



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

# **Developing Capacity Building Plans**

Monthly Collaborative Meeting  
November 9, 2021

# Meeting Technical Details

- This information session is being recorded; the recording and PowerPoint will be available afterward.

**Have a question?**

Ask in the chat or unmute yourself

# Meeting Topics

1. Recap of Collaborative Work to Date
2. Collaborative Attendance Check
3. What is Capacity Building
4. Preparing for CTAC funding
5. Developing a Capacity Building Plan
  - a. Conducting a Self-Assessment
  - b. Identifying and Prioritizing Areas of Improvement
  - c. Creating your Capacity Building Plan
6. Measuring Progress
7. Questions?

# Recap Collaborative to Date

In September 2021, The Children's Trust of Alachua County (CTAC) announced the start of the Youth Development Capacity Building Collaborative and opened applications to any eligible out-of-school time (OST) providers serving children in grades K to 12th in Alachua County to participate in the collaborative. The goal of the collaborative is to enhance OST provider's organizational capacity and strengthen the OST system across Alachua County by:

- Providing access to free training in key areas to improve organizational capacity
- Supporting providers with capacity building and implementation support
- Convening OST providers around best practices and coordination of services

In October of 2021, CTAC hosted free trainings for collaborative members. The goal of the trainings was to equip providers with the foundational knowledge needed to develop and implement a capacity building plan. These trainings included:

- October 13th - Youth Development Collaborative Overview and Doing Business with the Trust
- October 18th - Florida Afterschool Network Training
- October 20th - Early Learning Coalition School Readiness (Only required for providers serving elementary-age children)
- October 27th - DCF Licensing (Only required for providers serving elementary-age children in afterschool who do not currently have DCF license or exemption)
- November 4th - Florida Afterschool Network Training Part 2

**Website link:**

# Convening Power

The purpose of the YD Collaborative is to convene various OST providers, leverage their experiences and expertise, and support program improvement through individual and group capacity building.

- Effective capacity building efforts recognize that providers should be the starting point for change and therefore involves them in building and shaping their own capacity building effort.
- Individually, providers may face various challenges that hinder their ability to make major organizational improvements on their own.
- Providers significantly benefit when they are in situations with others that have the same needs and are at similar stages of development. This allows providers to benchmark themselves with other organizations, identify their own gaps and drive their own growth.

# Collaborative Attendance Check



[https://bit.ly/YDCBC\\_Tracker](https://bit.ly/YDCBC_Tracker)

# What is Capacity Building?

**“Capacity building is whatever is needed to bring an organization to the next level of operational, programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future. Capacity building is not a one-time effort to improve short-term effectiveness, but a continuous improvement strategy toward the creation of a sustainable and effective organization.”**

- *Council of Nonprofits*

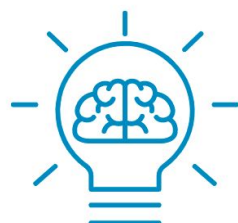
When capacity building is successful, it strengthens an organization's ability to fulfil its mission over time, thereby enhancing their ability to have a positive impact on lives and communities.



TRAINING



LEARN



KNOWLEDGE



SKILLS



COACHING



SUPPORT



DEVELOPMENT

# Capacity Building Plan



Utilizing the standards for quality OST programs provided by the Florida Afterschool Network, providers will complete a capacity building plan. The standards provide a framework for the development of a caring, dynamic, stimulating, and safe OST environment for children and youth.

The capacity building plan includes the following standards:

1. Administration and Organization
2. Program Management and Staff
3. Communication and Interaction
4. Program Structure and Activities
5. Health, Safety and Nutrition
6. Program Environment
7. Family and Community Involvement
8. System Building

Providers will complete a self-assessment of their current organizational capacity and identify and prioritize between 5 to 10 standards to focus their capacity building goals and deliverables.



# The intent of the capacity building plan is to support organizations ability to meet or exceed the following CTAC existing requirements for OST programming.



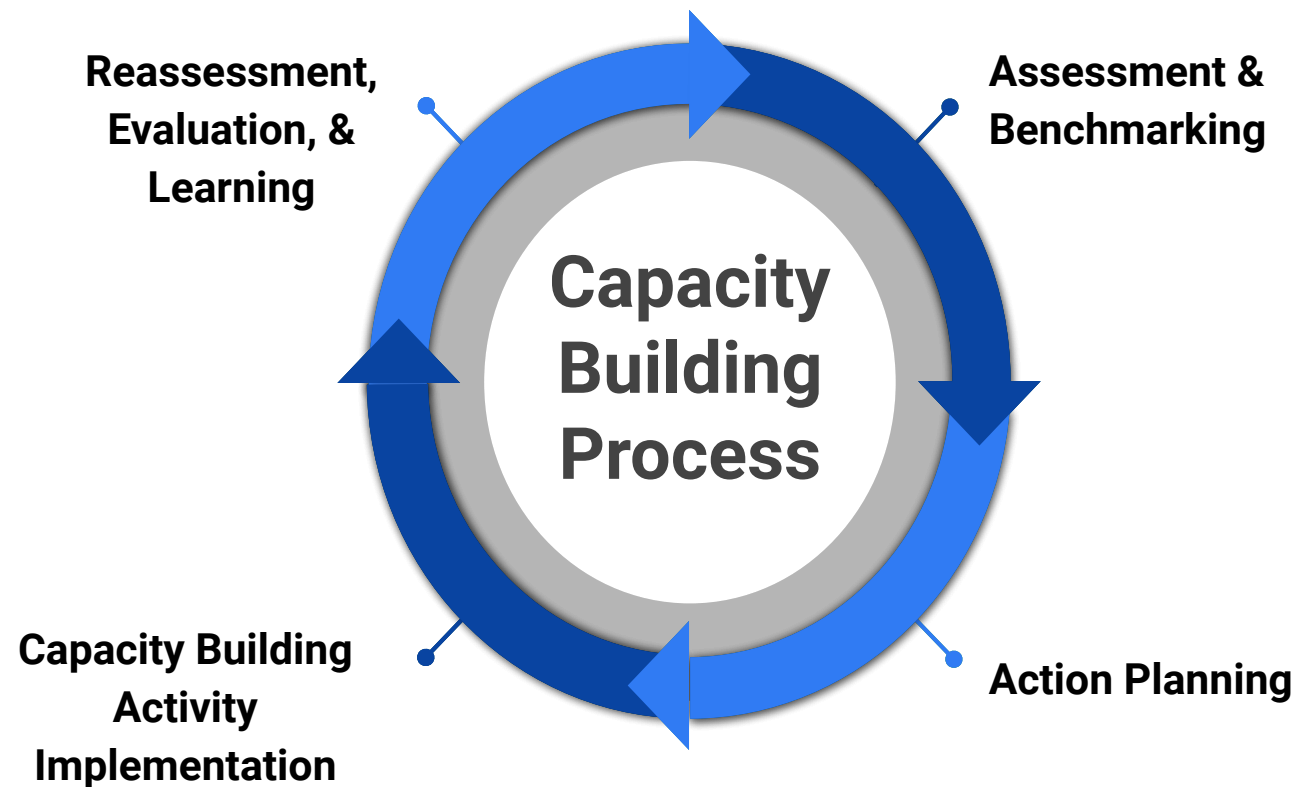
## After School program minimum requirements:

- Implement programming that serves children with creative and enriching programming
- Programming is offered 4 days week, with at least 1.5 hours of programming per day throughout school year
- Programs employ highly qualified staff members capable of developing strong, positive relationships with youth participants.
- Sites are safe and enriching environments and have an active and/or exempt DCF license
- Each program has at least one staff member available onsite trained in first aid and infant and child cardiopulmonary resuscitation (CPR) procedures
- Minimum staff ratios are 1:20 and all staff have Level 2 background screenings.
- Programs have an assigned program director responsible to managing and implementing programs and coordinating with CTAC staff
- Serve low-income children that reside in Alachua County

## Summer program minimum requirements:

- Implement programming that serves children with creative and enriching programming
- Programming is offered to meet the needs of children and parents during summer months
- Programs employ highly qualified staff members capable of developing strong, positive relationships with youth participants.
- Sites are safe and enriching environments
- Each program has at least one staff member available onsite trained in first aid and infant and child cardiopulmonary resuscitation (CPR) procedures
- Minimum staff ratios are 1:20 and all staff have Level 2 background screenings
- Serve low-income children that reside in Alachua County

# Developing Your Capacity Building Plan



# Capacity Building Process

1. **Assessment and Benchmarking:** The Florida Standards for Quality Afterschool Programs define the core principles and best practices that lead to the delivery of quality programming for children and youth in OST settings. By completing the Capacity Building Self-Assessment Tool, you can document and identify your program strengths and areas of improvement.
2. **Action Planning:** Identify and prioritize those areas of improvement you will address. Develop a plan of action to improve in these areas by creating SMART Goals and deliverables. Identify a due date and person responsible for implementing the plan. On a monthly basis, document progress and achievements.
3. **Activity implementation:** Successful applicants will be awarded grants to implement approved capacity-building plans in 2022. The total funding available is \$300,000 for approved direct and indirect costs incurred while implementing the capacity building plan between January 1, 2022 and August 31, 2022.
4. **Reassessment, evaluation and learning:** In August 2022, providers will conduct another self-assessment to evaluate where improvements were made. By participating in the Youth Development Collaborative, providers will learn and share best practices before, during and after implementation.

# Completing the Capacity Building Self- Assessment

Quality Standard 1: Administration and Organization				
Quality Standard	Funding Type	Element	Self-Assessment (Drop downs)	Evidence to support rating
1.1. The program has a written mission statement based on its philosophy and goals	IP	a) The mission statement, philosophy and goals are shared with and made available to staff, children and youth, and families.	LEVEL 4: Our program frequently demonstrates this standard, but needs consistency.	All staff, family and children are aware of our mission and goals and is it shared with them in the faculty and student policie and procedures.
	IP	b) The mission statement is posted prominently in high-traffic locations throughout the facility.	LEVEL 4: Our program frequently demonstrates this standard, but needs consistency.	Our mission statement and goals are on our website and on our Bulletin Board when you walk into the program.
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# Capacity Building Self- Assessment

[Click here](#)

# Completing the Capacity Building Self- Assessment



In this form, you will rate your current organizational capacity against the following scale:

LEVEL 1: Our program has not addressed this area or I am not familiar enough with this aspect of the program to rate its performance.

LEVEL 2: Our program is just beginning to work in this area.

LEVEL 3: Our program has done some work on this standard.

LEVEL 4: Our program frequently demonstrates this standard, but needs consistency.

LEVEL 5: Our program is clearly proficient with this standard and can demonstrate proficiency in observable ways.

- ★ Program must rate every element and provide a justification for their rating to be considered complete.
- ★ Scores of 3 or lower will display in red.



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# Funding Types



Providers will be awarded capacity building funding to support the successful completion of their plans. Program budget will include the following categories

- 1. Indirect Planning (IP):** Programs will be awarded 20% of their verified OST program revenues in the previous year to support capacity building program planning. If the program OST budget is over \$150,000, indirect planning funding will be capped at \$30,000. If the program OST budget is under \$25,000, indirect planning funding will be \$5,000. Providers will be compensated upon completion of deliverables identified on their capacity building plans. Each goal identified on the capacity building plan will be assigned a funding value at time of contracting based on the number of goals included in the plan.
- 1. Direct Costs (DC):** Programs will be awarded direct costs to support the implementation of specific activities associated with obtaining DCF Licensing and/or Background Screenings. CTAC will pay for all reasonable costs, but they must be estimated at time of contracting and approved in advance by contract manager. Providers will be compensated for direct costs on a cost-reimbursement basis with appropriate documentation. Providers can receive an initial advance of 25% of direct costs but reimbursements must be trued up before additional payments are made. Payments in excess of the trued up value will need to be returned to the CTAC at the conclusion of the contract.

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# Identifying and Prioritizing Areas of Improvement

After completing the self-assessment, identify 5-10 quality standards that you scored a Level 3 or lower to prioritize for your capacity building plan.

## **Remember:**

- CTAC staff will directly support you in achieving the full scope of your action plan
- CTAC recommends you focus on areas of your organization where you scored a 3 or lower AND supports your program's ability to meet or exceed the minimum requirements for afterschool and/or summer programming.
- If you receive funding to support the implementation of your action plan, choose quality standards that justify the funding amount allocated.

# Identifying and Prioritizing Areas of Improvement



# SMART Goals

Each selected element will include a program goal that will follow a SMART goal format:

**Specific** (simple, sensible, significant)

- Consider who, what, when, where, which and why

**Measurable** (meaningful, motivating)

- What metrics will you use to determine if you met the goal?

**Achievable** (agreed, attainable)

- What do you need to do to make the goal attainable (skill development, change in attitudes)

**Relevant** (reasonable, realistic and resourced, results-based)

- Does the goal align with your mission and vision?

**Time bound** (time-based, time limited, time/cost limited, timely, time-sensitive)

- What is the target date you will accomplish your goal by

# What is wrong with this goal statement?

Goal Statement: “Our program will implement new activities for children.”

- Specific: It does not include what the program is trying to accomplish and why
- Measurable: How will we know that we accomplished this goal?
- Achievable: It is not clear what we will do in order to achieve this goal
- Time-Bound: What is the time frame for accomplishing this goal?



# SMART Goal

Goal Statement: By March 2022, ABC Organization will identify what improvements are needed in order to obtain DCF licensing for all three of our sites that serve elementary school children. ABC Organization will work to implement these changes before June 2022, in preparation for Summer programming. By August 2022, all changes will be incorporated and DCF licensing will be obtained to provide quality programming to children in our program.

- Specific: Includes what, when and where
- Measurable: Includes milestones to measure progress
- Achievable: By breaking up the goal into milestones, we make it more attainable
- Relevant: Includes connection to broader mission
- Time-Bound: Clear target dates for accomplishing goal

# Creating your Capacity Building Plan

The purpose of the Capacity Building Plan is to think about what it will take to improve the selected standards.

Selected Quality Standard (Select From Drop Down)	Program Goal (Needs to be SMART Goal)	Proposed Deliverables
8.1. Obtaining DCF Licensing	By March 2022, ABC Organization will identify what improvements are needed in order to obtain DCF licensing for all three of our sites that serve elementary school children. ABC Organization will work to implement these changes before June 2022, in preparation for Summer programming. By August 2022, all changes will be incorporated and DCF licensing will be obtained	1. List of identified improvements needed, with associated costs 2. DCF license

# SMART Goals

The elements in your self-assessment can help you determine what steps you need to take in order to make improvements to a standard as you develop goals.

Quality Standard 4: Program Structure and Activities				
Quality Standard	Funding Type	Element	Self-Assessment (Drop downs)	Evidence to support rating
4.1. The program offers developmentally appropriate activities that reflect the mission and goals of the program.	IP	a) Lesson plans demonstrate age and developmentally appropriate activities that reflect the mission and goals of the program.	LEVEL 2: Our program is just beginning to work in this area.	While we have tried to develop lesson plans and find EBPs that are more appropriate for our children, we have not been able to fully implement this.
	IP	b) Staff understand and appreciate that children and youth have differing interests, abilities and talents. A variety of activities are planned so that each child and youth may participate appropriately.	LEVEL 2: Our program is just beginning to work in this area.	While we have tried to develop lesson plans and find EBPs that are more appropriate for our children, we have not been able to fully implement this.

Selected Quality Standard (Select From Drop Down)	Program Goal (Needs to be SMART Goal)	Proposed Deliverables	Task Lead	Due Date
4.1. The program offers developmentally appropriate activities that reflect the mission and goals of the program.	By June 2022, ABC Program will work with a certified teacher to develop age and culturally appropriate activities for our children. This will be reflected in our lesson plans and daily schedule.	<ol style="list-style-type: none"> <li>Lesson plans for all classrooms</li> <li>New daily schedule</li> </ol>	Matt P & Certified teacher	6/1/22



CHILDREN'S TRUST  
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Questions?



# Program Budget

1. Enter your program revenue and expenses.
  - a. Programs will be awarded 20% of their verified OST program revenues in the previous year to support capacity building program planning. If the program OST budget is over \$150,000, indirect planning funding will be capped at \$30,000. If the program OST budget is under \$25,000, indirect planning funding will be \$5,000.
  - b. Providers will be compensated upon completion of deliverables identified on their capacity building plans.

Name of Organization:	Sample Organization	
Program Revenue	\$	150,000.00
Program Expenses:	\$	112,500.00
Indirect Planning Costs Award Amount*:	\$	30,000.00



# Quality Standards with a Known Direct Cost

Programs will be awarded direct costs to support the implementation of specific activities associated with obtaining DCF Licensing and/or ELC School Readiness contracts. CTAC will pay for all reasonable costs, but they must be estimated at time of contracting and approved in advance by contract manager.

- Providers will be compensated for direct costs on a cost-reimbursement basis with appropriate documentation.
- Providers can receive an initial advance of 25% of direct costs but reimbursements must be trued up before additional payments are made.
- Additionally, any advance paid for direct costs that are not completed during the contract terms must be paid back to CTAC for lack of progress and/or documentation

1) Quality Standards with a Known Direct Cost (DC)	<p>Instructions: For each quality standard with a known direct cost elected you will need to create a goal, tasks, deliverables, identify a lead and assign due dates and include a estimate costs and cost justification. Direct Costs: Programs will be awarded direct costs to support the implementation of specific activities associated with obtaining DCF Licensing and/or ELC School Readiness contracts. CTAC will pay for all reasonable costs, but they must be estimated at time of contracting and approved in advance by contract manager. Examples of direct costs include staff training costs to obtain DCF licensing, application fees, inspection fees, safety and environment improvements, improvement to correct any compliance issues with DCF etc. Providers will be compensated for direct costs on a cost-reimbursement basis with appropriate documentation. Providers can receive an initial advance of 25% of direct costs but reimbursements must be trued up before additional payments are made. Additionally, any advance paid for direct costs that are not completed during the contract terms must be paid back to CTAC for lack of progress and/or documentation</p>					
Selected Quality Standard (Select From Drop Down)	Program Goal (Needs to be SMART Goal)	Proposed Deliverables	Task Lead	Due Date	Estimated Cost	Cost Justification
8.1. Obtaining DCF Licensing	By March 2022, ABC Organization will identify what improvements are needed in order to obtain DCF licensing for all three of our sites that serve elementary school children. ABC Organization will work to implement these changes before June 2022, in preparation for Summer programming. By August 2022, all changes will be incorporated and DCF licensing will be obtained	1. List of identified improvements needed, with associated costs 2. DCF license	Stacy P	8/31/22	\$ 3,500.00	We anticipate that we will need to restore certain spaces in our sites to be DCF compliant, the cost will support ABC Organization in purchasing materials and equipment to be DCF compliant.
5.4. The program has staff certified in CPR and First Aid available and accessible to the children and youth at all times	ABC Organization will require 7 staff members to attend the CTAC training to become CPR certified before Summer 2022 programming.	1. Training Attendance 2. CPR Certificate	Diana M	5/31/022	\$ -	No cost as CTAC will be hosting a free training

# Quality Standards with Indirect Planning Costs

- The estimated amount of indirect planning costs will calculate based on the number of elements selected. Each goal identified on the capacity building plan will be assigned a funding value at time of contracting based on the number of goals included in the plan.
- It is important to keep this amount in mind as you are prioritizing elements and developing goals, tasks and timelines for your action plan.
- Funding allocated to planning costs will be **evenly split among the elements selected**.
  - For example, if you have \$10,000 in planning costs and select 5 elements, you will have \$2,000 allocated for each element.
- Providers will be compensated upon completion of deliverables identified on their capacity building plans.

Name of Organization:	Sample Organization	
Program Revenue	\$	150,000.00
Program Expenses:	\$	112,500.00
Indirect Planning Costs Award Amount*:	\$	30,000.00

# Funding Guidelines

## Eligible Funding Uses

- Funding can be used for eligible expenses, as defined below. Expenses must be incurred between Jan 1, 2022 - August 31, 2022.
- Direct costs for tasks and activities related to DCF Licensing, and Background Screenings.
- To purchase supplies and materials needed to improve safety and wellness or program activities.
- To account for staff time spent planning, developing and completing strategies.
- Software and technology items that do not individually cost over \$1,000 (see funding restrictions)

## Funding Restrictions

- Grant funding cannot be used for the following purposes:
- The purchase of capital equipment. Capital equipment represents individual items purchased at a cost of \$1,000 or more with a life expectancy of more than a year.
- Revenue replacement or revenue losses experienced during the contract period
- Duplicative expenses already covered in the known grants or contracts
- Real property



# Completing the Capacity Building Plan

As you identify all of the standards for your capacity building plan and add in all required information for each standard, the proposed funding amount table will reflect your changes.

PROPOSED FUNDING AMOUNT	
# of Standards Selected W/ Known Direct Cost	2
Direct Costs	3500
# of Standards Selected W/ Indirect Planning Costs**	6
Indirect Planning Costs	\$ 30,000.00
Estimated Cost per Indirect Planning Standard ***	\$ 5,000.00
<b>Total Proposed Capacity Building Request:</b>	<b>\$ 33,500.00</b>

# Negotiation Process

- All organizations must submit their capacity building plans by Friday, November 19th.
- The CTAC will review all applications and ensure:
  - the applicant meets all minimum requirements to bid
  - The applicant submitted all forms and completed a satisfactory capacity building plan and budget
- CTAC staff members will meet with organizations to negotiate their capacity building plans. This could mean:
  - Revising goals and deliverables
  - Selecting more challenging standards to accomplish
  - Negotiating estimated costs and funding amounts
- CTAC staff may conduct interview/site visit is to confirm the applicant meets all minimum requirements to bid and to negotiate terms of the proposed capacity building plan, including funding amounts.

# Monthly Progress Reports

Every month, providers will submit a progress report to provide an update on completed tasks, submitted deliverables and money spent for the month. Providers will be compensated upon completion of deliverables identified on their capacity building plans.

Program Name	Sample Program	Approved Capacity Building Plan Budget		\$30,000.00		
Month	January 2022			Spent this month	\$5,000.00	
				Remaining	\$25,000.00	
Selected Elements	Program Goal (Needs to be SMART Goal)	Proposed Deliverables	Due Date	Goal Status	Deliverables submitted	Comments
2.3a. Program administration works with each staff member to create and implement an individual training plan of at least 15 hours per year of documented relevant training.	By March 2022, Program Administration will meet with all 15 direct staff members to develop their individual training plan and identify at least 3 trainings they will attend before Summer programming begins in June 2022.	Individual Training Plans	March 2022	2=On Track		
4.1a. Lesson plans demonstrate age and developmentally appropriate activities that reflect the mission and goals of the program	By May 2022, Program will work with a certified teacher to develop age appropriate lesson plans and identify strategies to promote engagement	Finalized Lesson Plans	May 2022	4= Completed	Lesson Plans Submitted to CM	
5.4a. There is evidence staff are certified in first aid and CPR and universal health precautions are followed CTAC will sponsor free CPR Training for staff	5 direct service staff members will attend the free CTAC CPR training to ensure that someone on site is always trained.	Training Attendance CPR Certifications		1= Not Started		
8.1b. Obtain DCF Licensing Known Direct Cost: CTAC will pay for all reasonable costs related to obtaining DCF	Program Administration will work with CTAC to successfully obtain a DCF license before June 2022.	DCF License	June 2022	0= Need Support		Need support with DCF requirement
8.5a. Participate in monthly workshops with other OST providers across Alachua County All programs must select this element. No deliverables or due	2 Representatives from program will attend monthly CBC meetings and share their learnings with the rest of program staff at weekly staff meetings.			2=On Track		

*The progress report has not yet been finalized and approved*

# Next Steps

- Verify your collaborative attendance is correct
- Complete your full organizational self-assessment
- Identify 5-10 quality standards to prioritize
- Establish SMART Goals and Deliverables for each of the 5-10 quality standards
- Stay tuned for ITN funding announcements
- Sign in: <https://bit.ly/SigninYD>

# Preparing for CTAC Funding



The Children's Trust of Alachua County seeks qualified out-of-school time (OST) providers who are interested in improving their organizational capacity by funding the development and implementation of a capacity building plan.

Eligible applicants will be awarded grants to implement approved capacity-building plans in 2022. The total funding available is \$300,000 for approved direct and indirect costs incurred while implementing the capacity building plan between January 1, 2022 and August 31, 2022.

# Stay Tuned for ITN Release

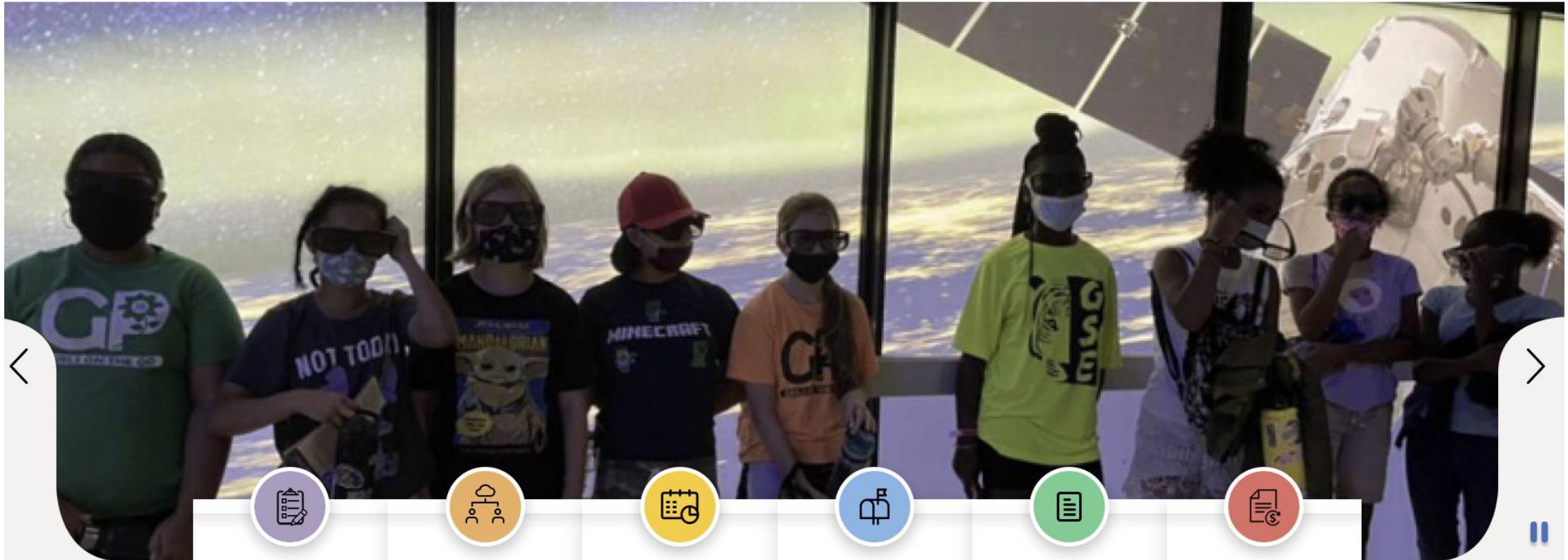


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