wants to know whether the investment is paying off ...are we having any effect on the lives of our children? By following this model, everyone involved will know that the program was carefully planned in response to certain needs and concerns, and we can examine and respond to the results as the program is implemented. Child Care Services will offer technical assistance and on-site help to programs in developing and meeting their goals. In the end, we will all be able to go to our communities and *show how and why* OST programs are critical to students’ social, academic, and emotional development.

The grant application is designed to move you through a process addressing the elements that we have learned are necessary to successful programs. Please read and respond carefully.

**Submit an original and 4 copies of your entire proposal by January 21, 2000.**

If you have questions, please call Rosemary Hayward at 1-800-227-3020, extension 6432.



**South Dakota Department of Social Services  
Child Care Services**

<b>Out-of-School Time Grant Application - 2000</b>				
<b>Program Type:</b> (check all that apply)	<input type="checkbox"/> Elementary Program	<input type="checkbox"/> Middle School Program		
	<input type="checkbox"/> School Year Only	<input type="checkbox"/> Year Round Program		
<b>Program Implementation or Target Date:</b>		<b>No. # of Children to be served daily; total served annually:</b>	<b>Daily</b>	<b>Annual</b>

<b>Name of Organization:</b>			
<b>Contact Person (Director):</b>			
<b>Title:</b>			
<b>Street or PO Box Address:</b>			
<b>City/County/State/Zip Code:</b>			
<b>Telephone Number(s):</b>			
<b>Fax Number:</b>			
<b>E-mail Address:</b>			
<b>Agency Tax I.D. Number:</b>			
<b>Total Funding Requested:</b>	\$	<b>Total Match:</b>	\$

**WHEN BUILDING A BEFORE- AND -AFTER SCHOOL PROGRAM, THE LOCAL SCHOOL DISTRICT IS EXPECTED TO BE THE KEY LEADERSHIP AGENCY.**

As tax supported institutions, schools are most broadly representative of their local community, most likely to have usable facilities, and have accessible, knowledgeable personnel with a vested interest in the well-being of children. Agencies other than the school district which are interested in developing a school age program should make the district their first point of contact; and *work in partnership* from that point to develop a broad-based, community supported program which will be located in the school.

***Important Note:*** All proposals must follow this application format, or will not be considered for funding. Proposal summary must be no more than 15 pages, not including attachments.

1. **Project Overview:** Summarize in one paragraph of 100 words or less what you want to do with the funding you are requesting.
  
2. **Client Profile:** List the geographic location served by your project, and the number of children you realistically project to be served (in unduplicated numbers, i.e. 19 children daily; 45 children annually). List the average age of the children who will be served by your project (i.e. K-5<sup>th</sup> grades, etc.); the socio-economic status of the children (percentage eligible for free & reduced lunch, by building if applicable); the ethnic background of the children; and whether you will be serving children with special needs. Also site special circumstances, ie. local flooding, loss of jobs, etc. peculiar to your location.

3. **Statement of Need and Project Summary:**

(A) Describe the specific needs, concerns or circumstances among your students that you wish to address in the program and tell *why* it is important, (*i.e.* school attendance; adult supervision of children; poor self esteem; academic achievement; teen pregnancy, alcohol & drug abuse; gang activity; exposure to cultural and enrichment opportunities; career option opportunities; office referrals; poor relationships with adults and authority figures).

(B) Describe how the project will address the issues raised in the “Statement of Need” and how the program is innovative or unique. Please use the “Program Outcome Model” as outlined in the book Measuring Program Outcomes: A Practical Approach. Note: Overall program outcomes could include, but not be limited to, impact in the following areas: increase in attendance; reduction of office visits for behavior problems; increase in positive peer relations; increase in positive interactions with teachers and administration; improvement in academic scores; better student conduct; increase in number of students participating in extra-curricular activities. Include baseline data for each outcome selected and demonstrate how you will measure progress and/or improvement.

Note: Initial funding or continued funding for the program will depend on selecting and making progress toward outcomes. In other words, did you select realistic, appropriate goals? How are you accomplishing them? Are your methods of measurement valid?

4. **Community Assessment:** Community planning is of utmost importance in the establishment & success of a quality out-of-school-time program. Documentation should show what needs assessment was used, i.e. formal or informal survey, focus groups, provider polls on needs, or other means. (A useful booklet to help with community planning is “10 Steps to Community Child Care,” available from Child Care Services.) Attach survey or assessment instrument and results (See Attachment I), and discuss an unfilled child care need in your community at the present time, e.g. shift work, school-age child care, summer school-age care, care for children with special needs, etc. If you are a **second** or **third** year program, you should document **continued need** in your community based upon parent surveys, etc.
5. **Project Site:** Describe the project site(s), e.g. type of facility (include name of school(s), specific services which will be made available to the OST program (i.e. library, computer lab, gymnasium, multi-purpose room, cafeteria, classroom, janitorial services, access to phones & messages, copy machines, materials, storage, bathrooms, outside play areas, etc.) Attach letter of commitment from the school outlining all space and services made available. If project site is not in a school, please site actual facility used and specific reasons why school is not being utilized. Explanation from the school superintendent why school cannot be utilized **must** be attached. (See Attachment II) Note: Applicants whose project sites are at the school, and have strong school commitment will be prioritized for funding.

6. **Collaboration**: Experience proves that a broad-based collaborative effort is essential to the success of a quality out-of-school time program. Demonstrate that active involvement and support of the school building administration is integrated into the program. Document how other child services entities (e.g. Extension, PTA, Head Start, Early Start, churches, other community family and center child care providers, Y's, Boys & Girls Clubs, Parks & Rec, school-based programs, etc.) have been involved to seek their input, support and commitment.
  
7. **Community Buy-In**: Continued support, program responsiveness, and sustainability are achieved by continued community involvement. Applicants should document community planning efforts, and show broad-based community involvement.
  - (A) Demonstrate establishment of a broadly inclusive parent/community advisory board to work with this project. By attachment, list board composition by agency or organization represented (See Attachment III).
  - (B) Cite specific activities & attach a letter of commitment from various community resources, eg. the school's art teacher offers to provide an art activity to the program once a week; the Methodist Church will provide and serve snacks in October, February and May. (See Attachment IV). While it is easy to offer letters of support, letters of commitment for specific actions or services substantiate actual support.
  
8. **School-age Programming**: Provide information on your program format including:
  - Enrichment activities planned (career exploration, drama/speech, arts, math & science, computer technology, physical activities, sporting events, tours, etc.)
  - School, parent, and community collaboration
  - Example of monthly calendar of activities
  - Fee Information (toward program sustainability)
  - Safe environments
  - Contracts with parents
  - Snack/meal information (Healthy snacks to be provided)
  - General Program Information to Community
  - Hours/Days of Operation (include holiday and vacation periods, including summer)

***Note: Proposals that feature year round programming to include summer and school vacation days will receive higher priority for funding.***

9. **Business and Marketing Plan**: A) Using the example business plan provided, document anticipated revenue and expenses for your project. Summarize your plan, and attach your own forms (See Attachment V, and examples). B) Outline your marketing plan, including means of reaching students and parents, to generate involvement in the program. Will teachers refer? Will program directors be allowed access to classrooms to recruit and promote program? (See Attachment 5, example)

10. **Sustainability**: Program support funds will not extend beyond 3 years; applicants must indicate how the program will be sustained thereafter. Are you prepared to make *school district*, corporate, or community investment for start-up and continuation costs? (Note: A minimum of 25% local match is required; with increase in match for years 2 and 3.) A realistic fee structure is required, and must be documented (see example in Attachment V). Is there the possibility of United Way, community, or other funds to keep the facility's operation stable? How much debt service does your business plan anticipate you could handle, and how would you finance that debt service?
11. **Budget**: Document the amount of funding needed, and total project cost. How will the remainder of your funds be raised? Please be specific re: commercial loans, school district investment, community pledges, business subsidy or partnerships, sale of property, low/no cost land acquisition, etc. Please use attached budget table (Attachment VI) to show actual budget, and provide an explanation for each line item, including match amounts in your summary.

Please use the following attachments to complete your grant application.

- Attachment I – Survey Instrument and Report
- Attachment II– School Commitment Letter
- Attachment III - Board Composition
- Attachment IV - Letters of Community Commitment
- Attachment V – Business Plan: Expenses and Revenue, Fee Structure & Marketing Plan
- Attachment VI – Budget - must be completed showing a breakdown of total costs of the project; the grant request amount, as well as the costs you will match.
- Attachment VII - (Assurances) must be signed and added to the back of each proposal.
- Other attachments as necessary to document need for the project.

**(Attachment I: Survey and Instrument Report)**

# **COMMUNITY ASSESSMENT**

## **Survey and Instrument Report**

(Attach information on assessment results plus instrument used. Ongoing projects attach documentation of ongoing need in the community, e.g. parent survey results, etc.)

**(Attachment II: School Commitment Letter)**

## **School Commitment Letter**

(Attach letter from school administrator showing commitment of space, staff, services, equipment and materials, etc. If school is not able to be used, attach letter from school administrator to discuss the reason space is unable to be used.)



**(Attachment IV: Letters of Community Commitment)**

## **Letters of Community Commitment**

(Attach letters from individuals, agencies, and other resources indicating what type of resource commitment they are making to the program)

**(Attachment V: Business Plan: Expenses and Revenue, Fee Structure & Marketing Plan)**

**BUSINESS PLAN**  
**Expenses and Revenue Comparison Worksheet**  
**Fee Structure**  
**Marketing Plan**

(Follow the example sheets given, and attach behind this cover sheet.)

## REVENUE & EXPENSES COMPARISON

### Example

This example is a smaller program housed in an elementary school. They plan to serve 10 children before school with one part-time staff person; and 20 children in the after-school program, with the director and 1 staff person. Projections are calculated for 36 weeks.

**Remember:** The assumption in this example is that the school will supply the space free, offer support services (custodial, phone, utilities, etc.) and assume liability. If quantifiable, these costs can be used as in-kind for the 25% match.

### Proposed Enrollments

Age Group Served	#Proposed	Staff/student ratio	Hourly Rate	Recommended Weekly Rate
Before School	10	1:10	\$1.50	\$1.50 x 5 hours = \$7.50
After School	20	2:20	\$1.50	\$1.50 x 15 hours = \$22.50
<b>Enrollments</b>	<b>30</b>			

### Projected Revenues

Description	Calculation	Weekly	Annual
Before-school students	10 children x \$7.50 x 36 weeks	\$75	\$2,700
After-school students	20 children x \$22.50 x 36 wks	\$450	\$16,200
Annual Fundraiser			\$1,000
Business Donations			\$500
Registration Fee	30 children x \$25		\$750
Kiwanis Scholarship Fund	10 children x \$100		\$1,000
<b>Total Projected Revenue:</b>		<b>\$525</b>	<b>\$22,150</b>

### Program Personnel

Position Title	Work Hours	Hourly Wage	Projected Annual Salary
Program Director	20 hrs/week	\$8/hour	20 hrs x \$8 x 36 weeks = \$5,760
Staff Person (PM)	15 hrs/week	\$6/hour	15 hrs x \$6 x 36 weeks = \$3,240
Staff Person (AM)	5 hrs/week	\$5.50/hour	5 hrs x \$5.50 x 36 weeks = \$990
Artist in the School	3 hrs/5days/2wks	--	\$400
Additional School Staff	1hr.day/6 wks/3 person	\$10/hr	36 hrs x \$10 x 3 people= \$1,080
Guest program staff			\$250
		<b>Annual Payroll:</b>	<b>\$11,720</b>

## Projected Expenses

Description	Calculation	Weekly	Annual
Personnel	See "Program Personnel"		\$11,720
Personnel Training	3 staff @ \$300 annual	\$8.34	\$300
Postage/Materials	\$50/month average	\$12.50	\$450
Equipment	\$1250 annual	\$27.76	\$1,250
Marketing/advertising	\$30/month	\$7.50	\$270
Food/Snacks	\$.75/child/day x 30 students	\$90	\$4,050
Transportation			\$3,000
Special Events/Field Trips			\$1,000
<b>Total Expenses</b>		<b>\$423.60</b>	<b>\$22,040</b>

<b>Total Projected Revenue:</b>	<b>\$22,150</b>
<b>Total Projected Expenses:</b>	<b>\$22,040</b>

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## Fee Structure (Example)

This program charges \$1.50/hr for each child. Daily rate is \$5.50 for both Before and After School Programming; \$4.50 for just the After-school program. Weekly rate is \$27.50 for those attending both AM/PM sessions full time; PM sessions only, \$22.50. Those children attending less than full time pay the hourly rate. A \$5-\$10 break is given to those parents who pay their fees on a monthly basis, ahead of time. There is a \$1 late charge for every 5 minutes beyond the close time.

## Marketing Plan (Example)

We plan to market the program in the following ways:

- Use of local newspaper to announce the start of the program; and also monthly feature articles and pictures during program operation
- Speak with local community groups about the program, including school board, city council, American Legion, Jaycees, church organizations, Kiwanis, Lions, etc.
- Meet with the PTA; and provide information at PTA events
- Provide handouts at local schools
- Provide information at school conferences, etc.
- Poster campaign
- Participation of program in local events, e.g. homecoming, community service projects

**(Attachment VI: Budget Sheet)**

**BUDGET**  
**(Use budget sheet example given.)**

## BUDGET

Description	Grant Budget (Max. 75%)	Matching Funds * (Min. 25%)	Other Funding	Total Project Cost
<b>PERSONNEL</b>				
Salaries				
Benefits				
Consultants				
<b>TRAVEL</b>				
Staff				
<b>**TRAINING</b>				
<b>OPERATOR EXPENSES</b>				
Rent				
Utilities				
Postage/Supplies				
Printing/Mkting				
<b>MATERIALS</b>				
<b>EQUIPMENT</b>				
<b>TOTALS</b>				

\* Matching funds must equal 25% of the total requested funds. List amount & source of match.  
(Use this chart, making changes where necessary)

\*\*Training: It is expected that program directors and all program staff attend regional & statewide training/workshops specific to school-age care offered by Child Care Services, regional ECE offices, and SoDakSACA, the state organization for school-age care. Build costs into your budget.

## Attachment VII: Assurances)

### CERTIFIED ASSURANCES

1. The applicant assures that funds made available under the Child Care Development Fund (Child Care Quality Improvement Fund) will not be used to supplant federal, state or local funds, but will be used to increase the amounts of such funds that would be made available for early childhood development programs, before and after school programs, assisting child care providers in meeting health and safety requirements and child care provider training programs.
2. The applicant assures that financial accounting, auditing, monitoring and such evaluation procedures as may be necessary to keep such records as the Department of Social Services shall prescribe will be provided to assure fiscal control, proper management, and efficient disbursement of funds received through the department.
3. A clear audit trail must be maintained for each source of funding. Receipts, expenditures, and disbursements must be separately accounted for from each source of funds. The Grantee agrees to comply with the following audit requirements:

AUDIT REQUIREMENTS PROVISION: Any Provider who is nonprofit and a subrecipient and who expends \$300,000 or more in federal financial assistance on an annual basis is required to have an audit in compliance with the Office of Management and Budget Circular A-133, "Audits of Institutions of Higher Education and Other Nonprofit Institutions". All audits must be conducted by an auditor approved by the Auditor General of the State of South Dakota, which can be requested by forwarding a copy of the audit engagement letter to:

Department of Legislative Audit  
A-133 Coordinator  
427 South Chapelle, % 500 E. Capital  
Pierre, SD 57501

Audits shall be completed and filed with the Department of Legislative Audit by the end of the thirteenth month following the end of the fiscal year being audited. The Provider further agrees to ensure that a copy of the final audit report is provided to the Department of Social Services. Failure to submit the required audit report may result in adverse action, such as disallowance of program costs, and/or a percentage of the award(s) being withheld until compliance, and/or award(s) being suspended.

4. The applicant agrees to submit MONTHLY financial and progress reports indicating activities undertaken, expenditures, and general progress of the project. These reports will generate monthly payments for on-going projects, and must verify match expenditures. A final report is required to be submitted at the end of the project period. The final report will include evaluation data necessary to verify the success or failure of the project.
5. The applicant certifies that the programs contained in its application meet all the requirements, that all the information is correct, that there has been appropriate coordination with affected agencies, and that the applicant will comply with all provisions of the Child Care Development Fund and all other applicable laws.

6. The applicant understands and agrees that the funds received will be for the project period as stated in the application. Applicants are required to provide a minimum of 25% of the total *approved* project budget in matching cash funds. Funding from other state/federal sources may be used as project match, *if you have received approval from the matching fund source*. The full matching share must be obligated by the end of the project period; if billing monthly, must be shown with each reimbursement request. The state of South Dakota reserves the right to deny payment on requests on approved programs pending the receipt of expenditure documentation of the matching share, as well as grant expenditures.
7. The applicant understands that although an effort will be made to continue the funding of projects of proven effectiveness or with a record of proven success, **each project must stand on its own merit each year**. No project will be guaranteed continuation funding. Projects that are currently funded may be eligible for continued funding at a lesser amount in subsequent years, for up to three years.
8. The applicant also understands and agrees: 1) that funds received are to be expended only for the purpose and activities covered by the applicant's approved application and budget, and 2) that the grant may be terminated at any time by the Department of Social Services if the applicant fails to comply with the provisions of the Child Care Development Fund or any of the certified assurances listed above.

**SUBMISSION OF APPLICATIONS:**

**Grant deadline date is January 21, 2000.** If you have any questions or concerns, contact Child Care Services. Submit the completed application for funding with required attachments to:

Child Care Services  
 Department of Social Services  
 700 Governors Drive  
 Pierre, South Dakota 57501-2291  
 (605) 773-4766 or 1(800)227-3020

**CERTIFICATION** I certify that I have read and reviewed the above assurances and will comply with all provisions of the Child Care Development Fund and all other applicable federal, state and local laws.

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\_\_\_\_\_  
 Signature (Authorized person) Date

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\_\_\_\_\_  
 Typed Name Title

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\_\_\_\_\_  
 Street Address/Post Office Box

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 City State Zip Code

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Telephone

FAX #

E-mail Address

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Agency or Program Tax ID Number (required)