**S. D. Bechtel, Jr. Foundation Proposal**

**Foundation for California Community Colleges**

**California AfterSchool Network Transition**

**Executive Summary**

The California AfterSchool Network (CAN) was established in 2005 as part of a national network of state organizations to provide a structure for influencing state after school efforts and ensuring program quality. For the past decade, a Center within the School of Education at University of California, Davis (UC Davis) assumed the role of fiscal agent for CAN. As a result of recent policy changes at UC Davis that resulted in time-consuming restrictions and reduced flexibility for its leadership, CAN’s Executive Committee and Leadership Team decided to explore its options for a new fiscal home, and a fiscal sponsor specifically. Following a three-month search process, CAN’s Executive Committee selected the Foundation for California Community Colleges (FCCC) in April 2015.

Given the scope and importance of CAN’s work to out-of-school time (OST) programs across California, the Executive Committee also determined that such a transition would be extremely challenging for the existing staff to manage while maintaining on-going work on contract deliverables for 2014-15. In addition, CAN is currently without a permanent Executive Director and has an existing staff member serving as Interim Director, as appointed by UC Davis. CAN’s Leadership Team would like to contract with a Transition Project Manager (TPM) who would assist with the following:

1. The details of transitioning to a new fiscal sponsor;
2. The hiring of a permanent Executive Director; and
3. Managing proposal development and contract negotiations for fiscal year 2015-16.

The role of the TPM would allow the current staff (Interim Director, support and clerical staff) to focus on completing its contract deliverables to the California Department of Education (CDE), as well as provide ongoing support for CAN’s website, active committees, and communication to the field.

The California AfterSchool Network requests core operating support from the S. D. Bechtel, Jr. Foundation to 1) maintain CAN’s current operations from June through December 2015, and 2) employ a part-time Transition Project Manager as a consultant during that time and a full–time staff position for the period of July 1 to October 31, 2015. These positions will support the CAN Leadership Team and continue the core work of CAN through this transition.

**Proposal Narrative: California AfterSchool Network Transition**

What are your organization’s mission, vision and long-term goals?

What are your key objectives over the period of this grant?

**Background**

In 2005, the California AfterSchool Network (CAN) was established through a grant from the Charles Stewart Mott (C.S. Mott) Foundation. CAN was founded by a group of California after school stakeholders who held the common belief that a statewide “network” represented an effective organizational structure to achieve the scale and scope necessary to influence state after school efforts for ensuring program quality. It was widely believed by the founding Leadership Team that: networks can play an important role in identifying promising strategies and courses of action and disseminating those strategies and practices to public and private organizations; networks can be a powerful way to share field and program expertise with state agencies; networks can help inform public and private philanthropy investments in after school learning strategies; and that networks provide a vehicle for participants to communicate, exchange information, and learn from one another’s experiences. The founding of CAN also corresponded with the rapid scale-up and implementation of California’s After School Education and Safety (ASES) program made possible with funding through Proposition 49 along with the expansion of the C.S. Mott Foundation’s national after school networks initiative.

**CAN’s Mission and Purpose**

The mission of the California AfterSchool Network is to provide expanded learning practitioners, advocates, and community members with the resources and tools necessary to build high-quality out-of-school time programs in California. CAN’s purpose is to convene stakeholders for consensus building and collective action, communicate with the expanded learning field and amplify their needs to state policy makers and state agencies, and disseminate quality practices and new policies that serve to strengthen expanded learning opportunities for students.

In June 2013, CAN released its new strategic plan, which identified five strategic priority areas to focus its work over the next three years. CAN’s renewed strategic direction sets forth the criteria by which to assess new opportunities and needs of the field according to how closely they correspond to the following goal areas:

***Goal 1.*** **Program Quality**: CAN is a trusted resource for expanded learning programs.

***Goal 2.* Leadership Development:** CAN identifies and develops resources that support emerging leaders throughout the expanded learning system.

***Goal 3.*** **K-16 Partnership and Collaboration**: CAN is an integral partner in the success of the K-16 system, creating and facilitating partnerships and collaboration among stakeholders that support positive child and youth outcomes.

***Goal 4.*** **Influence and Inform**: CAN influences and informs the decisions of stakeholders by serving as a bridge between the expanded learning field and policy makers to improve quality and impact the academic, social, and emotional developmental experiences of children and youth.

***Goal 5.*** **Funding and Sustainability**: CAN researches, competes for and secures funding for its projects and operations from a diverse array of public and private funding organizations. CAN engages in projects and pursues funding that directly supports its mission, vision, and purpose.

**Key Grant Objectives**

Core operating support from the S. D. Bechtel, Jr. Foundation would support CAN during its transition to a new fiscal sponsor to continue its ongoing activities and support personnel costs as it experiences a budget shortfall between grants and contracts – June through December 2015. Specific grant objectives include:

1. CAN will contract with a part-time Transition Project Manager (TPM) during that period to:
   1. Facilitate the physical transition of CAN’s office, electronic resources, and intellectual property from UC Davis to the Foundation for California Community Colleges;
   2. Oversee and support the hiring process of an Executive Director in collaboration with the Leadership Team;
   3. Secure ongoing funding support for CAN activities from its existing funders including several foundations and CDE; and
   4. Facilitate CAN Leadership Team activities to update CAN’s governance including the roles of CAN Leadership Team members, staff, and committees; begin the process of recruiting new Leadership Team members; developing the 2015-2016 Work Plan; and developing a two year organizational budget.

1. Support a program staff position from July 1 to October 31, 2015. This position will be responsible for CAN’s ongoing work and deliverables to CDE as well as the completion of CAN’s current Work Plan objectives.

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| **OBJECTIVE** | **TIMELINE** | **OUTCOME** |
| **Contract with a Transition Project Manager (TPM) to:** |  | * Signed Contract with TPM * Signed MOU with FCCC |
| 1. Facilitate the physical transition of CAN’s office, electronic resources, and intellectual property from UC Davis to the Foundation for California Community Colleges | May – August | * Transitions completed to FCCC * Functioning website & communications * Signed agreements with CDE, UC Davis, and other partners establishing rights to intellectual property – print, electronic, etc. * Agreements between UC Davis REEd, CAN funders, and the CAN Leadership Team regarding the status or transfer of physical materials (computers, etc.) to FCCC. |
| 1. In consort with the Leadership Team, oversee and support the hiring of Executive Director. The new Executive Director would be responsible for the recruitment and hiring of any additional staff. | June – July | * Hiring process implemented for an Executive Director with support from the TPM. * Approval by Executive Committee * New ED employed |
| 1. Secure ongoing funding support for CAN activities from its existing funders including several foundations and CDE. | July - November | * Executive Committee and Leadership Team of CAN closely consulted to identify and pursue appropriate funding opportunities. * 2-3 grant proposals submitted, CDE contract is finalized |
| 1. Facilitate CAN Leadership Team activities to update CAN’s governance including the roles of CAN Leadership Team members, staff, and committees, and begin the process of new Leadership Team member recruitment. | June - November | * Leadership Team advises new roles for the Leadership Team (e.g., regarding fund development), staff, and committees. * CAN’s governance guidelines updated, and instantiated through a Leadership Team vote. * Leadership Team and Nominating Committee establish goals and process of new Leadership Team member recruitment. * TPM collaborates with CAN staff to begin the process of new Leadership Team recruitment. |
| **2. Secure funding for program staff position to support day-to-day operations, deliverables and maintain efforts around CAN Strategic Plan.** | July – October/  November | * Completion of CAN’s contract deliverables * CAN core activities – committee work, newsletter, website, etc. continue without interruption * Staff supports a seamless overall transition to new fiscal sponsor and completion of CAN Work Plan objectives through transition period * Staff supports Transition Project Manager with grant writing as needed * Collaboration with the CAN Leadership Team and TPM to develop a two year organizational budget, and position descriptions. |

**Transition to New Fiscal Home**

UC Davis has served in the role of CAN’s fiscal sponsor since October 2005, and in this capacity, established CAN’s vision, mission, Leadership Team, governance guidelines, funding support, and dedicated staff. Over the past year, CAN has increasingly faced a number of institutional challenges in connection with new contract language requirements, less flexibility in responding to shifts in staffing, and other policy/procedural changes (stemming from both the university and CAN’s funders) that have led to considerable delays in funding, constraints in scope of work modifications, and therefore completion of CAN deliverables. Coinciding with the recent spate of administrative hurdles, new strategic planning and organizational priorities have been charted by CAN’s current fiscal home, Resourcing Excellence in Education (REEd) at UC Davis. The After School Division at CDE, CAN’s largest funder, has also re-prioritized its institutional focus, more clearly defined its mission and vision, and reorganized staff and projects.

In response to these changes, CAN’s Leadership Team began discussing its contracting, funding, and administrative challenges and explored the possibility of a new fiscal sponsor at its September 2014 meeting. Discussions continued during CAN’s December 2014 Leadership Team meeting resulting in a decision to create a transition plan for moving to a new fiscal home. CAN’s Leadership Team outlined the time frame, process, outcomes, and deliverables of CAN’s activities from October 1, 2014 through June 30, 2015.

Since that time, CAN’s Executive Committee and Leadership Team have completed the selection process and selected the Foundation for California Community Colleges as its new fiscal sponsor. CAN’s Leadership Team and the Foundation for California Community Colleges have agreed to terms and will execute a fiscal sponsorship agreement by the end of May that will be effective immediately.

**Transition Project Manager**

It became increasingly apparent to the CAN Leadership Team that the transition to a new fiscal sponsor would bring many challenges that current staff and leadership had limited knowledge, time and expertise to address. Therefore, the Transition Project Manager’s scope of work will address these challenges.

Discussions will need to take place between UC Davis and each of CAN’s funders concerning appropriate content and materials that may need to transfer to the new fiscal sponsor. CAN’s list serve and database will need to be negotiated, as well as securing a new host for the CAN website. The Power of Discovery website will continue to be hosted by REEd at UC Davis through the end of August, at which time, it will either transfer to CDE (the initiative’s new home), or to the new fiscal sponsor. Additionally, a number of CAN documents and reports that have been developed collaboratively or contractually have been made available publicly on the website and through print media. The Transition Project Manager will lead discussions regarding the ownership of such materials as well as retention of any such products that are deemed university intellectual property, e.g., research briefs or reports with UC Davis authors. The Transition Project Manager will also facilitate a process by which CAN’s Leadership Team can reassess its roles and responsibilities, update CAN’s governance policies, and reinvigorate CAN’s Leadership Team’s working relationship with the new Fiscal Sponsor.

At the April 2015 Executive Committee/Leadership Team meeting, members agreed to seek support for a consulting Transition Project Manager who would augment the work of current staff, efficiently coordinate the national search for a new Executive Director, navigate a smooth transition to CAN’s new home at the Foundation for California Community Colleges, and transition leadership to a new Executive Director sustained by new contracted work and fiscal support. Please refer to the Transition Project Manager Scope of Work for specific goals, expectations, and timelines.

**CAN Core Activities**

During this transition time, staff will continue to support CAN’s core activities over a four-month funding period by providing meeting support for the seven working committees, Leadership Team, and Executive Committee. CAN staff will continue to facilitate monthly conference calls and webinars along with continuing the practice of recording and archiving all committee calls. On-going communications and stakeholder meetings will ensure continuation of service and support to after school programs, California’s after school intermediary organizations, and other key stakeholders. The primary steps and activities explicitly associated with the on-going core activities are also reflected in the attached scope of work. The CAN staff person will work to ensure that all core activities are accomplished. Working in tandem with the Transition Project Manager, CAN staff will support CAN’s core activities and fill gaps in capacity due to the loss of Program Coordinator and Administrative Assistant staff due to organizational transition.

1. What makes your organization/program(s) well-positioned to succeed?

The California AfterSchool Network has a clearly defined mission and a strategic plan to make it happen. Research shows that the success of expanded learning programs lies intrinsically in their quality and their ability to provide meaningful, tangible, hands-on experiences for children and youth. To that end, CAN developed its 2014-17 Strategic Plan, which includes its Core Values and Strategic Priorities, to focus its efforts. CAN works with regional, statewide, and national partners to define the elements of quality and look for and highlight examples of success. As a broker of expertise and resources, CAN seeks to foster the next generation of leaders in expanded learning (see CAN Strategic Plan attached).

CAN is one of nearly 50 established Mott Statewide Afterschool Networks. The Statewide Afterschool Networks receive ongoing funding from the C.S. Mott Foundation. The Mott Foundation is unwavering in its support for after school and has pledged to increase this investment over time. For its entire existence, CAN has leveraged Mott funding with a match from the California Department of Education After School Division (CDE-ASD). This match funding has grown significantly throughout the years as CAN’s partnership with the CDE-ASD has strengthened over time and funding from the CDE-ASD comprises the bulk of CAN’s funding. Leadership from the CDE-ASD have expressed that there is great value in partnering with CAN as a voice of the field and plans to continue this partnership. Additionally, CAN has previously engaged the Packard Foundation to implement a peer-to-peer mentoring program and leveraged additional funding from the C.S. Mott Foundation to implement a professional learning communities project. CAN is currently transitioning the three-year Power of Discovery: STEM2 initiative led by CAN with support from the S.D. Bechtel, Jr. Foundation, to the CDE-ASD.

CAN has an efficient organizational infrastructure that engages leading practitioners from the expanded learning field in California. CAN’s primary governing body is a 15-member appointed Leadership Team. This body is the primary decision-making body of the organization. The Leadership Team has empowered an Executive Committee, comprised of CAN’s working committee co-chairs, Leadership Team Co-chairs, Fiscal Sponsor representative, CDE representative, and the CAN Director, to make time-sensitive Leadership Team decisions between Leadership Team convenings. New members to the Leadership Team are appointed through a selection process conducted by CAN’s Nominating Committee and confirmed by a majority vote of the current Leadership Team. Leadership Team members are recruited for their representation as diverse California experts in the areas of after school programming, youth development, technical assistance, K-12 education, higher education, and child advocacy. All Leadership Team members are expected to be committed to the implementation of quality after school experiences for children and youth.

1. What challenges do you expect to encounter and how will you address them?

Several challenges will need to be addressed during the course of grant implementation and the transition to a new fiscal sponsor:

* Personnel: Securing/filling vacancies created by loss of current staff, the process of hiring a new Executive Director (ED), becoming familiar with new fiscal sponsor’s management policies & procedures.
* Technical: Issues may arise with the migration of electronic files, email client & website support, phone and cellular service for employees.
* Hardware and Equipment: Issues are arising in the negotiation of transfer of CAN’s physical materials including computers as the current fiscal agent is claiming ownership of materials purchased with CAN’s grant funds while under the leadership of UC Davis as fiscal agent. Therefore, CAN now needs to purchase the equipment necessary to implement its work.
* Work Distribution: Although the goals of this project and the role of the TPM are clearly defined, it will be important for the TPM, Interim Director, and CAN Leadership Team members to articulate the scope of work in the Transition Plan, work assignments of each stakeholder, and collaboratively monitor the completion of all deliverables.
* Changes in Leadership Team roles and responsibilities: As part of the transition to a new Fiscal Sponsor, the CAN Leadership Team will be examining and updating the roles and responsibilities of Leadership Team members and staff in the CAN governance structure. This may result in increased roles and responsibilities in decision-making, oversight, and fundraising for CAN activities. Such changes in organizational process and culture are never simple and may include unexpected challenges.

1. What partnerships do you have or will you develop to help ensure the success of your efforts?

The California AfterSchool Network’s purpose is to promote quality in expanded learning programs. Utilizing its unique and effective leadership and committee structure, CAN is a convener of the field and is able to facilitate a two-way flow of information between the field and policymakers so that policy is translated into practice. Ultimately CAN believes these efforts will bring greater coherence and professionalism to the field of expanded learning.

CAN’s Executive Committee, Leadership Team, and multiple workgroups engage practitioners in dialogue from hundreds of public, non-profit, and for-profit agencies from throughout California. It is supported by nationally recognized foundations and has made its presence known in national out-of-school-time conferences and forums. CAN continually seeks the involvement of organizations and individuals who support its vision for high quality expanded learning programs in California, and thrives on partnerships.

1. How will you evaluate your efforts? What indicators or metrics will you track and what methods will you use?

CAN has a highly transparent organizational structure that utilizes multiple layers of accountability, based on specific goals and deliverables. Be it contracted work with CDE, foundation-funded projects, or on-going workgroups and committees, all work is driven by measureable outcomes and/or project completion. CAN leadership formulates an annual work plan which includes deliverables for all on-going projects and contracted services, which is subject to ongoing review by the Executive Director with support from the Executive Committee. The CAN Executive Committee and Leadership Team will monitor completion of the established objectives for this grant (see Transition Work plan attached).

1. How will you sustain your organization/program(s) in the future, beyond requested support from the Foundation?

The Transition Project Manager will be responsible for securing financial support for ongoing CAN efforts. CAN’s fund development current plans are described below.

* CAN is seeking funding from the S.D. Bechtel, Jr. Foundation to support CAN’s transition. In addition, CAN has been invited to submit a letter of intent for a David & Lucile Packard Foundation Organizational Effectiveness Grant to support other transition-related activities.
* CAN is currently in discussions with the CDE-ASD about a contract that is projected to be about $500,000 from October 1, 2015 – July 30, 2015.
* For 2015 - 2018, CAN has been invited to submit a three-year proposal to the Charles Stewart Mott Foundation. This grant will support core activities of CAN at the level of 75,000 per year for three years. This funding will in part support the development of a work group of the CAN Leadership Team focused on funding and sustainability.

CAN has also begun efforts to increase the involvement of practitioners on established committees and workgroups, and is considering expanding that work to broaden impact in the expanded learning community. This expansion may open additional opportunities to pursue fiscal support from state, federal and private sources.

1. Bios of Key Staff/Personnel

The CAN Leadership Team has a selected a Transition Project Manager (Darci Smith) and will continue employing its Interim Director (Jeff Davis) to advance CAN’s work during this transition. See the resumes for both candidates attached separately.

**Required Attachments:**

* **Character Initiative Budget Template** 
  + See attached.
* **Current year organization-wide budget and year-to-date financial report** 
  + S.D. Bechtel, Jr. Foundation currently in possession of this information for CAN.
* **Financial reports/audits for three prior years, including management notes**
  + See attached FCCC audit reports.
* **Bios of key staff and their roles in proposed grant** 
  + See attached resumes.
* **List of Board of Directors with affiliations, and if relevant, any advisory boards**
  + See attached list of FCCC board members.
  + See attached CAN Leadership Team.
* **Most recent annual report** 
  + A recent annual report is unavailable at this time.
* **Strategic plan**
  + Please see attached FCCC strategic plan.
  + Please see attached CAN strategic plan.
* **Transition Work plan** - showing steps and stages, significant milestones, and timing
  + Please see attached transition work plan.
  + In addition, please see proposal from Darci Smith, attached

**IF AVAILABLE, PLEASE ALSO SUBMIT:**

* Theory of change and/or logic models for organization / program(s)
  + CAN does not currently have a logic model available, please see the CAN Strategic Plan.
* Recent organization / program evaluations
  + Can be provided upon request.
* Fundraising plan, including list of recent and current major funders to your organization - this would be helpful or at least address in the proposal sustainability section as to which funders you are counting on for next year and if you have ideas for additional funders to pursue.
  + See sustainability section above.