



United Way of Pitt County

2009-2011
Request for Proposals

Mission

To mobilize resources and leadership to
build a stronger community.

Vision

Champions of our community, empowering
people and improving lives.

Key Dates: RFP Process

November 3, 2008	Request for Proposal (RFP) packet issued
November 3, 2008	RFP available at www.uwpcnc.org , click on Community Action Plan
December 4-18, 2008	RFP Training
December 4 & December 10	Logic Model Training
January 30, 2009	Deadline for electronic Proposal submission
January 30, 2009	Deadline for printed copies of the proposal & required attachments
February 2009 – March 2009	
Vision Councils Review RFP's and makes recommendations to Community Action Plan Cabinet. Community Action Plan Cabinet reviews Vision Council recommendations and makes recommendations to BOT	
Board reviews and approves 2009 Funding	
3 rd week in March – Award Notification	
4 th Week in March - Appeal Deadline	
April 1 st 2009 1st year of funding begins	

Key Dates: Training

Registration: Accepted on a first-come basis beginning November 3rd, 2008. Visit www.uwpcnc.org, click on Community Action Plan then click on the link “Register for training.”

Basic Sessions	Tuesday, December 9, 2008
Two-hour training for those who have received funding from the United Way of Pitt County in the past year.	Thursday December 11, 2008
	Tuesday, December 16, 2008
	Thursday, December 18, 2008

Extended Sessions	Monday, December 8, 2008
Three-hour training for those who are seeking first time funding from the United Way of Pitt County.	Monday, December 15, 2008

Logic Model
Three-hour training designed to provide an introduction to the logic model and its use in program outcome measurement. This is a beginner course and is recommended for those who have no training on United Way's logic model and framework.

Thursday, December 4, 2008
Wednesday, December 10, 2008

United Way of Pitt County invests resources to address the most important needs in our community by partnering with new and existing programs that produce measurable and lasting results. Our mission is to mobilize resources and leadership to build a stronger community.

Community Action Plan

Background

Every year, the United Way of Pitt County (UWPC) conducts an annual campaign to generate fiscal resources to reinvest in our community. Undesignated contributions raised during United Way's 2008 annual campaign are invested through the Community Action Plan.

The Community Action Plan is a two-year funding process with five key components:

1. **Data Driven**
2. **Collaboration**
3. **Accountability**
4. **Lasting Community Impact**
5. **Volunteer Driven**

United Way is grateful for the many contributions and support of individuals, businesses and organizations to the residents of Pitt County.

In 2005, UWPC commissioned East Carolina University to conduct a community-wide needs assessment. The result of that work, Pitt County Voices, outlined issues the community identified as critical. The community needs assessment coincided with the development of UWPC's 2006-09 strategic plan, defining its future direction and focusing on four core strategic goals:

Goal 1: Develop a Community Action Plan around key, prioritized community issues.

Goal 2: Increase resources available to address the community needs identified in the Community Action Plan.

Goal 3: Build supportive, lasting relationships with the community.

Goal 4: Align all organizational resources in support of UWPC's mission and Community Action Plan.

UWPC's Board of Trustees recognized organizational transformation was necessary to develop a Community Action Plan. In the summer of 2006, a Steering Committee

was formed to develop an outline for the Community Action Plan and a way to align UWPC's structure and processes. After initial assessment and research was conducted, community leaders and service providers were invited to a one-day planning retreat in November 2006 to review the research and approve the outline. Over a period of time, UWPC in collaboration with a broad range of community partners has embarked on an effort to create a community plan that will focus on the community's most urgent needs and set visions and measurable goals that will lead to lasting positive change in the community.

The Community Action Plan is a living document and is reviewed and updated on a regular basis.

Data Driven

One of the first steps in developing the Community Action Plan was to understand Pitt County's strengths, challenges and most pressing issues. This was done by:

- 1) gathering primary data from community surveys,
- 2) reviewing statistical data and
- 3) collecting qualitative data by engaging in focus groups and community discussions.

The Steering Committee has used a variety of data sources of information in an effort to get a broad view of the community. Data sources included the 2005 Pitt County Voices and the Eastern North Carolina Regional Index 2006, and statistical data from the NC Office of Research and Statistics, Census Bureau and other reliable sources.

The 2009 and 2010 Priority Funding Areas are a result of this extensive community data and evaluated on how United Way funds could achieve the greatest impact on the Pitt County community.

Collaboration

The Community Action Plan process is collaborative. Agencies are expected to coordinate their programs with other agencies so that resources are maximized and duplications are minimized.

Accountability

The Community Action Plan holds agencies accountable. Partner Agencies provide semi-annual performance reports detailing program outcomes and indicating how

United Way dollars were used to impact the community. Programs may have funding reduced or discontinued if they fail to meet the basic requirements. All agencies that apply as part of a larger collaborative may be asked to submit financial information.

Semi-Annual Reporting Requirements

- Program Demographics
- Interim Progress Report (Progress on program outcomes/indicators)
- Non-financial recommendations and /or contingencies

Additional Annual Reporting Requirements

In addition to the above documents, annual reports must also include the following:

- Annual Audit (including Management Letter)
- 990 if required by the Federal Government
- Annual Report (performance report on program outcomes/indicators to include how United Way dollars were used and their impact)
- Copy of most recent Board of Directors roster

Lasting Community Impact

The Community Action Plan is a process designed to create a lasting community impact by monitoring and measuring program outcomes and the impact on the Pitt County community.

Volunteer Driven

The Community Action Plan is driven by volunteers. Funds are invested in the community by teams of volunteers known as Vision Councils. The councils are organized around the four key focus areas – Building a Safe and Healthy Community, Caring for Neighbors in Crisis, Fostering Financial Stability Leading to Independence, and Preparing Children and Youth for Life Success. The Vision Council members are educated about the needs of their targeted population and the services available to that population. The councils are supervised by the UWPC Community Action Plan Staff and the Community Action Plan Cabinet. (CAP Cabinet) The CAP Cabinet is a volunteer board which establishes funding priorities based on community data, apportions funds among Vision Councils and continuously evaluates the Community Action Plan process.

Breakthrough Opportunity

Parallel to the Community Action Plan process, the United Way of Pitt County is investing 10 percent of the 2008 campaign funds (undesignated funds generated through the annual campaign) to Breakthrough Opportunities, and will annually determine the amount of funds available. UWPC will encourage partnerships with agencies and other organizations that meet the requirements for funding under the Breakthrough Opportunity guidelines. Additional information regarding this funding can be obtained on line at www.uwpcnc.org, click on Community Action Plan and then Breakthrough Opportunity.

**Community Action Plan
Core and Impact Funding
Request for Proposal
2009-2011**

Before proceeding with the RFP process, programs must ensure that they are eligible to receive United Way funding. Listed below are organizational and program requirements.

Organizational requirements

- Proposals are accepted only from non-profit, health and human service organizations which meet the requirements of the Internal Revenue 501(c)(3) code.
- Agency must be governed by a nonsectarian, voluntary Board of Directors, consisting of members of the general community. There must be at least 10 board members.
- Agency must have been in existence for at least two years at the time of the application submission.
- Agency must have a license to solicit in North Carolina or be exempt under state law.
- Agency must provide services in Pitt County.
- Agency must operate in accordance with state and federal laws, including, but not limited to, all laws enforced by the U.S Equal Employment Opportunity Commission (EEOC), the Elliott-Larson Civil Rights Act and the North Carolina Handicappers' Civil Rights Act.
- Agency must be in compliance with the Patriot Act.
- Agency must have bylaws and articles of incorporation.
- Agency must have a strategic plan.
- Agency must have a clear and understandable system of accounting, with monthly financial statements; and must be able to submit, on an annual basis, copies of its most recent audit and IRS Form 990 (if appropriate).
- Agency must demonstrate a program outcome measurement system and also demonstrate plans for collecting and measuring local data.

Minimum Request for Funding for a Single Program

The minimum request for funding is \$1,000

Maximum Request for Funding for a Single Program

Up to 60 percent of total agency operating budget. Exceptions must be approved by CAP Cabinet and UWPC Board of Trustees.

Types of Expenses to Include

Requests should be based on actual program expenses and demand for services (it does not include in-kind services or contributions).

Funding Cycle

UWPC will consider proposals for a one or two year cycle.

One-Year Funding

All responses to this RFP should be for one year of program funding starting April 1, 2009 to March 31, 2010.

Two-Year Funding

Programs funded under this RFP will receive an annual amount over the two-year period April 2009 to March 2011. Annual program investments and subsequent decreases in funding are based on program effectiveness, organizational capacity, collaboration, ability to meet United Way's recommendations and reporting requirements and the amount of funding available for the Community Action Plan through the annual campaign.

Available Funding

Ultimately, the dollars available through the Community Action Plan process are determined by contributions that donors make to the Community Action Plan Fund (undesignated funds generated through the annual campaign). Funds designated for a specific agency will be included as part of their total dollars awarded to a program through the Community Action Plan process.

General Instructions

Proposals must be received by the United Way of Pitt County no later than 5:00 p.m., January 30, 2009; NO proposals will be accepted after that time.

- Your organization must provide one original copy of the entire proposal, including attachments, to the United Way of Pitt County office by 5 p. on January 30, 2009.
- You must also provide an electronic copy of the proposal by 5 p.m. on January 30, 2009, by emailing lbrown@uwpcnc.org. ***Do not include the documents requested in the Organization's Supplemental Information, in your electronic copy.***
- Include the proposal checklist with your funding request.
- Please use the format provided when completing the proposal. This will provide the necessary consistency in appearance and length of each application and to assist volunteers in making fair evaluations.
- You may duplicate, but do not alter the forms.
- Applications must be typed and single-spaced.
- Answer the questions in the proposal as thoroughly and concisely as possible. Organizations may be asked to present supplemental information or for a formal presentation.
- Applications that are not completed as instructed may be disqualified from the process.
- Refer to the Investment Criteria before you begin your proposal. This is an outline of the criteria used by the Vision Councils to evaluate program proposals.
- *If you have ANY questions, please call Lindsey Brown at (252) 758-1604, ext. 209 or email at lbrown@uwpcnc.org.*

Proposal Checklist

- Checklist
- Program Proposal Face Sheet (signed)
- *Organization's Supplemental Information (Include in hard copy only. Do not attach these documents to your electronic report)*
 - *Strategic Plan*
 - *Meeting minutes from last four (4) board meetings*
 - *Board of Directors' roster*
 - *IRS form 990*
 - *Audited or reviewed financial statements*
- Priority Funding Area Alignment
- Vision Council Target Outcome Alignment
- Program Narrative
- Program Logic Model
- Logic Model Framework
- Copy of measurement tool
- Program Demographics
- Program Budget
- Agency Budget
- Agreement with Partner Agencies (signed)

Program Proposal Face Sheet

Agency name: Pitt County Educational Foundation/ Summer Significance Academy Collaborative

Executive Director: Travis Lewis

Address (principle/administrative office): 1717 West Fifth Street

City/State/Zip: Greenville, North Carolina 27834

Phone Number: (252) 830-4237 **E-mail Address:** lewist@pitt.k12.nc.us

Website Address (if applicable): www.pitt.k12.nc.us

Agency Mission Statement

The Pitt County Educational Foundation is a non-profit organization established for the purpose of enhancing the quality of public education and increasing public confidence in our schools. To this end, the Foundation secures and distributes resources for projects to broaden and strengthen the educational experiences in Pitt County.

Program Name: Summer Significance Academy Collaborative

Contact person: Robin Dailey **Title:** SSA Coordinator

Phone number: (252) 341-3230 (cell) **E-mail Address:** daileyr@pitt.k12.nc.us

Board Chairman: Mr. H.L. Stephenson, III

Phone number 252-756-8300 (w) **E-mail Address:** hstephenson@wardandsmith.com

*** APPLICATION DEADLINE – January 30, 2009***

The attached proposed budget for FY 2009-2010, with a request of \$200,000 was approved by the organization's Board of Directors on January 15, 2009.

(date)

The proposal provides full and fair disclosure of all revenue and expenditures of the organization. We understand submission of a proposal through the RFP process does not assume funding. In the event we are funded, we agree to adhere to the Partner Agency Agreement and related reporting requirements.

Board President or Chairperson* (sign & date)

Executive Director/SSA Coordinator * (sign & date)

Organization's Supplemental Information

Please note: The documents requested on this page are to be included only in the hard copy of your report. The questions should be answered in a narrative format.

I. Organization Summary

1. Does your organization have a strategic or long-range plan? Yes No
If "no," please explain.
-

2. How is your organization's mission and strategic plan furthered by this program?

The SSA Collaborative agency and program are one in the same.

3. *Please attach a copy of the agency's strategic plan.*

II. Governance

1. How often does the board meet? *Quarterly*
2. *Please attach the meeting minutes from your organization's last four (4) board meetings.*
3. *Attach a list of the board of directors' names, addresses, employment and phone numbers.*

III. Financial Management

1. Describe all significant changes in funding within the last three years, and the detailed impact of these changes on organization/program operations.

The Summer Significance Academy Collaborative began in the summer of 2007 and will begin the third year of operation in 2009. Funding for the Summer Significance Academy Collaborative for the past two years consisted of an annual \$100,000 matching fund grant from the Smith Foundation and two consecutive years of Breakthrough Opportunity Funding of \$100,000/\$80,000 respectively from the United Way of Pitt County. Future plans include the creation of a SSA Collaborative Endowment Fund that provides assistance permanently paid for with the revenue of the endowment fund. Ideally the earned income will perpetually support the program in the future; therefore the SSA Collaborative will have more stability and can move from focusing on the financial trap of annually scrambling to secure funding. We realize that initially the endowment endeavor will be in addition to securing corporate donations and grants. This need-based, youth development endowment fund will seek financial support from both private and corporate donors. We believe donors will like the idea that we plan to be around for a long time and their gift will keep on giving well into the future. Fervently we will work to secure new corporate sponsors,

civic organization sponsors, United Way support, and individual private donors to assist in this proactive dropout prevention model program.

2. *Provide a copy of the agency's most recent 990.*
3. *Provide most recent reviewed or audited financial statements.*

IV. Other

1. Please list any other notes of interest (organization meetings, best practices, publications, awards, licenses, accreditation, etc.).

Note of interest regarding dropouts:

The choices our young people are making in 5th through 8th grades will have a real effect on individual earning power and rates of employment, as well as serious economic consequences for our community at large.

- The lifetime difference in net fiscal benefits between high school graduates and dropouts is equal to nearly \$349,000 excluding the higher fiscal costs associated with incarcerating dropouts in the state's jails and prisons, especially among males. (Source: "An Assessment of the Labor Market, Income, Health, Social, Civic and Fiscal Consequences of Dropping Out of High School: Findings for Massachusetts Adults in the 21st Century")

Priority Funding Area Alignment

Identify the Priority Funding Area(s) you think this program most closely aligns with. If the program aligns with more than one priority funding area, rank them by placing a 1 next to the primary area, 2 next to the secondary area, etc. *The focus area(s) identified here must be reflected in your program's logic model.*

Preparing Children and Youth for Life Success

Preschool Preparedness

1 Youth Development

2 Parenting and Family Dynamics

Building a Safe and Healthy Community

Family Violence & Abuse

Unsafe Neighborhood

Inaccessible, Unaffordable Health Care (Mental & Physical)

Fostering Financial Stability Leading to Independence

Employment Skills Development

Literacy

- Affordable Housing
- Money Management

Caring for Neighbors in Crisis

Vision Council Target Outcome Alignment

Identify the community outcome(s) with which this program most closely aligns. If the program aligns with more than one outcome, rank them by placing a 1 next to the primary outcome, 2 next to the secondary outcomes, etc. *The focus area identified here must be reflected in your program's logic model.*

Building a Safe and Healthy Community:

All people in Pitt County feel safe in their environment and have access to needed health services, including those that promote healthy lifestyles.

- All citizens are safe from directed physical and emotional harm in their environment.
- All citizens of Pitt County will enjoy a safe and accessible community.
- All citizens of Pitt County adopt and maintain healthy lifestyles and have access to appropriate and needed health services.

Caring for Neighbors in Crisis:

Individuals, families or organizations can effectively use the human services network and access services that respond to their basic needs.

Fostering Financial Stability Leading to Independence:

Community residents are able to live independently, achieving their maximum potential through opportunities for education, employment, and affordable housing.

- Individuals and families have opportunities and skills to secure and maintain meaningful, living wage employment in Pitt County.
- Adults in Pitt County will increase their comprehension and literacy levels.
- Individuals in Pitt County will have access to affordable, safe and quality rental housing and will increase their rate of home ownership.
- People in Pitt County will have the education and skills required to maintain lifelong economic independence.

Preparing Children and Youth for Life Success:

All youth are emotionally, physically, socially, and cognitively prepared to achieve his/her full potential to lead a productive and successful life.

- Participating children will enter kindergarten ready to learn.
 - 1 Participating children will have the character, confidence, knowledge and skills to make wise choices.
 - 2 Participating families will provide a nurturing, stable environment to support the emotional, physical, social, and cognitive development in all youth.

Program Narrative Outline

1. Briefly describe the program.

The Summer Significance Academy (SSA) Collaborative addresses the troubling 38% ninth grade dropout problem in Pitt County. By selectively targeting students, we proactively teach, monitor, and coach at-risk students throughout Pitt County in all thirteen middle schools. This dropout prevention model offers each student enrolled in the program intensive services during the summer to ensure middle school success, and then long-term support from a collaborative of community providers. By combining the resources and experiences of four successful nonprofit organizations, Pitt County Schools, the Sheriff and Police Departments, and community donors, we make a significant, lasting impact for up to 150 students annually who will be monitored until high school graduation. Special events planned for parents and students throughout the year build positive relationships and celebrate accomplishments. SSA offers a fun, informative program, inspiring in its approach to education, data-driven in its evaluation, and diverse in its collaborations across the community. We must begin with the end in mind.

2. How does the program align with the Priority Funding Areas and the Vision Council Target Outcomes you have indicated on pages 7 and 8?

SSA Collaborative aligns with the focus area of preparing children and youth for life success because it serves as a success academy for students who may normally fall through the cracks. Unlike many programs which simply “close the gap,” SSA targets students who have potential, and equips, encourages, and mentors them through these most crucial, transitional years between elementary and high school. Youth development represents the heart of the model combined with addressing family dynamics in weekly summer parent meetings and services. SSA measures the outcomes of grades, attendance, and behavior, all research based indicators as measures of student success. Participating students will develop the character, confidence, knowledge, and skills to make wise choices and eventually graduate from high school. In addition to academic competence, SSA adds life skills training through the proven curriculum of *The 7 Habits of Highly Effective Teens* by Sean Covey. Developing lifelong learners and leaders within their peer groups identifies another goal of the program. During the years students are monitored, they receive a clear message that they will be successful, they have great potential, and school represents the key to that success. This holistic intervention combines the personal support of the community-based sites and close communication with follow-up between parents and schools.

Hand in hand with student services, the SSA Collaborative developed and refined the parenting component of the program over the last two years. Mandatory parent training seminars offer SSA parents excellent information presented by certified instructors of the Nurturing Program published by Dr. Stephan Bavlok and overseen by Dr. Lessie Bass of the Intergenerational Community Center. The parent meetings accomplish the sensitive task of “reparenting the parent” within an atmosphere of mutual respect and acceptance. Weekly meetings reinforce some of the same skills the students learn and strengthen parental support for the program. This additive encourages a nurturing, stable environment for the youth in the SSA program.

With intensive summer SSA services, medium to high at-risk students, primarily from poverty (72%), will improve their math and communications skills, complete a service-learning project in the community, participate in exercise and physical activity, learn team skills, and develop leadership characteristics. Students’ commitment to learning will increase as we provide academic support and social skills support for the at-risk students throughout the school year. The SSA Coordinator and Pitt County School Counselors will monitor students’ academic progress, attendance, and behavior by meeting with students monthly. Activities and events designed to build strong relationships with students and their parents will be scheduled during the year and on teacher workdays by the SSA Coordinator who oversees all aspects of the program. The Greenville Police Department will provide “Fun Fridays” for students during the summer program which encourages positive relationships with the police and discourages at-risk behaviors. We hope to establish and evaluate this model for replication in communities that serve at-risk youth.

3. Support the need for this program with community specific data and indicate the source of the data.

Pitt County’s epidemic 38% ninth grade dropout rate requires an immediate call to action. Citizens identified this issue as a major priority in recent community focus groups and in the 2006 Chamber of Commerce Educational Summit with Judge Manning. Yet the “dropout decision” happens long before students enter high school and represents a gradual process of student disengagement which may begin as early as elementary school. With 519 Pitt County School dropouts in 2007, early targeted interventions, with committed collaboration among the school, public, nonprofit, and corporate agencies, must provide educational skills, social skills, and experiential opportunities for these at risk, disadvantaged youth. Although many programs strive to address this need, very few offer intensive summer academic training coupled with the yearlong support of the school system as the SSA program achieves. One of the strongest indicators of at-risk of dropping out is suspension from school and this program proactively seeks to decrease this trend.

Studies indicate that sixth grade students with a risk factor of low academic performance, poor school attendance, or undisciplined behavior have only a 20% chance of graduating from high school, and therefore we chose to target students entering the 6th grade. Research by Neild, Balfanz, and Herzog in Boston and Philadelphia revealed that early warning signs such as failing math and reading in 6th grade represent students “metaphorically waving their hands and asking for help.” (“An Early Warning System,” *Educational Leadership*, 2007) Several best practices they recommend include intervening in middle school years, tracking and early targeting of at-risk students, creating tiers of interventions, and engaging students in stimulating activities. Thus, the purpose of SSA is to demonstrate that at-risk students can become successful when provided encouragement, enrichment, and POSTER (Provide Ongoing Significant Transitional Educational Relationships) during this challenging pubescent phase in their lives. SSA Collaborative represents a prototype middle school/high school model to keep our at risk students in school.

Furthermore, increased graduation rates will expand the county’s economic base, lower the crime rate, decrease social services programs, and reduce poverty. By providing early intervention now, we will ensure that students graduate from high school and become productive and successful citizens in our community.

4. What population(s) will this program serve? Estimate the number of individuals to be served during the program funding cycle.

Medium to high-risk students will be referred to this dropout intervention program by fifth grade PCS teachers. A list of indicators including grades, attendance, behavior referrals, economic need, and social factors will be provided to teachers, who best know student needs. We anticipate serving up to 300 at-risk rising 6th grade students during the 2009-2011 funding cycle, in addition to the 161 students already being served, for a total of approximately 461 students. According to the composite data collected and provided to the PCS Director of Food Services, 72% of the students currently served live in poverty. (Based on free/reduced student lunch status: 63.5 % free and 8.2% reduced)

Unlike some programs which only serve high-risk students, SSA participants may be doing academically average work, but may need additional support in other areas and have the potential to do very well academically in school. Most students targeted will be first generation college students and may not have a strong support system in place. By insuring success for these students as early as 6th grade, we avoid more severe, drastic, and costly interventions later.

5. How will services be delivered?

The two main components of the SSA Collaborative include a seven week Summer Significance Academy combined with a yearlong follow-up support program. Services will be delivered by Pitt County School employees including: the Executive Director of Student Services, the SSA Coordinator, and PCS Counselors; four non-profit agencies including: STRIVE, Building Hope Community Life Center, the Intergenerational Community Center, the Boys and Girls Clubs of Pitt County; the Sheriff's Department, and the Greenville Police Department for coordinated efforts and increased impact.

The intensive seven week summer dropout intervention program will serve at risk youth beginning middle school and will focus on helping them to improve their math and reading academic studies, as well as handling the many daily challenges they face. Four non-profit agencies will host the SSA program Monday-Friday from 8:30am-4:00pm. Pitt County Schools will provide bus transportation for students to and from the various SSA sites. By building positive student relationships in small, personalized settings that meet individual student needs, we will catch these students before they become alienated and disengaged in school to the point where they eventually drop out of school. Many of the summer faculty and staff will be returning for their third year of service which will provide curriculum expertise and experience, in addition to continuity for the collaborative.

During the school year, the SSA Coordinator supports the cohorts by meeting with the students at their respective schools and hosting special events to foster building relationships and to celebrate accomplishments. This component of the program provides support and opportunities for the students and their families. Furthermore, this approach will increase students' and parents' positive perceptions of the school environment since many of the activities will be held on school campuses. Early warning signs such as low grades, excessive absences, and family issues will be addressed throughout the year by the coordinator, school personnel, and staff at the individual sites that host the summer programs.

6 .Collaboration/Coordination of Services

Are there other programs in the community that serve similar target populations or provide similar services?

This prototype represents a unique collaboration in Pitt County, as well as nationally, that may be replicated with similar success.

- No other summer academy offers the potential to serve so many students in such a close relationship with PCS. Commitment and dedication to the SSA program provided by Superintendent Reep contributes greatly to the success of the program. All other organizations offer summer programs for youth; however there is no program offering an academic component.

How will you coordinate your program with other agencies or services so that resources are maximized and duplication is minimized?

- All non-profit sites provide as much as a 25-50% match of in-kind and overhead expenses to the program including staff, supplies, heating/cooling and electricity.
- By working with ECU in the data collection and evaluation component, we have access to highly qualified research expertise in Dr. Mark L'Esperance and a graduate assistant who provides 7 hours for data collection per week.
- By collaborating with Pitt County Schools, four non-profit agencies, and the Greenville Police Department, many facilities and resources will be available to the SSA students.
- Since PCS serve lunch at various school sites, we will provide free lunches to all students during the summer
- Bus transportation will be provided by the PCS yellow buses as part of the grant funding

Please be specific and describe the role of each agency or service in this collaborative effort.

- The Pitt County Schools will employ the SSA Coordinator/Assistant Coordinator to coordinate program operations. The SSA Coordinator will provide professional development to the Lead Teachers and Assistants employed by the non-profit agencies.
- The Pitt County Schools will provide school facilities for two of the summer sites. The Boys and Girls Club SSA site was at Farmville Middle School last year and the STRIVE site was held at Wellcome Middle School. We anticipate using these sites again this summer.
- The Intergenerational Community Center will operate a SSA site from their facility on 5th Street in Greenville, NC.
- The Building Hope Community Life Center will operate a SSA site at their facility on 10th Street in Greenville, NC.
- The four non-profit organizations will hire SSA Lead Teachers to provide direct student services during the summer programs.
- Greenville Police Department will provide police officers for "Fun Fridays" during the summer program.
- Pitt County Educational Foundation will oversee all finances and will serve as the fiduciary for grant funding.
- The SSA Collaborative represents the first phase of a countywide middle school collaborative that seeks to unite resources of several providers.
- Each agency participating in the SSA sits on a board to discuss governance and program development. The agencies enroll 40% of the SSA participants in one of their after-school supplemental programs during the school year.
- Evaluation oversight will be collected by the SSA Coordinator, Pitt County School Counselors, and an ECU Graduate Assistant in the areas of: academics, nine week grades and EOG reading/math scores, behaviors, out of school suspensions/expulsions, and attendance. An ECU Professor, acting independently, will review the local evaluation activities to ensure program quality.

7. Is this program modeled on a successful program somewhere else? If so, please elaborate.

As far as we know, the Summer Significance Academy Collaborative model represents the first successful model incorporating such a wide-reaching collaboration of service providers who do not compete with one another. Research of replicated dropout prevention programs monitor students' academic progress, attendance, and behaviors; therefore that data will be collected and monitored for the SSA program.

Current Status

According to educator Henry M. Levin, at-risk students in elementary schools “gain only about 7 months for each 10 month academic year. By 6th grade they are 2 years behind grade level, and by 12th grade they are 4 years behind grade level, if they stay in school that long.” Yet our current results reveal that the SSA students: achieved a “C” average in both math and reading; attended school above the control group average; and decreased the number of disciplinary referrals and suspensions.

Academic Progress			
2007		2008 (1 st nine weeks)	
Math	Reading	Math	Reading
77.29%	79.70%	81%	79%

Attendance Rates	
2007 (120 Days)	2008 (1 st nine weeks)
97.21% (86 SSA graduates)	96% (72 SSA students)
95.75% (69 control group students)	97% (30 SSA students)
	≤97% (54 SSA students)
	≤65% (65 SSA students)

Discipline (Office Referral Reductions)	
2007 (120 Days)	2008 (1 st nine weeks)
86.05% (86 SSA graduates)	100% (29 SSA students w/ prior suspensions)
66.18% (69 control group students)	71% (SSA graduates w/ no previous suspensions)

Include a Budget Narrative. Detail per line item how funds will be used. (Refer to the budget form on page 20 for line items). Describe your plans for leveraging other resources and becoming self-sustaining.

The Summer Significance Academy Collaborative requests funding from the United Way to support the Summer Significance Academy Collaborative which addresses youth development and parent/family dynamics. The expenses for the collaborative include:

21 Salaries – Four Lead Teachers will be hired for eight weeks (seven weeks each summer with students and one week for professional development, planning, and assessment of students/programs) at each summer site: STRIVE, IGC, BGPC, and BHCLC at a cost of \$32,000. At each of the four sites housing at least 25 students, three Teacher Assistants will be hired each summer for a total of twelve positions for seven weeks at a total cost of \$30,720. A Summer Liaison/Mentor will be hired for seven weeks during the summer to individually mentor students, provide clerical record-keeping services, and assist as needed at the individual sites for a cost of \$5,600.

23 Payroll Taxes – Payroll taxes for the Lead Teachers and Teacher Assistants at the four sites during the summer will cost \$5,330.

24 Professional Fees and Contracts – A yearlong SSA Coordinator, contracted for \$50,000, and SSA Assistant Coordinator, contracted for \$48,000 will be hired to oversee the program throughout the year. As we add a third cohort of students in 2009, the additional assistant coordinator will be needed to assist the coordinator in: providing leadership in the development, implementation, and evaluation of the summer program; developing and implementing yearlong activities and programs for SSA students and their families; collecting data for monitoring and reporting SSA student progress; meeting with all SSA cohorts during the school year on a monthly basis meeting with partner agencies and law enforcement officials to improve the SSA program and better meet SSA student needs; planning and providing professional development sessions and training for SSA staff; promoting the SSA Collaborative through presentations, workshops, literature, and the media; assisting SSA Collaborative partners in identifying and writing grant proposals to support the model; performing other duties as assigned by the SSA Collaborative Advisory Team and Executive Director of Student Services. We will contract with the Greenville Police Department for fifteen police officers to spearhead “fun Fridays” for SSA students who exhibit appropriate positive behaviors each week for a total cost of \$25,200.

25 Supplies - Student supplies necessary for SSA Collaborative summer programs at four sites include consumable materials, *7 Habits of Highly Effective Teens* books, copier costs, student backpacks, paper, etc. for cost of \$10,000.

34 Travel - Transportation costs to and from the SSA Collaborative summer sites, “Fun Friday” Field Trip events, and transportation to and from summer lunch feeding programs, and other local outings will cost \$80,000 based on current gas prices.

37 Specific Assistance to Individuals – Snacks for the SSA Collaborative students will be provided daily during the summer at a cost of \$3,500; and PAL T-shirts will be provided for each participant at a cost of \$2,000. Meals for 6th grade students and their parents will be provided for a fall event at a cost of \$1,500.

40 Special Events – Special events and school year outings (2) held on teacher workdays will be planned for the 100 SSA 6th graders at a cost of \$1,000; and special events (2) for 161 7th and 8th grade SSA students for a cost of \$1,610.

41 In-Kind Expenses - Lunches for all 100 summer SSA participants will be provided by the PCS Summer Feeding program at a cost of \$2.00 per meal totaling \$7,000 . Costs for housing the SSA Collaborative summer programs at Wellcome Middle, Farmville Middle, Building Hope CLC, and the Intergenerational Center will cost \$50 per hour for classroom space/custodial assistance for seven weeks totaling \$7,000. PCS will provide one office space at Gateway Center annually for the SSA Coordinator and SSA Assistant Coordinator to share for a cost of \$4,800.

Future Plans for Sustainability

In an effort to sustain the program, future plans include the creation of a SSA Collaborative Endowment Fund that provides assistance permanently paid for with the revenue of the endowment fund. Ideally the earned income will perpetually support the program in the future; therefore the SSA Collaborative will have more stability and can move from focusing on the financial trap of annually scrambling to secure funding. We realize that initially the endowment endeavor will be in addition to securing corporate donations and grants. This need-based, youth development endowment fund will seek financial support from both private and corporate donors. We believe donors will like the idea that we plan to be around for a long time and their gift will keep on giving well into the future. Fervently we will work to secure new corporate sponsors, civic organization sponsors, United Way support, and individual private donors to assist in this proactive dropout prevention model program.

Our campaign approach: It's an investment in the future ... the future of' Pitt County. It's also a gift ... a never ending promise made by you to your children and grandchildren in support of your community. The truth is that your passion exists where someone has made a difference in your life. Help future generations experience the passion that made a positive impact on your life! Endow your passion and make a contribution to the SSA Collaborative Endowment Fund.

Program Logic Model

Agency - Pitt County Educational Foundation/SSA

Program - Summer Significance Academy Collaborative

Inputs	Activities	Outputs	Initial	Intermediate	Long-term
<p>1.SSA staff, facilities, supplies, professional development training, parent training, SSA Transportation</p> <p>2.Yearlong support and monitoring of all SSA students</p>	<p>1.Reading – Literature Circles, Math concepts, service – learning projects, 7 <i>Habits of Highly Effective Teens</i>, Fun Fridays, weekly parent meetings; Transport SSA students to SSA sites each morning, transport SSA students home each afternoon</p> <p>2. Monthly sessions held with SSA students, luncheon for students and parents, Movie Day, Sports Day held on Teacher Workdays, scheduled tutorial sessions</p>	<p>- # of students enrolled in SSA, # of students who graduate from SSA; # of students who attend SSA daily</p> <p>- # of students who attend monthly sessions, # of students/parents who attend scheduled support events, # of students who receive tutorial services</p>	<p>1.Students will attend SSA Collaborative</p> <p>2.Students will demonstrate positive behavior during the SSA summer session</p> <p>3.Parents will become more involved in their children’s education</p>	<p>1.Students will successfully complete 6th grade</p> <p>2. Students will successfully complete 7th grade</p> <p>3.Students will successfully complete middle school and matriculate to high school</p>	<p>1 SSA Collaborative graduates will graduate from high school</p>

Outcomes: Initial, Intermediate, & Long Term		Indicators (What is being measured?)	Indicators (What is being measured?)	<i>Please attach a copy of the outcome measurement tool (i.e. survey, questionnaire, test, etc.)</i>		Data Collection Method (How & when do you collect data?)

<p style="text-align: center;"><u>Outcomes:</u> <u>Initial, Intermediate, &</u> <u>Long-Term</u></p>	<p style="text-align: center;"><u>Indicators</u></p>	<p style="text-align: center;"><u>Measurement Source</u></p>	<p style="text-align: center;"><u>Data Collection Method</u></p>
<p><u>INITIAL</u></p>			
<p>1. Students will attend SSA Collaborative</p>	<p>1.95% of SSA students will attend at least 90% of the daily summer sessions</p>	<p>1.Attendance documented at each SSA Collaborative site</p>	<p>1.Collect attendance data from each SSA Collaborative site</p>
<p>2. Students will demonstrate positive behavior during the SSA summer sessions</p>	<p>2.85% of SSA students will participate in “ Fun Friday” field trips which recognize and reinforce appropriate positive behaviors students demonstrate during the week</p>	<p>2.Attendance documented at each SSA site for the “Fun Friday” events</p>	<p>2.Collect attendance documentation for the “Fun Friday” events</p>
<p>3. Parents will become more involved in their children’s education</p>	<p>3. At least 80% of the SSA parents will achieve the parent participation requirement of attending four of the six sessions</p>	<p>3. Attendance sign-in rosters provided for parents attending each session</p>	<p>3. Collect attendance sign-in sheets from the four SSA sites</p>

INTERMEDIATE

1.Students will be promoted to 7th grade

1.100% of the SSA students will successfully complete 6th grade
a. Composite nine week core subject grade averages in math and reading will be a “C” or better
b. 85% will be proficient in math and reading as evidenced by the EOG test scores

1 a.Quarterly Report Cards

1 a. Download nine week Report Cards from 13 middle schools through SIMS data files submitted by schools
1 b. Compile EOG test results in June of each year

2. Students will be promoted to 8th grade

2.100% of the SSA students will successfully complete 7th grade
a. Composite nine week core subject grade averages in math and reading will be a “C” or better
b. 85% will be proficient in math and reading as evidenced by the EOG test scores

1 b. EOG math and reading state assessments

2 a.Quarterly Report Cards

2 a. Download nine week Report Cards from 13 middle schools through SIMS data files submitted by schools
2 b. Compile EOG test results in June of each year

3. Students will be promoted to high school

3.100% of the SSA students will successfully complete middle school and matriculate to high school
a. Composite nine week core subject grade averages in math and reading will be a “C” or better
b. 85% will be proficient in math and reading as evidenced by the EOG test scores

2 b. EOG math and reading state assessments

3 a.Quarterly Report Cards

3 a. Download nine week Report Cards from 13 middle schools through SIMS data files submitted by schools
3 b. Compile EOG test results in June of each year

4. Middle school students will exhibit positive behavior on campus

4.98% of the SSA students’ will not receive referrals for short term suspensions, long term suspensions, or expulsions

3 b. EOG math and reading state assessments

4.Fulcrum web-based behavior software program

4. Collect data every nine weeks by logging in as a PCS Fulcrum administrator and entering SSA student IDs

5. Middle school students will attend school regularly.

5.SSA students will miss no more than three days of school per nine weeks grading periods

5.SIMS/NCWISE web-based student management software available 2/09

5.Collect attendance data recorded on nine weeks Report Cards

LONG TERM

1. SSA students will graduate from high school.

1. 95% of the SSA students will graduate from high school

1. PCS graduation reports submitted by the six high school guidance counselors

1. Collect data from the graduation reports submitted to the PCS Executive Director of Student Services

PROGRAM NAME: **Calendar Year:**
Summer Significance
Academy Collaborative
(Agency and program the same)

	<u>Agency 2008 Actual</u>	<u>Agency 2009 Budget</u>	<u>Program 2008 Actual</u>	<u>Program 2009 Budget</u>	
REVENUE					
1	United Way of Pitt County	NA	NA	\$80,000	\$80,000
2	Other United Ways				
3	Other Foundation Grant 1			\$100,000	\$100,000
4	Other Foundation Grant 2				
5	Other Foundation Grant 3				
6	Contributions				
7	State Revenue/ (Gang Grant)			\$20,000	\$20,000
8	Federal Revenue/Grants				
9	County Revenue/Grants				
10	City Revenue/Grants				
11	Special Events/Fundraiser/Sales to Public				
12	Membership Dues				
13	Program Service Fees				
14	Administrative/Contract Fees				
15	Investment Income				
16	Legacies and Bequests				
17	Inter-Fund Transfer				
18	In-Kind			\$18,800	\$18,800
19	Miscellaneous (explain)				
<hr/>					
20	TOTAL	NA	NA	\$218,800	\$218,000
EXPENSES					
21	Salaries			\$ 70,000	\$70,000
22	Employee Benefits				
23	Payroll Taxes			\$ 5,000	\$ 5,000
24	Professional Fees & Contracts			\$ 50,000	\$50,000
25	Supplies			\$ 5,000	\$ 5,000
26	Telephone				
27	Postage & Shipping				
28	Occupancy(Building and Grounds)				
29	Utilities (power, water, etc)				
30	Insurance				
31	Property and Equipment				

32	Rental & Maintenance of Equipment				
33	Printing and Promotional				
34	Local Travel		\$ 70,000		\$ 70,000
35	Local Meetings				
36	Conferences, Conventions and Meetings				
37	Specific Assistance to Individuals				
38	Payment/Dues to Affiliated Organization				
39	Membership Dues				
40	Special Events/Fundraiser/Sales to Public				
41	In-Kind (Lunches, Rent for classrooms and office)		\$ 18,800		\$ 18,800
42	Miscellaneous (explain)				
43	TOTAL		0	0	\$218,800
44	AGENCY SURPLUS/(DEFICIT)		0	0	0

Total agency budget \$218,000

What percentage is this program budget of the total agency budget?

100% - The agency and the program are one in the same with regard to budget

Budget Narrative (2009 – 2010)

Revenue

1	United Way of Pitt County	\$ 200,000	Money allocated to you from this United Way
2	Other United Ways		Money allocated or paid to you directly from other United Ways
3	Other Foundation Grant 1	\$ 100,000	From private or corporate foundations PENDING
4	Other Foundation Grant 2		From private or corporate foundations
5	Other Foundation Grant 3		From private or corporate foundations
6	Contributions		From individuals or organizations
7	State Revenue / Gang Grant	\$ 7,788	From the state PENDING
8	Federal Revenue/Grants		From the federal government
9	County Revenue / Grants		From the county
10	City Revenue / Grants		From the city
11	Special Events/Fundraiser/Sales to Public		Gross of expenses from the event Such as dinners, dances, bazaars, cookie, candy, and yard sales
12	Membership Dues		Amounts received from individuals or organizations
13	Program Service Fees		Paid by client or from non-governmental third parties for services rendered.
14	Administrative / Contract Fees		Any payment in return for agency's professional services
15	Investment Income		Earned income from securities held for long and short term investments such as from real estate, interest, and dividends
16	Legacies / Bequests		Received from wills or estates
17	Inter-Fund Transfer		From multi-year grant that is held as restricted till used or from a reserve or other board restricted fund

18	In Kind Support Lunches (100) Rent (4 sites)	\$ 18,800	Value of donated goods or services such as free rent, or donated food, or donated time. Do not count your volunteers time
19	Miscellaneous		Items not listed above and please explain
20	Total	\$326,588	Sum of all the above revenue

Expenses

21	Salaries	\$ 78,320	Wages earned by employees (full or part-time), and temporary employees, other than consultants
22	Employee Benefits		Amounts paid and accrued by an employee. Such as health insurance, workman's comp., retirement, life insurance
23	Payroll Taxes	\$6,658	Taxes paid under federal, state, or local laws. Such as FICA (employer's share) Unemployment
24	Professional Fees and Contract	\$123,200	Contract labor, Audit fees, Solicitation License, consultants, Legal fees
25	Supplies	\$ 10,000	Office and program
26	Telephone		Local, long distance, cell, internet, pagers
27	Postage and Shipping		Stamps, shipping fees, freight
28	Occupancy (Building and Grounds)		Maintenance, insurance (contents and general liability) mortgage rent and janitorial
29	Utilities		Electricity, heat, water
30	Insurance		Bonding, liability, directors and officers
31	Property and Equipment		Computers, office equipment, software
32	Rental and Maintenance of Equipment		Office equipment, computers, rentals and maintenance software maintenance, agency owned vehicles, fire ext.
33	Printing and Promotional Local Travel PCS buses used		Brochures, annual reports, flyers, radio, TV, newspapers
34	to transport SSA students)	\$ 80,000	Mileage expense for local driving, gas for agency owned vehicles
35	Local Meetings		Food, room rental, and beverages for local meeting and events
36	Conferences, Conventions, Meetings		Travel and lodging and tuition for out of town events
37	Specific Assistance to Individuals		Cost to the agency of assistance or services for a particular client, including assistance rendered by others at the expense of
	Snacks	\$ 3,500	
	Meals w/families	\$ 1,500	the agency. This includes: medical, dental, hospital fees and charges, homemaker services, Client and patient travel, food, shelter, clothing, and individual camperships
	T-shirts	\$ 2,000	
38	Payment / Dues to Affiliated Organizations		Dues paid to national / regional/ statewide organizations
39	Membership Dues Special Events/Fundraisers/Sales to Public		Dues paid to professional associations
40		\$ 2,610	Expenses incurred during these types of events
41	In-Kind Expense	\$ 18,800	The costs of donated goods and services. Should equal line 18.
42	Miscellaneous		Items not listed above and please explain
43	Total	\$ 326,588	Sum of the above expenses

Budget Narrative (2010 – 2011)

Revenue

1	United Way of Pitt County	\$200,000	Money allocated to you from this United Way
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6	Contributions		From individuals or organizations
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