afterschool program tool guide

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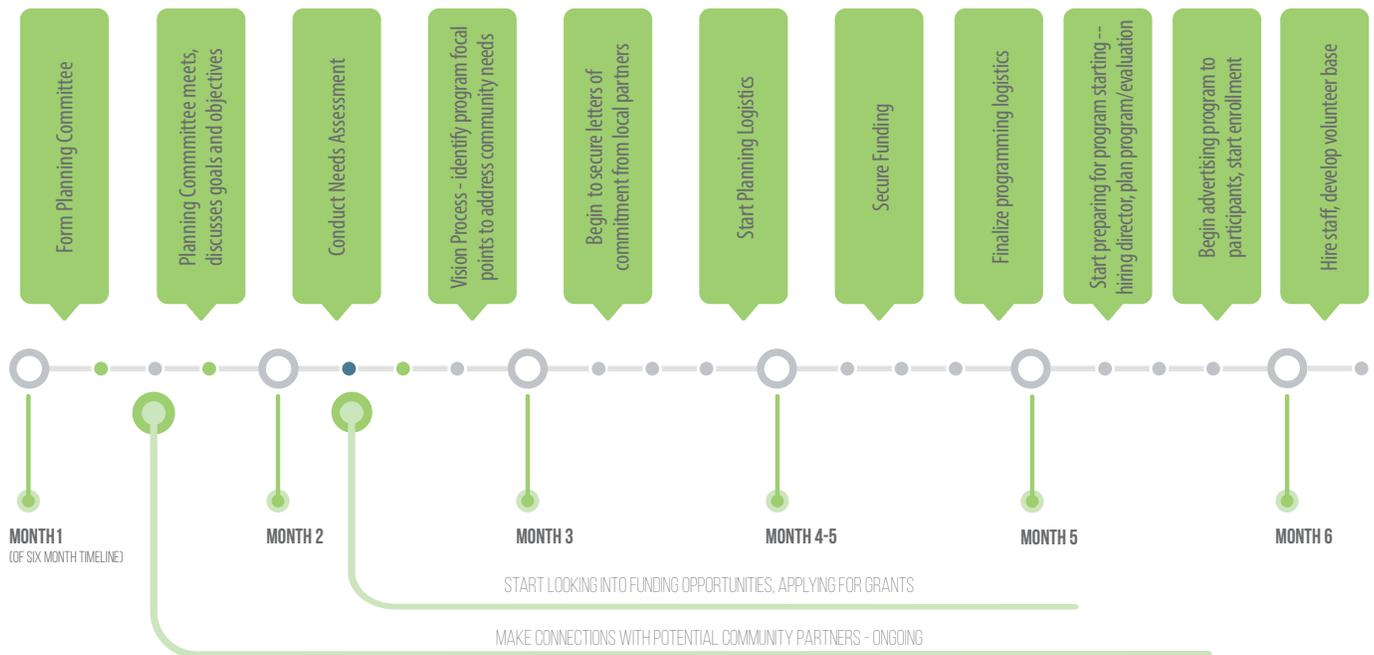nebraska**children**

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TOOL ONE

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Timeline for Planning an Afterschool Program

Use the following chart as a sample planning timeline — the process can take anywhere from 6-12 months to develop a quality afterschool program. This timeline will give you a rough idea of the process. Use this tool to plan your calendar, dependent on the timeframe that works for your community.

Form Planning Committee

Planning Committee meets, discusses goals and objectives

Conduct Needs Assessment

Vision Process - identify program focal points to address community needs

Begin to secure letters of commitment from local partners

Start Planning Logistics

Secure Funding

Finalize programming logistics

Start preparing for program starting -- hiring director, plan program/evaluation

Begin advertising program to participants, start enrollment

Hire staff, develop volunteer base

MONTH 1 (OF SIX MONTH TIMELINE)

MONTH 2

MONTH 3

MONTH 4-5

MONTH 5

MONTH 6

START LOOKING INTO FUNDING OPPORTUNITIES, APPLYING FOR GRANTS

MAKE CONNECTIONS WITH POTENTIAL COMMUNITY PARTNERS - ONGOING

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Guiding Questions for the Planning Committee

Use this tool to brainstorm initial reasons for starting an afterschool program. This tool will help you to clarify your ideas before you start surveying the community. You can use these questions for yourself or as a group. After you go through the process, you can work through the responses to determine which most fully reflect the needs of your group.

1. Why do you want an afterschool / summer program?

2. Whom do you want to serve?

3. In your ideal world, what would the afterschool program accomplish?

4. What kinds of activities would you like to pursue in your program?

5. What are the biggest challenges to starting a program in your community?

6. What are your community's most valuable resources?

7. What next steps do you need to take? When do they need to be accomplished?

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Needs Assessment and Student Survey

Parent/Community Needs Assessment

Needs assessments can be done in a formal manner by utilizing this assessment tool. While we recommend utilizing a formal needs assessment, the assessment can also be completed informally (at PTA meetings, parent teacher conferences, etc).

If your committee chooses to complete an informal needs assessment — the following questions can be utilized to guide these informal discussions:

1. Would you use an afterschool /summer program's services if they were available to you?
2. What is your current afterschool arrangement for your child/ren?
3. Approximately how much do you currently spend for afterschool childcare per month?
4. Are you satisfied with your current afterschool arrangements?
5. If you do not utilize afterschool care, what prevents you from using it?
6. How frequently (daily/occasionally) would you utilize an afterschool program for your child/ren?
7. What do you consider reasonable to pay for afterschool care (per month or week per child) during the regular school year?
8. What types of afterschool programming would you like to have available for your child/in the community?
9. What is your current summer care arrangement for your child/ren?
10. What type of summer programming would you like to have available for your child/in the community?

If possible, it is recommended to complete a formal needs assessment. This will allow the committee to get the greatest amount of feedback and input into the needs of your community. Please feel free to utilize the Needs Assessment on the next page. These questions can also be modified as needed to suit your community.

Student Survey

You may use or adapt the "Student Preference Survey" to determine students' programming preferences for the afterschool program. Ask classroom teachers to distribute and collect it during a homeroom period or at another convenient time. For younger students (K-2nd grades), have teachers administer an informal survey discussion in their classroom and record student opinions.

PARENT AND COMMUNITY NEEDS ASSESSMENT FOR AFTERSCHOOL PROGRAMMING

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Dear Parents/Guardians: Help us assess your needs for afterschool programs for your children. Please note, the term afterschool represents all out-of-school time—including the time before school, during school intersessions/teacher workdays and summer.

1. Would you use an afterschool program's services if they were available to you?	O Yes *If yes, please complete remainder of survey* O No
2. Please indicate the afterschool programming that you would be interested in:	O Afterschool care O Non-school days (Teacher Work-Days) O Summer programming
3. Are you currently using another afterschool arrangement?	O Yes O No
4. Please indicate the number of children in your family that utilize this afterschool arrangement:	O 1 Child O 2 Children O 3 or more children O Not applicable
5. What type of afterschool care are you currently using during the school year:	O Day Care Center O Provider in my own home O Care by family members in their home O Care by older sibling O Summer program _____ O Other
6. Please indicate the type of summer care you utilize for your child/ren:	O Day Care Center O Provider in my own home O Care by family members in their home O Care by older sibling O Summer program _____ O Other
7. Please indicate the ages of your school-aged children utilizing this afterschool care (check all that apply)	O K-2nd grade O 3rd-5th grade O 6th-8th grade
8. For funding purposes, please indicate your household gross salary range.	O Below $20,000 O $20,000-$35,0000 O $35,000-$50,000 O Higher than $50,000
9. Please check the amount you consider reasonable to pay for afterschool care (per month per child) during the regular school year. Check only one.	O No pay should be required O $1-$24 O $25-$50 O $51-$75 O $76-$100
10. What types of afterschool programming would you like to have available for your child/in the community?	O Academic/Tutoring O STEM (Science, Tech, Engineering, Math) O Arts O Recreation/Sports

** Please return the completed survey as soon as possible. Thank you for assisting us with this effort.

STUDENT PREFERENCE SURVEY FOR AFTERSCHOOL PROGRAMMING

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Dear Students: We need your help! We want to create an afterschool program that is exciting and useful for you. Please answer the following questions to tell us about your opinions and ideas for afterschool activities. If you would like to get even more involved in planning afterschool activities, ask your teacher for more information about the afterschool program.

1. Please check the sentence that best describes your feelings about attending an afterschool program at our school. (Check one)	○ I already participate in afterschool activities: _____ ○ I would definitely be interested in going to an afterschool program at our school. ○ I have other responsibilities after school and could not go to an afterschool program at our school. ○ I would not be interested in going to an afterschool program at our school.
2. What kinds of activities would you like to do after school? Feel free to add your own ideas. (Check up to five activities.)	○ Arts ○ Community Service ○ Computers - Coding, IT activities ○ Cheerleading/Dance ○ Cooking ○ Environmental Clubs - Gardening, Conservation ○ Homework help or tutoring ○ Photography ○ Field trips ○ Poetry/writing ○ STEM (Science, Technology, Engineering, Math) ○ Music and drama ○ Boy Scouts/Girls Scouts ○ Other: _____
3. What do you currently do afterschool (from 3:30-6pm):	○ I am home - there is parent/adult supervision ○ I am home - I am responsible for taking care of myself ○ I am home and watch my younger sibling/s ○ I go to a daycare provider ○ I "hang out" with my friends ○ I participate in organized activities: _____
4. What do you during the day during the summer:	○ I am home - there is parent/adult supervision ○ I am home - I am responsible for taking care of myself ○ I am home and watch my younger sibling/s ○ I go to a daycare provider ○ I "hang out" with my friends ○ I participate in organized activities: _____
5. What are some ways you would like to get involved in the afterschool program? (Check all that apply.)	○ Advertising the afterschool program ○ Planning afterschool activities ○ Your idea: _____ ○ I am not interested in getting involved

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Visioning Worksheet

This worksheet can be used by programs that want to create an overall vision. Your vision should drive the daily operation of your program. Remember, when developing a vision, it is important to include parents, student representatives, volunteers, teachers, administrators, and community organizations. These five steps and questions can help guide your discussions:

Step 1: Visioning—What is our vision of where the program will be in X years?

Step 2: Identifying challenges—What are the challenges or barriers to achieving this vision?

Step 3: Prioritizing the challenges—Of these challenges, which are the 2-3 that are most important?

Step 4: Identifying needs and assets—What needs will affect our ability to address these challenges? What resources or assets are available to help address these challenges?

Step 5: Strategizing—Given our needs and assets, what strategies could we use to address the challenges?

*Adapted from Learning Point Associates, 2005

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Location - Program Planning

As your program is a school-based program and will occur in a school building, the safety and health requirements will already have been met. It is important to plan how space within the school will be utilized by the afterschool program. Take time to address these important categories and think through which room/area of the school building and/or property will best address the following needs:

PROGRAMMING NEED	LOCATION WITHIN THE SCHOOL BUILDING/PROPERTY
Academics—Clubs/Homework Help	
Enrichment and Arts	
STEM—Hands on Science/Engineering activities	
Technology	
Recreation	
Snacks/Meals—including food storage/prep	
Materials Storage	
Other:	
Other:	

TOOL SIX

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Staffing - Program Director

Strong leadership is essential for a successful afterschool program. After your planning committee has developed a vision for the program, the focus will shift to leading the program. Your committee may decide to have 2-3 people serve as the management team and be responsible for hiring. One of the first action steps of the committee and/or management team should be to hire a program director. It is important to find a program director that has great leadership, people and organizational skills.

CHECKLIST TO ASSIST IN THE DEVELOPMENT OF THE PROGRAM DIRECTOR'S POSITION

1. Appoint the program director's supervisor. This person should be involved in steps outlined below. This supervisor will also review the program director's job performance.

2. Develop an organizational flow chart so the committee can understand the chain of command within the organization. This may include the school board, superintendent, principal, school staff, program director, program staff, parents and students.

3. Determine the qualifications of the position. The responsibilities associated with the job should be reflected in the education and experience needed for the position.

4. Develop a job description. This may include desired qualifications, responsibilities, whom the person reports to, length of employment, salary range, and instructions on applying.

5. Launch the search for the candidate. This may include recruiting through community partners and/or the district/organization, newspaper advertisements or Internet advertisements.

6. Determine 8-10 interview questions. Have more than one person on the interviewing committee. The principal/s of the school/s where the programs will occur should have a role in this process.

PROGRAM DIRECTOR RESPONSIBILITIES

These will vary—dependent on number of sites/staff/students, programming, funding source.

- Recruit, hire and supervise staff.
- Recruit and supervise volunteers.
- Develop policies/procedures for staff and students.
- Recruit/retain students to participate in programming.
- Establish/maintain community partnerships.
- Communicate/collaborate with school admin and staff, community partners, families.
- Supervise use of the facility during after school hours.
- Oversee licensure and food program requirements.
- Conduct evaluation and continuous improvement measures.
- Develop and maintain financial reports.
- Develop a plan for securing funding, sustainability.
- Plan after school/summer programming.
- Initiate/develop family engagement in program.
- Provide presentations to the school and community.
- Conduct staff meetings and organize staff PD.

SAMPLE INTERVIEW QUESTIONS

- Describe your background, education, and career experiences.
- Why are you interested in this position?
- How are you involved in the community? What is your experience with community partnerships?
- What constitutes a high-quality afterschool program?
- How would you promote positive communication with parents, students, staff members and volunteers?
- What strategies would you implement to assure collaboration with school staff and alignment with the school day?
- How would you evaluate the after school program?
- What type of atmosphere would you promote in an after school program?
- What policies and procedures would be important for an after school program?
- What is your experience with grant writing?
- What are your experiences with budgeting and program accountability?
- How do you handle conflict and stress?
- How would you describe your leadership abilities?
- Describe your strengths/weaknesses as a team member.

TOOL SEVEN

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Staffing - Program Staff

Once the program director is hired, he/she will be involved in the team effort to recruit, hire and supervise the program staff. Regardless of the size or budget of your program, recruiting qualified staff members to work in the afterschool program is essential.

Basic checklist for developing the program staff position:

1. Develop a job description that includes qualifications, program staff responsibilities, hours, wages and application process.
2. Develop policies and procedures manual for all staff. Refer to school district employee manual for guidance.
3. Determine program staff interview questions. Have an interviewing committee.
4. Determine basic framework for orientation and ongoing staff PD.

RECRUITMENT	WHERE TO RECRUIT PAID PROGRAM STAFF:	WHERE TO RECRUIT UNPAID PROGRAM STAFF:
	1. School Teachers — Enrichment and Core Subject Teachers 2. School Paraprofessionals 3. Staff from community organizations— part-time staff from community organizations (i.e. library; YMCA) 4. College students	1. Community organizations — library, city parks and rec department, local nonprofit 2. Local Business 3. College Students—academic departments (i.e. Education and Science departments)

STAFF RESPONSIBILITIES	SAMPLE INTERVIEW QUESTIONS
These responsibilities will vary with each program based on the ages and needs of the students, the size of the program and the types of activities offered. Keep in mind that after school staff need to "wear many different hats" and should be flexible. • Communicate with program director, site coordinator and other school and program staff. • Meet program requirements, including those related to the school, licensure and food program. • Provide supervision of students at all times. • Lead and actively engage in program activities. • Demonstrate an understanding of youth development competencies. • Assist in program planning. • Report any safety concerns to designated personnel. • Interact professionally with students, parents, staff and community members. • Maintain program supplies and materials. • Participate in staff meetings and professional development. • Perform other duties as assigned by the site coordinator or program director.	Ask the candidate to provide professional references. Refer to licensure policies and school policies regarding background checks for staff working with students. • Describe your background, education and career experiences. • Do you have any experiences working with after school programs? • Why are you interested in this position? • How do you build relationships with students? • Do you have any content/expertise areas in terms of teaching a specific academic or enrichment club? • How do you set behavior expectations with students? • How would you respond to a student who does not follow directions? • What techniques to you use to motivate students to learn? • Describe a time you have worked or volunteered in a team work environment. • What languages do you speak? • Are you certified in CPR? First Aid? Other certifications? • What are your strengths? Weaknesses? • What is your availability?

TOOL EIGHT

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Budget Worksheet

Use this worksheet to help you think about the costs associated with operating an afterschool program. The first part of the worksheet provides an itemized list of typical expenses. For each item, record the estimated cost and list any potential sources of funding to cover this cost. Remember, some items or services can be donated or provided at no cost to the program.

The second part of the worksheet lists potential funding sources and allows you to record the total amount of funding available from each source in order to compare your estimated costs and your estimated revenue.

Part I - Typical Expenses

ITEM OR SERVICE	ESTIMATED COST	POTENTIAL RESOURCE
Salaries-Program Director		
Benefits-Program Director		
Wages-Program Staff		
Benefits-Program Staff (if applicable)		
Administration Costs (District HR)		
Contractual Services		
Program Materials		
Office Supplies		
Technology (i.e. Program Director - laptop, program cell phone, etc)		
Facilities—Additional utility/custodial expenses (if applicable)		
Insurance		
Other		
Other		
TOTAL EXPENSE		

Part II - Potential Resources

ITEM OR SERVICE	ESTIMATED CONTRIBUTION
School district	
Local Government	
State grants	
Federal grants	
Foundations	
Local Partners — Civic and Service Clubs	
Local Partners — Business/Industry	
Local Partners —Nonprofits	
Tuitions/Fees	
Other	
Other	
TOTAL EXPENSE	