# RFP 20-966 TECHNICAL PROPOSAL

**ATTACHMENT F**

Please supply ***all*** requested information ***in the red-shaded areas*** and indicate any attachments that have been included. Document all attachments and which section and question they pertain to.

# General Information

Please provide a brief history of your agency’s experience with 21st Century Community Learning Center (21st CCLC) programming, including the number of years of experience in working with 21st CCLC-funded programs.

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| Over many years Social Legends team members have supported 21st CCLC funded programs in local communities (14 years), guided state level strategy and projects to support and manage 21st CCLC grant programs (8 years), and has served on a national level directing funders, partners, and intermediaries in effectively advocating and providing for 21st CCLC program needs (6 years). From individual 21st CCLC programs to statewide afterschool networks and national funders dedicated to afterschool, Social Legends continues to provide support for a variety of clients and diverse stakeholders dedicated to expanding and improving 21st CCLC service offerings.  Our rich history of service includes client such as:   * Indiana Based 21st CCLC Grantees * Indiana Department of Education – 21st CCLC Grant Program * Indiana Afterschool Network * Charles Stewart Mott Foundation * 50 State Afterschool Networks * Indiana Based Local Education Agencies (LEA’s)   Experience with 21st CCLC Programming at State Level  Social Legends has 8 years of experience with 21st CCLC programming at the state level. Social Legends has provided support to state education agencies and statewide afterschool networks around the country for the past 6 years (including but not limited to: IN, CO, OK, NV, NM, LA, AK, AL, PA, HI, KY, MN, MI, ND, UT).  More details regarding Social Legends’ experience with 21st CCLC programming at the state level is highlighted below:   * RFP development and process oversight: Social Legends has been engaged in the RFP development, review, and awarding process for multiple 21st CCLC cohorts. Social Legends has provided support updating the RFP requirements and the granting process, creating scoring rubrics, hiring and training reviewers, aggregating scores, coordinating grant recipient communications, and analyzing and reporting on grant distributions. * Grant readiness program design and implementation: Social Legends has supported the design and implementation of a grant readiness program to improve the quality of RFP submissions, geographic distribution of submissions received, and capacity of community leaders to submit applications. * Systems building: Social Legends has been engaged with supporting IDOE staff members and afterschool network leadership across the country in developing statewide systems and processes to strengthen grantee service provision and outcomes. From continuous quality improvement to professional development, Social Legends has extensive experience designing and coordinating systems to support the diverse needs of 21st CCLC grantees in Indiana and other states across the country. * Stakeholder engagement and advisory board development: Social Legends has provided support in the ongoing engagement of key stakeholders and development of advisory boards and work groups to provide strategic input and guidance as it relates to managing and strengthening the 21st CCLC program both in Indiana and other states across the country. * Professional development program coordination, creation, and facilitation: Social Legends has designed and facilitated professional development programs for 21st CCLC staff members of all levels focused on skills outlined in a state’s respective afterschool quality standards to support the implementation of high quality afterschool programming both in Indiana and other states across the country. * Cross-sector partnership development and sustainability: Social Legends has assisted in strategically cultivating, strengthening, and maintaining cross sector partnerships to increase the availability of resources and supports for 21st CCLC grantees both in Indiana and while supporting afterschool networks across the country. Such partners have included policy makers, state/city leaders, businesses, universities, schools, community-based organizations, faith-based organizations and funders. * Best-practice identification, resource alignment, and tool creation: Social Legends has supported the creation of resources and tools identified to support and strengthen 21st CCLC grantee service provision including conducting best practice research, aligning state and national 21st CCLC program requirements, and developing tools and resources to support implementation. * Convening and events management: Social Legends has designed, managed, and facilitated a variety of events for both IDOE staff and afterschool network staff across the country including new grantee orientations, regional meetings, professional development offerings, and training sessions. * Statewide assessment and evaluation procedures: Social Legends has supported the assessment and evaluation of the 21st CCLC program at the state level, assisting in the evaluation of key data points to identify strengths and areas of opportunity. Strategy to strengthen the program holistically has been provided based on evaluation outcomes. * Grantee program quality and compliance monitoring: Social Legends has supported the development of the framework, tools, and training resources to implement an annual program quality and compliance evaluation process for 21st CCLC grantees in Indiana and with afterschool network leadership across the country. Social Legends has also been responsible for the coordination, management, and facilitation of the annual quality and compliance evaluation process of all 21st CCLC grantees in Indiana.   Experience with 21st CCLC Programming at Program/Local Level  Social Legends has 14 years of experience with 21st CCLC programming at the local/community level. More details regarding Social Legends’ experience with 21st CCLC programming at the program/local level is highlighted below:   * Alignment and implementation of best practices as outlined at the national and state level: Social Legends has provided technical assistance to 21st CCLC grantees to operationalize and implement best practices as trends have emerged as priorities at the national and state levels in Indiana and through the afterschool networks across the country. Such areas have included: * In School/OST Alignment * College and Career Readiness * STEM * Social Emotional Learning * Literacy * Family Engagement * Diversity, Equity, and Inclusion * Two-Gen Program Design and Alignment * Whole Child Approach * Trauma Informed Care * Example: Social Legends assisted Thomas Gregg Neighborhood School (Indiana 21st CCLC grantee) with integrating their 21st CCLC program into the school’s 2-gen strategy and trauma informed care model to ensure efficient and effective service provision for youth and families. * Improving operational efficiency: Social Legends has provided technical assistance to 21st CCLC grantees to improve program operations, increase efficiencies, and enhance the effectiveness of their services in a variety of core functional areas in Indiana and through the afterschool networks across the country. Such areas have included: * Resource development planning and implementation * Program design, implementation, and assessment * Stakeholder engagement and awareness * Communications, marketing, and public relations * Organizational strategic planning and implementation * Financial planning and management * Board governance and development * Partnership development and strengthening * Human Resources Management * Example: Social Legends designed a professional development training session focused on self-care as a retention strategy for the Colorado Afterschool Network to present to 21st CCLC grantees as part of their annual required training. * Strengthening program and staff leadership: Social Legends has provided program development, coaching, and facilitation to strengthen the skills and improve the capacity of 21st CCLC program staff members. Support provided to programs in Indiana and through the afterschool networks across the country has helped programs to recruit and retain talent and develop a talent pipeline to improve organizational sustainability. * Example: For 4 years, Social Legends has designed, coordinated, and facilitated a professional development institute focused on strengthening staff leadership and improving the capacity of team members for grantees across the state of Indiana. * Promoting peer learning and engagement: Social Legends has provided strategic support to afterschool networks across the country who are implementing peer networking opportunities among 21st CCLC grantees to facilitate the sharing of resources and to promote a sense of community among grantees. * Example: Social Legends has provided support to the Alabama Afterschool Community Network on the design and promotion of bi-weekly virtual engagement sessions that provide a platform for 21st CCLC grantees and statewide afterschool providers to discuss the challenges and opportunities that have evolved from COVID-19 and how to work together to better support students and families during these challenging times.   Experience with 21st CCLC Programming at National Level  Social Legends has provided support and guidance to afterschool partners and 21st CCLC supporters at the national level for 6 years, with a focus on:   * Strengthening national partners and intermediaries: Social Legends provides technical assistance to the 50 state afterschool networks to strengthen the interconnected structure of partners and intermediaries supporting efforts to strengthen policy, quality, and partnership development efforts focused on afterschool nationwide. * Advocating for supports to strengthen 21st CCLC program quality: Social Legends has provided guidance to national funders and partners on the development of tools and resources designed to strengthen afterschool program quality and on developing strategies to ensuring access to the resulting products. * Ensuring funding opportunities align with state-specific afterschool needs: Social Legends has provided guidance to national funders and partners on the identification of needs and alignment with funding opportunities to address challenges faced by 21st CCLC afterschool programs. * Strengthening the 50 State Afterschool Networks: Social Legends provides strategic support to the Charles Steward Mott Foundation as part of the Afterschool Technical Assistance Collaborative (ATAC) team to ensure the 50 State Afterschool Network system produces the desired impact related to improving program quality, strengthening partnerships, and improving program sustainability for 21st CCLC grantees and afterschool providers across the country.   With such extensive experience, the Social Legends team possess a deep understanding and appreciation for the 21st CCLC program’s goals as well as the structural diversity of partnerships, participant populations, geographic locations, local conditions, services provided, and available resources for grantees. From providing direct technical assistance to grantees, to developing statewide systems and advocating with national partners, Social Legends has consistently been engaged with and understands the 21st CCLC program strengths, challenges, and opportunities – but more importantly the dramatic impact high quality programs can have on the families and children they serve.  Examples of Social Legends Associated Work:   * Attachment F-1: OST Advisory Board Meeting Agenda * Attachment F-2: OST Advisory Board Structure Overview * Attachment F-3: OST Advisory Board Planning Session Review * Attachment F-4: Grantee Readiness Program Session PowerPoint * Attachment F-5: Grantee Readiness Program Applicant Toolkit * Attachment F-6: New 21st CCLC Grantee Onboarding Checklist * Attachment F-7: Colorado Afterschool Partnership Professional Development Session Overview |

Please provide a list of all full-time staff members, include the names and professional backgrounds of each. As well, please identify which management staff that would directly handle this account and their length of tenure with the agency and the roles they perform. Describe your staffing structure and how each role supports current work with out-of-school time programs and organizations

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| **Social Legends Staff Overview:**  Kelly Frank  **Title:** President & Owner  **Role with Agency & Project:** Kelly Frank is the person legally authorized to commit Social Legends contractually and serves as the principal contact for Social Legends. Ms Frank will be responsible for managing and overseeing the scope of work as outlined in the proposal including the contributions of all team members. Kelly will coordinate the efforts of all sub-contractors and consultants on the project.  **Length of Tenure with Social Legends:** Since Inception/Owner, 10 years  **Would Staff Support 21st CCLC Contract?:** Yes  **Background and OST Experience:** Kelly has provided consulting services to community based organizations, government agencies/offices, intermediaries, and philanthropists since 2004 and is sought after for her extensive experience and ability to develop customized strategies and produce high-impact outcomes on projects which range vastly in scope and focus. She possesses extensive experience with strategy development, program administration, resource development and executive management as a nonprofit founder, program director, and CEO. Her tenure at several Indiana community-based nonprofits continually resulted in increased financial sustainability, extensive programmatic reach, sustainable growth, and lasting change. She genuinely understands the diversity of programs, models, funding structures and their corresponding complexities.  Kelly is a seasoned trainer and facilitator, and has extensive expertise in system building and alignment, coalition building, collective impact, capacity building, and partnership cultivation and development. She often works at the intersections between community, education, and workforce and is experienced in working with school, organization, and community leaders at the board, district, and project levels.  Kelly’s passion for youth work began early in her career when she led the start-up and expansion of College Mentors for Kids Inc., a nonprofit dedicated to transforming the lives of children and college students through mentoring. Her experience led her to pursue philanthropic work and build the systems, processes, structures, and tools to guide those helping to support Indiana’s youth. Her dedication to youth work can be seen in the projects she’s supported ranging from the development of a youth worker fellowship program, and advising major donors/foundations about education and youth development issues, to developed academic pathways for youth workers and coordinating youth-serving intermediary organizations around strategic focus and alignment of field-building work.  Kelly has provided technical assistance and consulting support for 21st CCLC programs for 14 years, the IDOE’s 21st CCLC grant specialist for 8 years, and served as a consultant for the 50 statewide afterschool networks for 6 years.  Annie Cornett  **Title:** Lead Consultant  **Role with Agency & Project:** Annie Cornett will serve as Lead Consultant on the scope of work as outlined in the proposal and will coordinate the contributions of administrative support staff, content experts, and the project manager. Ms Cornett will also provide project management support, coordinate associated timelines, and create final deliverable products in her role as a consultant.  **Length of Tenure with Social Legends:** 5 Years  **Would Staff Support 21st CCLC Contract?:** Yes  **Background and OST Experience:** With more than ten years of experience in the nonprofit sector, Annie joined the Social Legends team with the desire to help professionals and organizations find significant and relevant ways to make an impact in their own communities. She has been involved in the nonprofit sector since 2005 and is known for her expertise in project management, program development and implementation, special event management, grant writing and fundraising. Her experience also includes the growth and development of existing and new strategic and programmatic endeavors, including the alignment of associated human capital, resource development, and stakeholder engagement efforts. She is experienced in the design of evidenced based programs, and in program assessment and outcome evaluation.  Annie has worked extensively with 21st CCLC and afterschool programs since joining Social Legends in 2016. She has provided technical assistance to grantees focused on leadership development, resource development, event planning/implementation, program design, and evaluation among other needs identified by grantees. Annie has supported IDOE’s 21st CCLC specialists as part of the Social Legends team through the organization’s past contracts providing project management and technical assistance support. Annie also represents Social Legends as part of the Afterschool Technical Assistance Collaborative (ATAC) team supporting the needs of the 50 afterschool networks across the county.  Amanda McCammon  **Title:** Consultant  **Role with Agency & Project:** Amanda McCammon serves as a consultant for Social Legends. Amanda McCammon will provide consulting support as it relates to projects outlined in the scope of work. Ms McCammon will provide project management support, coordinate associated timelines, and create final deliverable products in her role as consultant.  **Length of Tenure with Social Legends**: 1 Year  **Would Staff Support 21st CCLC Contract**?: Yes  **Background and OST Experience:** An experienced Indiana educator with over a decade serving at all levels within Indiana public education including as a technology education and PLTW teacher, building administrator, CTE Director, Student Services Director, and Assistant Superintendent within rural, suburban, and urban communities. Recently, Amanda spent two years serving the students and educators of Indiana at the State level as the Chief of Workforce & STEM Alliances. While serving at the Indiana Department of Education (IDOE), McCammon worked closely with policy makers and other State agencies including the Governor's Office, the Indiana Department of Workforce Development, and the Indiana Commission for Higher Education. The primary focus of Amanda's state-level work included policy development and program implementation within the areas of PK-12 standards & curriculum, career & technical education, workforce development, college and career readiness, business & industry partnerships, and STEM/CS education. As a former IDOE cabinet level member serving Indiana educators and students across the state, Amanda led the charge from the General Assembly in 2017 to develop a 6-year state-wide STEM strategic plan outlining Indiana's objectives for STEM education. Since early 2019, Amanda has served nationally as a private consultant assisting educators, communities and businesses with various projects. During 2020, Amanda worked with Social Legends to provide assistance in the implementation of the Indiana 21st CCLC grantee readiness program, deliver technical assistance, and support the development of professional development materials for grantees.  Joe Bentivoglio  **Title:** Operations and Finance Manager  **Role with Agency & Project:** Joe works as an independent contractor and provides support to Social Legends in the areas of budgeting, cash flow management, bookkeeping, and operations. Joe Bentivoglio will provide support related to invoicing and contracts as they related to the subcontractors and needs of IDOE/IDOA associated with this contract.  **Length of Tenure with Social Legends**: 1 Year  **Would Staff Support 21st CCLC Contract**?: Yes  **Background and OST Experience:** Joe Bentivoglio has provided operational and financial support for organizations and businesses for over 40 years as a seasoned COO and CFO. With his extensive experience, Joe is responsible for coordinating and managing all financial functions for the organization and has coordinated the payment of sub-contractors in the past as a part of previous IDOA contracts held by Social Legends.  Content Experts  **Title:** Contractors  **Role with Agency & Project:** Social Legends maintains relationships with other consultants and professionals who serve as content experts on special projects or needs identified by Social Legends. These professionals provide extensive knowledge and expertise that can be leveraged to support strategy development, content design and delivery, and/or facilitation. Content Experts will be engaged by Social Legends to provide expertise and support the scope of work to ensure best practices are utilized and high-quality technical assistance is available. Social Legends work in out-of-school time at the national level will allow for experts to be leveraged with extensive experience related to program policy, quality, and partnership development among many other key areas.  **Length of Tenure with Social Legends**: 1-8 years  **Would Staff Support 21st CCLC Contract**?: Yes  **Background and OST Experience:** Content Experts have extensive experience in education and supporting 21st CCLC grantees and afterschool time programs. The following list outlines a few experts that Social Legends has engaged in support of 21st CCLC grantees in the past:   * Lindsay Nash – Graphic Design * David Dressler – Education * Patrick Hughes - Professional Development/Leadership * Monty Hulse – Partnership and Stakeholder Engagement   Administrative Staff  **Title:** Contractors  **Role with Agency & Project:** Social Legends maintains agreements with contractors to provide administrative support on Social Legends’ projects. Contractors assist with operational and logistics needs such as event planning and implementation, meeting coordination, note taking, and scheduling.  **Length of Tenure with Social Legends**: 1-5 years  **Would Staff Support 21st CCLC Contract**?: Yes  **Background and OST Experience:** Contractors hired by Social Legends to provide administrative support must have a minimum of 3-years’ experience providing administrative support or working in the nonprofit sector. Individuals who provide administrative support to Social Legends must be efficient at conducting clerical tasks and effective at communicating with and supporting the diverse clients supported by Social Legends.  Project Manager  **Title:** Contractor  **Role with Agency & Project:** Social Legends maintains agreements with contractors to provide management support on specific projects. Project Managers are expected to assist in coordinating the efforts of all consultants, content experts, and administrative staff focusing on the implementation of timelines and completion of deliverables.  **Length of Tenure with Social Legends**: 1-5 years  **Would Staff Support 21st CCLC Contract**?: Yes  **Background and OST Experience:** Contractors hired by Social Legends to serve as a Project Manager must have a minimum of 3-years’ experience providing project management support or working in the nonprofit sector. Demonstrated experience including the coordination and completion of projects on time within budget and within scope, ability to set and maintain deadlines, and ability assign responsibilities and monitor and summarize progress of project are all required of Project Managers retained by Social Legends.  **Staffing Philosophy:**  Our Philosophy: Social Legends strategically maintains a small core team of consultants who consistently manage and are engaged in the organization’s consulting projects. Content experts are consistently leveraged to provide the highest quality technical assistance and expertise, thus allowing clients access to focused expert support for their individual project. Such a model creates efficiencies and allows clients the opportunity to leverage skilled experts to meet their dynamic needs.  **Staff Support of Current 21st CCLC Efforts:**   * Kelly Frank currently manages all of Social Legends work as it relates to 21st CCLC program and out of school time programming at the local, state, and national levels. * Annie Cornett provides consulting support on all contracts associated with 21st CCLC programs and out of school time programming at the local, state, and national levels. * Amanda McCammon provides consulting support for Social Legends’ current IDOE contract to support 21st CCLC grantees. * Joe Bentivoglio provides financial management support on all contracts associated with 21st CCLC programs and out of school time programming at the local, state, and national levels. * Content Experts * Lindsay Nash provides graphic design support on all contracts associated with 21st CCLC programs and out of school time programming at the local, state, and national levels. * Patrick Hughes provides professional development and leadership support for current Indiana 21st CCLC grantees. * David Dresslar provides facilitation and strategy support in the areas of in-school/out-of-school time alignment and supporting the unique needs of school based programs. |

Please provide a description of past professional development provided to out-of-school time providers including technical assistance provided to 21st CCLC subgrantees, if applicable, and experience supporting statewide strategic efforts with out-of-school time programs.

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| Social Legends has demonstrated success and transferable skills from a variety of past projects that speak to our organization’s capacity to design, deliver, and coordinate professional development offerings and technical assistance for 21st CCLC grantee and support statewide strategic efforts with out-of-school time programs. Highlights of our past experiences with professional development, technical assistance, and statewide efforts are included below:  **Professional Development for Providers**  Social Legends has designed, delivered, and coordinated professional development offerings for providers in a variety of formats while focusing on content specific to the needs of the individual and strengthening the program.   * Leadership Development Institute For the past 4 years, Social Legends has designed, delivered, and coordinated a leadership development retreat series for grantee staff members from program directors to front line staff. The annual overnight retreat series has provided over 300 individuals with the opportunity to experience a variety of experiential activities for grantees to focus on personal and professional growth. Social Legends has partnered with experts in Leadership Development in the implementation of programming including ULead, Intentional Consultants, and Creative Edge. * Program Leader Coaching: Social Legends has designed, delivered, and coordinated professional coaching opportunities for program leadership in both virtual and in-person format. Individual and small group coaching session have allowed for program leaders to focus on personal and professional growth but have also create peer networks for ongoing learning and partnership among grantees. * Program Team Building: Social Legends has designed, delivered, and coordinated team building sessions for 21st CCLC program staff focusing on topics such as communication, program strengthening, collaboration, and staff engagement. * Peer Learning and Engagement: Social Legends has provided strategic support to afterschool networks across the country who are implementing peer networking opportunities among 21st CCLC grantees to facilitate the sharing of resources and to promote a sense of community among grantees. * Example: Colorado Afterschool Partnership offers Coffee with CAP * Example: Alabama Afterschool Community Network offers Virtual Bi-Weekly Check-In’s * Topic Series/Session: Social Legends designed, delivered, and coordinated professional development opportunities for program staff in both virtual and in-person formats in Indiana and in support of the 50 state afterschool networks. Topics have included self-care, STEM, trauma informed care, partnership development, sustainability, family engagement and racial equity.   **Technical Assistance to Subgrantees**  Social Legends has provided direct technical assistance to 21st CCLC programs tailored to the individual needs of the program and focused on strengthening program outcomes and operations. Technical assistance provided has been in several formats and focused on topics such as those outlined below:  Format:   * Group Technical Assistance: In partnership with clients such as the IDOE 21st CCLC program, the Indiana Afterschool Network, and other state afterschool networks (Ex: Colorado Afterschool Partnership, Alabama Afterschool Community Network), Social Legends has designed, delivered, and coordinated both virtual and in-person technical assistance to groups of programs focused on specific needs or challenges. From webinars on family engagement, to trainings on best practices for partnership development, Social Legends has provided a diverse menu of trainings to meet grantee needs. * Individual Grantee Technical Assistance: At the request of individual grantees and through partnerships with IDOE and IAN, Social Legends has designed, delivered, and coordinated customized technical assistance support for staff and leadership team members of individual programs. Technical assistance has focused on staffing, sustainability, management, compliance, program improvement, student recruitment, and in-school/out-of-school time alignment. * Virtual Training: Social Legends has assisted afterschool networks across the country design virtual training offerings for providers focused on topics such as community/school partnerships, virtual afterschool program provision, and partnership development, many times in collaboration with their respective state’s 21st CCLC, school-age childcare, and early learning state agencies and offices.   Areas of Focus:   |  |  | | --- | --- | | * Partnership Development * Quality Improvement Standards * Human Resources * Sustainability * Organizational Culture * Strategic Planning * Core Competencies * Stakeholder Engagement * Innovation * Trauma Informed Care * Virtual Engagement | * STEM * Family Engagement * Leadership * Programming * 2-Gen Approach * Landscape Assessment * Cross Sector Partnerships * Community – School Engagement * College and Career Readiness * In School / Out of School Alignment |   **Supporting Statewide Strategic Efforts**  Social Legends has supported statewide strategic efforts to develop, deliver, and coordinate professional development opportunities and systems to ensure grantees have access to high quality professional development opportunities and that those opportunities are strategically aligned with the diverse needs of grantees and state priorities.   * 21st CCLC Grantee Professional Development Planning Process: Social Legends provided support to design and implement an annual process to assess grantee needs, improve grantee planning efforts, and ensure program staff are engaged in high quality professional development offerings. Social Legends supported the build out of tools to support the process and help programs to document and implement their desired professional development strategy. * 21st CCLC Multi-State Conference: Social Legends has provided strategic planning, coordination, and on-site implementation support for the 21st CCLC Multi-State Conference. In addition to general planning expertise, Social Legends also coordinated and facilitated a Leadership Development Intensive session focused on organizational leadership styles and strategies, along with additional conference sessions for attendees. * Indiana Afterschool Network Professional Development Alignment: Social Legends provided support to the Indiana Afterschool Network (IAN) in strategically identifying opportunities to support afterschool providers with training and support aligned with the Indiana Quality Program Standard Assessments (IN-QPSA). Social Legends has helped design, deliver, and coordinate professional development offerings for IAN in support of 21st CCLC grantees. * State Conference Planning: Social Legends has provided strategic planning, coordination, and on-site implementation support to afterschool networks across the country to facilitate state-wide conferences in partnership with their respective state’s 21st CCLC program and other state agencies. (Including: NV, LA, and NM) * Alignment of Quality Systems and Professional Development: Social Legends has provided support to the statewide afterschool networks to create professional development offerings that align with the needs of their respective state’s 21st CCLC grantees. * Example: Colorado Afterschool Partnership and Colorado Department of Education collaboration on staff renewal and self-care. * Example: Louisiana Center for Afterschool Learning and Louisiana Department of Education on sustainability   **Supporting National Efforts**  Social Legends has supported national efforts to develop, deliver, and coordinate professional development opportunities and systems for leaders of the 50 statewide afterschool networks and has supported networks in their own creation of professional development systems for 21st CCLC and afterschool professionals in their respective states.   * Afterschool Technical Assistance Collaborative (ATAC) Model: Social Legends has provided support to the Charles Stewart Mott Foundation to strengthen and align the technical assistance model which provides professional development and supports to staff at each of the 50 statewide afterschool networks. * State Network Professional Development Systems Building: Social Legends has provided support to Afterschool Network leadership in several states focused on building their individual professional development strategy and systems to support 21st CCLC and afterschool professionals in their respective states. (Including: AK, CO, LA, MN, NV, NM, OK, PA, and UT)   Examples of Social Legends Associated Work:   * Attachment F-8: 21st CCLC Professional Development Resource Guide * Attachment F-9: Social Legends Leadership Development Institute Overview * Attachment F-10: Multi-State Conference Flyer * Attachment F-11: Mott National Convening Programs – 2019 Mott Network Leads Mtg (Pg 10) * Attachment F-12: Mott National Convening Programs – 2019 Mott Network Meeting (Pg 14, 16, and 25) * Attachment F-13: Mott National Convening Programs – 2018 Mott Network Meeting (Pg 15, 28, 21, and 24) * Attachment F-14: ALACN Newsletter * Attachment F-15: Nevada Afterschool Network Conference Program |

Please describe your organization’s past experience supporting a competitive grant external peer review processes.

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| Social Legends has demonstrated success and transferable skills from a variety of past projects that speak to our organization’s ability to design, deliver, and coordinate a competitive grant process that includes an external peer review process. Highlights of our past experience with external peer review are included below:   * IDOE 21st CCLC: Social Legends has provided IDOE with support assessing and designing the RFP for several grantee cohorts (including alignment with state systems, federal guidelines, and state/national priorities), along with supporting the design of the associated scoring rubric. Social Legends has also assisted in promoting and distributing the RFP, selecting and training reviewers, and has managed the score review process. In addition, supports regarding the communications associated with award distribution and recipient selection have been provided. * Office of Early Childhood and Out-of-School Learning & Indiana Afterschool Network (IAN) Standards: Social Legends supported IAN in promoting the use of the IAN standards to be leveraged as part of the funding application utilized by OECOSL as part of the state-funded School-Age Child Care Project Fund distribution process. Social Legends also supported the integration of the IAN standards into the application framework. * Charles Stewart Mott Foundation: Social Legends supports the Mott Foundation’s annual RFP process designed to fund the 50 Statewide Afterschool Networks. Social Legends contributes to RFP development and serves as a reviewer. Based on the outcomes of the review process, Social Legends analyzes reviewer feedback on submitted applications and assists with developing technical assistance plans to assist Network in achieving the goals and activities that have been outlined. * Indianapolis Housing Trust Fund: Social Legends has provided support to design and implement an RFP process (included RFP design, scoring rubric development, and evaluation) in collaboration with the Fund’s Advisory Board to distribute grant funds to community-based organizations. * John Boner Neighborhood Centers: Social Legends has provided support to design and implement a sub-granting process to distribute federal funds to community-based organizations.   Examples of Social Legends Associated Work:   * Attachment F-16: IDOE 21st CCLC RFP Reviewer Timeline * Attachment F-17 A: IDOE 21st CCLC RFP Reviewer Training PowerPoint – Session #1 * Attachment F-17 B: IDOE 21st CCLC RFP Reviewer Training PowerPoint – Session #2 * Attachment F-18: Applicant Submission Map |

Please describe your organization’s past experience with out-of-school time event management and/or experience designing and managing a substantial out-of-school time project.

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| **Event Management:**  Social Legends has demonstrated success and transferable skills from a variety of past projects  that speak to our organization’s ability to design, deliver, and coordinate out-of-school time  events that are either small or large in scope and scale. Highlights of our past experience are included below:  Indiana Department of Education – 21st CCLC Event Experience:   * Audience: grantee staff – program directors/leadership, site coordinators, front line staff * Event Format: * Live Events: meetings, workshops, and webcasts * Conferences: single presentations, presentation series, full conferences * Exercises: training seminars, experiential learning activities, coaching * Outcomes: improve program quality, improve program compliance, improve program efficiency * Examples: New Grantee Orientation, Grantee Readiness Program Session, Multi-State Conference   21st CCLC Grantees Event Experience:   * Audience: grantee staff – program directors/leadership, site coordinators, front line staff * Event Format: * Live Events: meetings, workshops, and webcasts * Exercises: training seminars, experiential learning activities, coaching * Outcomes: improve program quality, improve program leadership, increased staff capacity * Examples: School-community engagement workshop, team building workshop   Charles Stewart Mott Foundation Event Experience:   * Audience: state network leadership, network partners * Event Format: * Live Events: meetings, workshops, and webcasts * Conferences: single presentations, presentation series * Exercises: training seminars, experiential learning activities, coaching * Blended Learning: combination of self-study and facilitated trainings * Outcomes: strengthen network models, improve stakeholder engagement * Examples: National Network Leads Meeting, National Mott Network Conference   National Afterschool Networks (Individual by State) Event Experience:   * Audience: afterschool program leadership, afterschool program staff, Network partners * Event Format: * Live Events: meetings, workshops, and webcasts * Conferences: single presentations, presentation series * Exercises: training seminars, experiential learning activities, coaching * Blended Learning: combination of self-study and facilitated trainings * Outcomes: improve program quality, improve program compliance, improve program efficiency * Examples: New Mexico Partnership Forum, Coffee with CAP (Colorado Afterschool Partnership)   *\*States Include: Colorado, Pennsylvania, Louisiana, Utah, New Mexico, Nevada, Minnesota, Oklahoma,*  *and Kentucky.*  Indiana Afterschool Network Event Experience:   * Audience: grantee staff – program directors/leadership, site coordinators, front line staff * Event Format: * Live Events: meetings, workshops, and webcasts * Conferences: single presentations, presentation series * Exercises: training seminars, experiential learning activities, coaching * Blended Learning: combination of self-study and facilitated trainings * Outcomes: improve program quality, improve program leadership, increased staff capacity   OST Leadership Development Institute Event Experience:   * Audience: grantee staff – program directors/leadership, site coordinators, front line staff * Event Format: * Live Events: meetings and workshops * Exercises: training seminars, experiential learning activities, coaching * Blended Learning: combination of self-study and facilitated trainings * Retreats: single and multi-date retreat experiences * Outcomes: improve program leadership, increased staff capacity * Examples: 3-day leadership retreat series (2 levels)   **Project Management:**  Social Legends has demonstrated success and transferable skills from a variety of past projects  that speak to our organization’s ability to manage substantial projects related to out-of-school time. Highlights of our past experience are included below:   * Program Quality and Compliance: Social Legends provided support to the Indiana Department of Education to create the framework for the program quality and compliance evaluation process. Starting with the collection and analysis of national, state, and local data, best practices were identified and prioritized to serve as the framework for the program quality and compliance evaluation process. Following the creation of this framework, Social Legends created an evaluation rubric designed for programs and third-party evaluators to assess the quality of a program’s service provision and identify areas for improvement. Social Legends then facilitated the annual quality and compliance evaluation process of all 65 21st CCLC grantees in Indiana which included selecting and training reviewers, developing assessment reports and coordinating the development of improvement plans for each grantee. * Quality System Design – Social Legends provided support to the Alaska Afterschool Network in engaging stakeholders to build and subsequently launch a quality standards system for afterschool programs across the state. Social Legends designed the process by which stakeholders were engaged in planning efforts, input was collected, and the quality standards were drafted to align with other state regulations and requirements. Social Legends support continues in the areas of statewide standards adoption, alignment with SACC and early learning systems, design and launch of a continuous quality improvement system, design and launch of a statewide professional development and technical assistance system, and ensuring an evaluation structure is in place to measure, learn, and grow. * Technical Assistance System Development: Social Legends provides support to the Charles Steward Mott Foundation in the ongoing coordination and development of annual strategies to align and strengthen the supports of the providers serving as part of the Afterschool Technical Assistance Collaborative (ATAC). ATAC members provide a variety of direct technical assistance supports to the 50 Statewide Afterschool Networks and the afterschool programs and stakeholders they serve in their respective states. Social Legends has supported the assessment of Network capacity and needs, vetting and onboarding new technical assistance providers, and working to align, coordinate, and integrate technical assistance supports to maximize efficiency and the resulting impact. * Statewide Afterschool Network Stakeholder and Partner Engagement: Social Legends regularly supports Afterschool Networks across the country in designing and implementing processes to engage key cross-sector stakeholders to design and drive Network strategy and improve out-of-school time service provision across their respective states. Social Legends has helped plan large statewide forums to engage diverse stakeholders in co-creating a statewide vision for OST including workplan development, engagement and implementation supports, and prioritizing student, family, and provider voice. * Network Lead Onboarding: Social Legends designed and delivered a new orientation process and the associated training content to onboard new Statewide Network Leads for the Charles Steward Mott Foundation. Annually 6-8 leaders participate in the 12-month orientation designed to prepare them to lead a statewide afterschool network and support the needs of afterschool providers in their respective states.   Examples of Social Legends Associated Work:   * Attachment F-11: Mott National Convening Programs – 2019 Mott Network Leads Mtg (Pg 10) * Attachment F-12: Mott National Convening Programs – 2019 Mott Network Meeting (Pg 14, 16, and 25) * Attachment F-13: Mott National Convening Programs – 2018 Mott Network Meeting (Pg 15, 28, 21, and 24) * Attachment F-10: Multi-State Conference Event Plan * Attachment F-15: Nevada Afterschool Network Conference Program * Attachment F-19 Multi-State Conference Promo toolkit * Attachment F-20: Colorado Afterschool Partnership Development Training Resources * Attachment F-21: Michigan Afterschool and Education Summit Agenda * Attachment F-22: State of Afterschool in Colorado PowerPoint * Attachment F-23: IDOE 21st CCLC Compliance Monitoring Tool * Attachment F-24: IDOE 21st CCLC Quality Monitoring Tool * Attachment F-25: IDOE 21st CCLC Policy Manual * Attachment F-26: NMOST Partnership Forum Dream Board * Attachment F-27: Utah Afterschool Network Board Retreat Facilitators Agenda * Attachment F-28: Grantee Readiness Program Flyer * Attachment F-29: 21st CCLC Annual Professional Development Planning Process * Attachment F-30: Hawaii Afterschool Alliance Summer Programs and Childcare Assessment During COVID-19 Report * Attachment F-31: Hawaii Afterschool Alliance Reopening Afterschool and Childcare Assessment Report |

Please describe your agency’s ability to oversee and manage accounts payable/receivable for suppliers, as well as the ability to pay promptly for continuation of services and the resources used for obtaining women or minority-owned suppliers.

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| Social Legends has been consistently in good standing at both the state and federal levels and contracts with independent and external supports ensure financial integrity and competence. Social Legends contracts with a seasoned COO/CFO who serves as the Operations and Finance Manager providing support in the areas of budgeting, cash flow management, bookkeeping, and operations. This position also has the designated responsibility of overseeing and managing accounts payable/receivable for suppliers.  Social Legends contracts with a CPA for tax preparation and advice. Social Legends also utilizes PayChex Inc for payroll support and management of withholdings.  Social Legends clearly outlines payment expectations in each sub-contractor’s formal agreement, including when invoices and payments are expected so all parties have a clear understanding of payment terms. The Operations and Finance Manager ensures all invoices are promptly paid to ensure the continuation of services and resources associated with the scopes outlined for all subcontractors.  Social Legends has managed sub-contractors on other IDOE projects, most recently with 2 subcontractors supporting a project for the IDOE Charter School Program. |

# Customer Support

Please provide an overview of your organization’s customer service model. Please specify what supports are available to IDOE staff in addition to local 21st CCLC program staff. What ongoing supports are available to the client on an as-needed basis, both virtually and in-person? Please include specific examples of previous success with supporting 21st CCLC subgrantees.

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| **Our Customer Service Philosophy:**  Social Legends is objectively focused on our clients' needs, always creating custom-tailored plans which build upon existing impact, while leveraging—and extending—existing capacity. We have built strong, lasting relationships because we objectively assess each client’s unique situation and shepherd them toward the right solutions.  **Our Customer Service Model:**  Social Legends believes in a high-touch approach to customer service. Our goal is to be:   * Personal – Our staff work with assigned clients to ensure strong relationships are built to strengthen the delivery of our services. * Accessible – Our staff are readily available to support evolving client needs and provide timely service and solutions. * Adaptable – Our staff have diverse expertise allowing them to adjust to necessary shifts in project strategy and scope. * Proactive – Our staff anticipate the needs and issues our clients will face and triage those issues in advance.   The following supports would be available to IDOE staff, both virtually and in-person:   * Strategy Development * Event/Meeting Coordination, Management, and Facilitation * Grant Writing, Making, Planning and Implementation * Leadership Development and Executive Coaching * Stakeholder Engagement and Awareness * Program/Project Planning, Management, and Implementation * Evaluation and Assessment * Communications, Marketing, and Public Relations * Professional Development/Training Design and Facilitation * Graphic Design * Project Management and Coordination * Administrative Support   The following supports would be available to 21st CCLC grantees, both virtually and in-person:   * Continuous Quality Improvement * Resource Development Planning and Implementation * Leadership Development and Executive Coaching * Stakeholder Engagement and Awareness * Strategic Planning and Implementation * Financial Planning and Management * Board Governance and Board Development * Partnership Development and Strengthening * Human Resources Support   Social Legends focuses on aligning the method/format of support with the strategy and desired outcomes for the project. We are currently utilizing more virtual solutions due to the COVID-19 pandemic as requested by clients, but adjust our strategy based on the client’s needs and requests. Social Legends engages in meetings, retreats, forums, work groups, summits, and conferences to advance work. We can also leverage conference calls, text messaging, e-mails, phone calls, video conferencing (Ex. Zoom, Microsoft Teams) to support timely communication and project management.  Examples of previous success with supporting diverse 21st CCLC subgrantees:   * John Boner Neighborhood Centers (JBNC): Social Legends has provided support to JBNC in strategically cultivating and strengthening partnerships to support the 21st CCLC EDGE afterschool program. * Thomas Gregg Neighborhood Schools (TGNS): Social Legends has provided support to TGNS in aligning their school model, rooted in 2-Generational Supports, with the 21st CCLC afterschool program goals and implementation plans. * Edna Martin Christian Center (EMCC): Social Legends has provided support to EMCC in aligning the role of their 21st CCLC afterschool program with community-school engagement efforts occurring in the neighborhoods served by the program. * Blue River Services: Social Legends designed, coordinated, and facilitated a professional development program specifically for 21st CCLC staff members. Working with program leadership, Social Legends developed a retreat curriculum that focused on both the personal and professional development of team members at all levels (program director, site coordinator, front line staff) * Boys and Girls Clubs of Indianapolis: Social Legends has provided support to assess strengths and opportunities, outline the program’s vision, and create plans to operationalize the vision to strengthen program quality. * Martin Luther King Community Multi-Service Center: Social Legends provided partnership development support to align the organization’s youth services, including 21st CCLC, with the neighborhood’s vision for education and strengthen the community-school partnership to better meet family and student needs. |

# Project Plan and Estimate

Please provide a project plan for the statewide technical assistance plan for 21st CCLC subgrantees, including a description of your organization’s capacity to carry out these activities based on previous examples of success. Proposed scope activities may include, but are not limited to:

1. Prospective subgrantee readiness plan to address equitable access to 21st CCLC award opportunities.
2. Executive support for IDOE staff.
3. Support IDOE in statewide alignment efforts and stakeholder convening such as the Out of School Time (OST) Advisory Board
4. Design and provide a menu of professional development opportunities for 21st CCLC subgrantees based on best practices in out-of-school time programming with options for all levels of youth programming professionals (direct service staff, program administrators, program leadership, and SEA staff leadership).
5. A description of how subgrantee needs will be assessed and utilized to drive development of professional development opportunities and supports.
6. Cultivate connection between strategic statewide efforts and national out-of-school time efforts

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| Social Legends has outlined the scope of work provided below to address the need for statewide technical assistance to support 21st CCLC subgrantees.  **a) Subgrantee Readiness Program & Implementation of Rigorous 21st CCLC Peer Review Process to address Equitable Access to 21st CCLC Award Opportunities**  Cost: $81,300.00  Anticipated Timeline: November 2020 – August 2021  **Subgrantee Readiness Program**   |  |  | | --- | --- | | **Core Activities** | **Anticipated Deliverables** | | Grant Readiness Project Planning | Coordinate, plan agenda, and facilitate Kick-off meeting with IDOE team and key stakeholders | | Grant Readiness Survey Stakeholder Groups | Design, disseminate and manage surveys for various stakeholder groups (21st CCLC staff, past grant reviewers or observers) and grantee categories | | Analyze data and create report on survey feedback | | Coordinate, plan and facilitate leadership team meeting with IDOE to discuss survey feedback and prioritize components of readiness program based on survey feedback | | Grant Readiness Program Design | Design framework for Readiness Program that includes a series of sessions to prepare potential grantees and increases their capacity to play for a grant and implement a successful program; solicit IDOE feedback | | Design readiness program content. Create agendas, coordinate facilitators, design support documents, and identify desired outcomes for 5 sessions | | Promote Grant Readiness Program Internally and Externally | Draft flyer to be distributed to grantees | |  | | Coordinate promotional efforts |  | | Program Implementation | Manage registration, coordinate logistics, send invitations, track RSVP, facilitate, and manage venue or technology needed for all sessions, and execute follow-up |  | | Ongoing Support, Technical Assistance, and Coaching | Provide one-on-one or group coaching as needed based on the unique needs of this grant readiness cohort |  | | Support potential grantees and assist the state in responding to any and all individualized questions throughout grant readiness program's duration |  | | Program Evaluation | Design process to analyze program impact and effectiveness; conduct analysis; produce report |  |   Social Legends - Role: Social Legends will provide oversight to the subcontractors identified to support the development, implementation, and evaluation of the Grantee Readiness Program, while also providing strategic insight and recommendations based on past experience with program delivery. Social Legends will manage stakeholder engagement efforts to collect input to inform the design of the program framework, provide facilitation support for identified sessions, and coordinate all external facilitators supporting the delivery of program content. The promotion of the training series, management of participants, and ongoing communications with attendees will be managed by the Social Legends team throughout the duration of the program. Social Legends will also provide coaching and technical assistance at the request of applicants.  Social Legends - Previous Examples of Success:  In 2020, Social Legends provided support to the Indiana Department of Education to design and facilitate the first 21st CCLC grantee readiness program to improve the quality of RFP submissions, geographic distribution of submissions received, and capacity of community leaders to submit applications. Five virtual sessions were offered to perspective applicants ranging in focus from program design to evaluation. Social Legends managed the registration and promotion process for the series, recruited and prepared guest facilitators, and coordinated all technology required to offer the program virtually. Social Legends is in the process of evaluating the impact of the program and will present recommendations to IDOE to improve the offering for future RFP’s.  Please see the following attachments for samples of our work demonstrating past success:   * Attachment F-4: Grantee Readiness Program Session PowerPoint * Attachment F-5: Grantee Readiness Program Applicant Toolkit * Attachment F-28: Grantee Readiness Program Flyer   Designated Subcontractor Role:  Optimist Business Solutions will provide support designing the framework and format for the grantee readiness program. They will be responsible for creating all content and managing all training materials. Following the completion of the program, Optimist Business Solutions will conduct an evaluation of the program to determine the impact and identify strengths and opportunities to improve the program structure.  Experience & Transferable Skills  Prior to retiring from Eli Lilly and Company as a Global Quality Consultant and Project Manager, Joy Mason, President and Owner of Optimist Business Solutions, trained Quality Assurance and Quality Control associates and leaders across Lilly’s global affiliates on internal and external standards. Mason has since trained large-sized clients like Ivy Tech College Central Indiana on strategic implementation strategies and smaller-sized clients like Core Planning strategies on lean tools such as value stream mapping. The goal in all cases has been continuous improvement for the organization. As the co-founder of the Indianapolis Coalition for Community Schools Partnerships, Mason led the development and delivery of Community School Training for school principals. This training initiative, for the Indianapolis Mayor’s portfolio schools, incorporated best practices and principles from the National Center for Community Schools. For each of these training examples, Mason designed frameworks, collaborated with key stakeholders, developed training, coordinated training and delivered training.  **Implementation of Rigorous 21st CCLC Peer Review Process**   |  |  | | --- | --- | | **Core Activities** | **Anticipated Deliverables** | | Review Previous Request for Proposal (RFP) | Review existing RFP and scoring rubric – identity potential areas of improvement | | Update RFP and scoring rubric with final edits, finalizing RFP and Rubric | | Promote RFP | Draft press release for IDOE to disseminate | | Distribute RFP release statewide via email through appropriate partners and media outlets | | Identify gaps in application submission and coordinate awareness efforts in alignment with identified geographic areas. | | Facilitate one webinar session (coordinate technology, facilitate meeting and manage follow-up) | | Recruit and train grant reviewers | Draft grant reviewer job description | | Assist in grant reviewer recruitment and coordination | | Plan and host grant reviewer training (agenda, location, materials, invitations, logistics and follow-up) | | Facilitate grant review process | Manage grant reviewer score collection and strategy | | Support reviewers and respond to any and all questions throughout grant review process | | Aggregate reviewer scores; support outlier score review process | | Prepare applicant summaries | | Support creation of applicant notification communications | | Prepare RFP process reports |   Social Legends - Role: Social Legends will provide oversight to the subcontractors identified to support the development, implementation, and evaluation of the 21st CCLC RFP and granting process, while also providing strategic insight and recommendations based on past experience. Social Legends will manage promotional efforts to increase awareness of the RFP opportunity and create strategies to help improve the diversity of applicants. Upon completion of the scoring process, Social Legends will support all report development and communications efforts as identified by IDOE.  Social Legends Previous Examples of Success:  Social Legends has demonstrated success and transferable skills from a variety of past projects that speak to our organization’s ability to design, deliver, and coordinate a competitive grant process that includes an external peer review process.   * IDOE 21st CCLC: Social Legends has provided IDOE with support assessing and designing the RFP for several grantee cohorts, along with supporting the design of the associated scoring rubric. Social Legends has also assisted in promoting and distributing the RFP, selecting and training reviewers, and has managed the score review process. In addition, supports regarding the communications associated with award distribution and recipient selection have been provided. * Office of Early Childhood and Out-of-School Learning & Indiana Afterschool Network (IAN) Standards: Social Legends supported IAN in promoting the use of the IAN standards to be leveraged as part of the funding application utilized by OECOSL as part of the state-funded School-Age Child Care Project Fund distribution process. Social Legends also supported the integration of the IAN standards into the application framework. * Charles Stewart Mott Foundation: Social Legends serves as an annual reviewer for the Mott Foundation’s annual RFP process designed to fund the 50 Statewide Afterschool Networks. Based on the outcomes of the review process, Social Legends analyzes reviewer feedback on submitted applications and assists with developing technical assistance plans to assist Network in achieving the goals and activities that have been outlined. * Indianapolis Housing Trust Fund: Social Legends has provided support to design and implement an RFP process in collaboration with the organization’s board of directors to distribute grant funds to community-based organizations. * John Boner Neighborhood Centers: Social Legends has provided support to design and implement a sub-granting process to distribute federal funds to community-based organizations.   Please see the following attachments for samples of our work demonstrating past success:   * Attachment F-16: IDOE 21st CCLC RFP Reviewer Timeline * Attachment F-17 A: IDOE 21st CCLC RFP Reviewer Training PowerPoint – Session #1 * Attachment F-17 B: IDOE 21st CCLC RFP Reviewer Training PowerPoint – Session #2   Designated Subcontractor Role:  Optimist Business Solutions will provide support designing the RFP and scoring rubric based upon review of the strengths, challenges and opportunities presented by the most recent RFP application cycle. They will also support the peer review process by planning and coordinating the reviewer training, managing the reviewer score collection process, and aggregating all final scores while also supporting the outlier score review process as applicable.  Experience & Transferable Skills  Optimist Business Solutions experience supporting the grant review process includes being contracted to serve as a grant-reviewer for Lilly Endowment Inc (May 2020 and September 2020). OBS’s expertise is utilized in reading, evaluating, and scoring grant proposals, as well as preparing recommendation reports. Being selected twice to be a grant reviewer is a testament to the work quality, reliability and integrity of Senior Business Strategist and Optimist founder, Joy E. Mason.  **Strategies for Consideration:**   * Create asset map of high need areas that are not being currently served and promote 21st CCLC to community assets * Leverage key partners and state TA providers to co-design and deliver readiness sessions thereby building the social capital of grantees * Prepare for the use of the new state’s online grant management portal including support for applicants and reviewer training * Create a more comprehensive evaluation program to measure impact of grant readiness series   **b) Executive support for IDOE staff**  Cost: $33,000  Anticipated Timeline: October 2020 – September 2021   |  |  | | --- | --- | | **Core Activities** | **Anticipated Deliverables** | | General Technical Assistance | Provide technical assistance support and implementation at direction of 21st CCLC Staff | | Assist in project management of IDOE identified activities and plans | | Assist in the development of technical assistance materials (ex. Policy guide) | | Assist in development of best practice-based technical assistance activities |   Social Legends - Role: Social Legends will provide and manage all technical assistance requests and supports delivered to IDOE, while also coordinating the support of any content experts and contractors as necessary to meet the needs of the 21st CCLC program. 21st CCLC specialists will have direct access to Social Legends consulting team members to ensure needs, opportunities, and challenges can be addressed in a timely manner. Social Legends will provide any project management support, develop technical assistance materials as deemed necessary, and develop best practices as identified by the IDOE staff.  Social Legends Previous Examples of Success:  Social Legends has demonstrated success and transferable skills from a variety of past projects that speak to our organization’s ability to provide technical assistance, support the management of plans/activities, and develop materials to support best practice implementation.   * Technical Assistance System Development: Social Legends provides support to the Charles Steward Mott Foundation in the ongoing coordination and development of strategies to align and strengthen the supports of the consultants serving as part of the Afterschool Technical Assistance Collaborative (ATAC). ATAC members provide a variety of direct technical assistance supports to the 50 Statewide Afterschool Networks and the afterschool programs and stakeholders they serve in their respective states. * National Technical Assistance Provision: Social Legends provides technical assistance to the 50 state afterschool networks to strengthen the interconnected structure of partners and intermediaries supporting efforts to strengthen policy, quality, and partnership development efforts focused on afterschool nationwide. * State Technical Assistance Provision: Social Legends has provided technical assistance to the IDOE for 8 years. During that time Social Legends has supported: * The creation of resources and tools identified to support and strengthen 21st CCLC grantee service provision including conducting best practice research, aligning state and national 21st CCLC program requirements, and developing tools and resources to support implementation. * Example: Creation of 21st CCLC Policy Manual * The management of special projects as outlined by IDOE staff members which have included stakeholder engagement, defining deliverables, coordinating partner role, organizing timelines, and managing communications. * Example: Management of the 21st CCLC Quality and Compliance Monitoring Process which included the assessment of 65 grantees * The design, coordination, and facilitation of Best Practice activities as outlined by IDOE staff members including the framework design, content creation, and delivery strategy. * Example: Design and coordination of the IDOE Professional Development Institute * Local/Program Technical Assistance Provision: Social Legends has provided direct technical assistance to 21st CCLC programs tailored to the individual needs of the program and focused on strengthening program outcomes and operations. Technical assistance provided has been in several formats and focused on topics such as those outlined below: * Group Technical Assistance: In partnership with clients such as the IDOE 21st CCLC program, the Indiana Afterschool Network, and other state afterschool networks (Ex: Colorado Afterschool Partnership, Alabama Afterschool Community Network), Social Legends has designed, delivered, and coordinated both virtual and in-person technical assistance to groups of programs focused on specific needs or challenges. From webinars on family engagement, to trainings best practices for partnership development, Social Legends has provided a diverse menu of trainings to meet grantee needs * Individual Grantee Technical Assistance: At the request of individual grantees and through partnerships with IDOE and IAN, Social Legends has designed, delivered, and coordinated customized technical assistance support for staff and leadership team members of individual programs. * Virtual Training: Social Legends has assisted afterschool networks across the country design virtual training offerings for providers focused on topics such as community/school partnerships, virtual afterschool program provision, and partnership development, many times in collaboration with their respective state’s 21st CCLC, school-age childcare, and early learning state agencies and offices.   Areas of Focus:   |  |  | | --- | --- | | * Partnership Development * Quality Improvement Standards * Human Resources * Sustainability * Organizational Culture * Strategic Planning * Core Competencies * Stakeholder Engagement * Innovation * Trauma Informed Care * Virtual Engagement | * STEM * Family Engagement * Leadership * Programming * 2-Gen Approach * Landscape Assessment * Cross Sector Partnerships * Community – School Engagement * College and Career Readiness * In School / Out of School Alignment |   Please see the following attachments for samples of our work demonstrating past success:   * Attachment F-23: IDOE 21st CCLC Compliance Monitoring Tool * Attachment F-24: IDOE 21st CCLC Quality Monitoring Tool * Attachment F-25: IDOE 21st CCLC Policy Manual * Attachment F-20: Colorado Afterschool Partnership Development Training Resources   **Strategies for Consideration:**   * Leverage partnerships between 21st CCLC grantees and schools to better meet the growing needs of students and families due to COVID-19. * Provide technical assistance to advance in school and out of school time partnerships * Improve continuous quality improvement system to better advance program improvements * Strengthen statewide communication and awareness regarding OST programs   **c) Support IDOE in statewide alignment efforts and stakeholder convening such as the Out of School Time (OST) Advisory Board**  Cost: $21,000  Anticipated Timeline: October 2020 – September 2021   |  |  | | --- | --- | | **Core Activities** | **Anticipated Deliverables** | | Support OST Advisory Board Strategy and Activities | Provide facilitation and planning support for OST Advisory Board including the identification of strategic activities, aligning partner roles and engagement, and supporting implementation of board identified activities aligned with core focus and designated outcomes. | | Support State Agency Collaboration and Strategy | Provide facilitation and planning support for state agency collaborations including the identification of strategic activities, aligning partner roles and engagement, and supporting implementation of annual activities. | | Support 21st CCLC Grantee Convening and Engagement Efforts | Provide facilitation and planning support for Grantee convenings and trainings including the identification of strategic activities, aligning partner roles and engagement, and supporting implementation and facilitation of associated activities. |   Social Legends - Role: Social Legends will provide and manage all support related to planning, coordination, and facilitation of the OST Advisory Board and other state agency collaborative efforts. From identifying activities to aligning partner roles and engagement, Social Legends will provide both the strategic and logistical support necessary to ensure the effective collaboration of those supporting 21st CCLC grantees. Social Legends will also provide design, coordination, and facilitation support for 21st CCLC grantee convenings and engagement efforts. Events ranging from new grantee orientation to regional meetings and trainings will be supported by Social Legends’ team members.  Social Legends - Previous Examples of Success:  Social Legends has provided support in the ongoing engagement of key stakeholders and development of the OST Advisory Board to provide strategic input and guidance as it relates to managing and strengthening the 21st CCLC program both in Indiana and other states across the country. Social Legends has assisted IDOE in the identification and cultivation of key members, creation of the roles and responsibilities of the desired board and has defined the meeting structure and annual calendar of convenings. Social Legends regularly assists in devising the meeting agendas, preparing materials, and supporting the facilitation of OST Advisory Board meetings.  Please see the following attachments for samples of our work demonstrating past success:   * Attachment F-1: OST Advisory Board Meeting Agenda * Attachment F-2: OST Advisory Board Structure Overview * Attachment F-3: OST Advisory Board Planning Session Review   **Strategies for Consideration:**   * Explore pathways for the voluntary licensure for OST programs in partnership with the Office of Early Childhood & Out of School Learning * Align quality systems for OST, SACC and early learning to maximize efficiencies while meeting the unique needs of each * Bring OST and youth development intermediaries together to better align efforts and role in system building * Leverage public-private partnerships to provide resources to advance system building and the delivery of a well-supported continuous quality improvement system * Leverage long-term high-quality grantees to support new and high-risk grantees * Provide opportunities to engage youth voice at the state and local levels   **d) Design and provide a menu of professional development opportunities for 21st CCLC subgrantees based on best practices in out-of-school time programming with options for all levels of youth programming professionals.**  Cost: $32,250.00  Anticipated Timeline: January 2021 – September 2021  **Professional Development Resource Guide Update**   |  |  | | --- | --- | | **Core Activities** | **Anticipated Deliverables** | | Professional Development Provider Identification | Research Professional Development providers and practitioners to add to the 21st CCLC PD Resource Guide. | | 21st CCLC Professional Development Resource Guide Development | Facilitate annual update of Grantee PD resource guide by assessing guide format, updating existing guide content, research new providers and services for inclusion, and updating design of final product. |   Social Legends - Role: Social Legends will provide oversight to the subcontractors identified to support the grantee needs assessment process, research of new providers, and development of recommendations for updating the Professional Development Resource Guide while also providing strategic insight and recommendations based on past experience. Social Legends will provide graphic design support to produce an updated version of the guide following the addition of new services/providers and edits as necessary to the existing content.  Social Legends - Previous Examples of Success:  In 2019, Social Legends surveyed 21st CCLC grantees to identify key professional development needs and service provision gaps to inform the creation of the first 21st CCLC Professional Development Resource Guide. The new guide, designed based on the input of grantees, outlined 15 core areas of professional development support, and then identified providers whose service and program offerings aligned with the core areas. Grantees then used the guide to identify professional development opportunities based on their needs, available funds, and preferred format to assist in improve the efficiency of professional development planning efforts. Social Legends also aligned the service offerings with the IAN Afterschool Standards and CYC competencies to ensure programs could easily find offerings to align with the program quality improvement efforts and staff certification goals. In addition, the guide offered additional information with regards to applicable conference offerings and online resources that could be leveraged by programs to strengthen their professional development plans and available offerings to staff members. In 2020, the Professional Development Resource Guide was updated by Social Legends to provide additional resources based on needs grantees and IDOE staff had identified.  Please see the following attachments for samples of our work demonstrating past success:   * Attachment F-8: 21st CCLC Professional Development Resource Guide   Designated Subcontractor Role:  Following the completion of the professional development needs assessment, Mangas Global Solutions will identify new providers or services to add to the 21st CCLC Professional Development Resource Guide aligned with the needs highlighted by programs.  Experience & Transferable Skills  Mangas Global Solutions Inc. has extensive experience conducting research in both the federal and corporate sectors focused and will provide expertise and capacity to utilize the input received during stakeholder engagement activities to identify additional providers and services to add to the 21st CCLC Professional Development Resource Guide.  **Diversity, Equity, and Inclusion Professional Development Strategy and Delivery Planning**   |  |  | | --- | --- | | **Core Activities** | **Anticipated Deliverables** | | Facilitate Strategic Planning Kick-Off Meeting with Leadership Team | Coordinate meeting, plan agenda, facilitate kick-off with Leadership Team to frame process, set expectations, agree upon engagement strategies, and key milestones. Conduct meeting follow-up. | | Stakeholder Engagement | Conduct Interviews with key stakeholders | | Conduct surveys of key stakeholders | | Conduct focus groups of key stakeholders | | Analyze data and develop report of opportunities, challenges, and recommendations | | Identify Best Practices | Research and identify national best practices for improving DEI in youth service provision | | Strategy Meeting with Leadership Team | Conduct a planning meeting with the Leadership Team to review the findings of the stakeholder engagement activities and prepare for the retreat. | | Facilitate Half-Day Staff Retreat | Coordinate and Facilitate a half-day planning retreat with members of the OST Advisory Board and Grantees to identify strengths, clarify opportunities, and define the vision for DEI for afterschool in Indiana | | Create Report of Retreat Input | Document all input compiled during the retreat and create a report highlighting key findings and recommended next steps | | Strategy Meeting with Leadership Team | Conduct a planning meeting with the Leadership Team to review input collected during the retreat and outline next steps to operationalize the vision. | | Goal Development and Attainment | Convene Working Group of Grantees to review retreat input and provide input on the strategy to operationalize the vision identified; compile recommendations and requested tools/resources list | | Create Annual Work Plan for Implementation | | Coordinate and facilitate Kick-Off Event to Present/Review Best Practices with Grantees | | Develop evaluation strategy, process, and tools to measure impact of DEI strategy | | Implementation Support | Design tools, resources, and training materials to support IDOE and grantee implementation |   Social Legends - Role: Social Legends will provide oversight to the subcontractors identified to support the development of strategies to improve the integration of diversity, equity, and inclusion policies and practices among 21st CCLC grantees across the state while also providing strategic insight and recommendations based on past experience. In addition, Social Legends will provide facilitation and strategy support for convenings and conversations outlined to advance planning efforts and engage stakeholders to identify best practices and establish a vision to strengthen diversity, equity, and inclusion policies and practices. Following the final identification of best practices, Social Legends will be responsible for creating the resources and tools necessary to assist 21st CCLC programs in advancing strategies and integrating the practices into their own programs.  Social Legends Previous Examples of Success:  Social Legends has provided support to community-based organization, social service providers, and education entities as they assess and develop strategies to adequately address diversity, equity, and inclusion as part of their organizational model and culture. Past projects have examined policies, programs, communications, and leadership structures regarding diversity, equity and inclusion, developed recommendations and created plans to assist in implementation. Client within whom Social Legends has supported diversity, equity, and inclusion work include:   * Families First: Assessment of diversity, equity, and inclusion policies and practices associated with service provision, leadership/governance structure, and program impact. * Children’s Bureau: Assessment of diversity, equity, and inclusion policies and practices associated with service provision, leadership/governance structure, and program impact. * Thomas Gregg Neighborhood School: Assessment of diversity, equity, and inclusion policies and practices associated with service provision, curriculum development, leadership/governance structure, and school impact.   Designated Subcontractor Role:  Engaging Solutions will provide support with the Diversity, Equity, and Inclusion Professional Development Strategy and Delivery Planning process. They will manage the stakeholder engagement process and conduct the research necessary to identify and recommend best practices. Engaging Solutions will support the facilitation of discussions with the OST Advisory Board and grantees regarding implementation of the best practices and support a kick-off event to present the final strategy to all statewide grantees.  Experience & Transferable Skills  Engaging Solutions has transferable skills from several IDOE projects that required their organization to conduct data collection, research, analysis, identify best practices and prepare technical reports. Engaging Solutions has designed and conducted cultural competency training for IU Health, IU School of Social Work, the Indiana FSSA Department of Mental Health, and the Indiana Minority Health Coalitions, among others. Past projects have examined policies, programs and collateral to evaluate optics and efficacy regarding diversity, equity and inclusion, developed recommendations and implementation steps, and included training for entire organizations on diversity, equity and inclusion.  Engaging Solutions is competent in working with diverse communities; assigning the right strategies and techniques of outreach to targeted audiences; preparing appropriate messaging; and engaging audiences effectively.  **Strategies for Consideration:**   * Ensure professional development offerings meet the needs of all staff positions/levels * Provide customized support related to staff onboarding given the impact of COVID-19 on staff retention * Establish DEI standards and strategies for Indiana OST programs including professional development and technical assistance to support successful implementation   **e) A description of how subgrantee needs will be assessed and utilized to drive development of professional development opportunities and supports.**  Cost: $38,550  Anticipated Timeline: October 2020 – September 2021   |  |  | | --- | --- | | **Core Activities** | **Anticipated Deliverables** | | Professional Development Needs Assessment | Design, disseminate and manage surveys to assess grantee program needs; Analyze survey data; produce report | | Interview Program Directors to assess staff needs, barriers, and opportunities. | | Conduct focus groups of grantee staff members to assess needs, barriers, and opportunities | | Coordinate, plan and facilitate leadership team meeting with IDOE to discuss grantee feedback and develop strategy to address. | | 21st CCLC Grantee PD Plan Development | Design and facilitate trainings to lead grantees through process of assessing staff needs, creating PD plans, and implementing plans with fidelity. | | Develop tools and resources to support grantee efforts in assessing staff needs, creating PD plans, and implementing plans with fidelity. | | Provide grantees with individual TA support in the selection of professional development supports and creation of annual professional development plans. | | 21st CCLC Grantee Technical Assistance | Provide strategic support to IDOE 21st CCLC grantee staff and leadership to assist in the implementation of 21st CCLC grant requirements including ensuring alignment of in school and out of school time activities/outcomes; developing strategic partnerships; improving program sustainability; and strengthening human resource practices. |   Social Legends - Role: Social Legends will provide oversight to the subcontractors identified to assess professional development needs and challenges experience by 21st CCLC program while also providing strategic insight and recommendations based on past experience. Social Legends will provide support designing the content for the training sessions to guide 21st CCLC grantees through their own internal assessment process and the development of their professional development plans. Tools and resources to support the planning process will also be designed by Social Legends. In addition, Social Legends consultants will provide direct technical assistance to 21st CCLC grantees at the requested of the IDOE. Content experts can and will be leveraged with coordination support from Social Legends should a 21st CCLC grantee require customized supports.  Social Legends Previous Examples of Success:  In 2019, Social Legends provided support to design and implement the annual 21st CCLC Grantee Professional Development Planning Process. The process is designed to assist grantees in assessing their program’s needs, improving professional development planning efforts, and ensuring program staff are engaged in high quality professional development offerings. Social Legends supported the build out of tools to support the process and help programs to document and implement their desired professional development strategy.  In addition, Social Legends has provided extensive support annual to collect input from grantees through surveys, interviews, and focus groups. The engagement of grantees in the development of tools, resources, and process is a key element in Social Legends’ approach to support 21st CCLC grantees.  Please see the following attachments for samples of our work demonstrating past success:   * Attachment F-29: 21st CCLC Annual Professional Development Planning Process   Designated Subcontractor Role:  Mangas Global Solutions will be responsible for supporting an assessment process to determine the professional development 21st CCLC programs are most in need of. They will conduct a survey of current grantees, analyze the data, and produce a report outlining key areas of focus. They will also assist with the coordination of a training series designed to lead grantees through process of assessing their individual staff needs, creating aligned professional development plans, and implementing plans with fidelity.  Experience & Transferable Skills  Mangas Global Solutions Inc possesses significant experience designing and managing stakeholder engagement opportunities including statewide survey design, distribution, data analysis, and reporting. Their experience in both the federal and corporate sectors coordinating testing and training opportunities demonstrates their expertise in the logistical coordination necessary to support the 21st CCLC training program needs.  **Strategies for Consideration:**   * Leverage current data (performance metrics, program quality, staff competence) more intentionally to inform professional development plans. * Engage provider voice to better understand and address barriers to professional development.   **f) Cultivate connection between strategic statewide efforts and national out-of-school time efforts**  Cost: $15,000  Anticipated Timeline: October 2020 – September 2021   |  |  | | --- | --- | | **Core Activities** | **Anticipated Deliverables** | | Leverage National Experts, Resources, and Opportunities | Facilitate connection of national experts, resources, and opportunities to inform strategy, increase capacity, and strengthen programs across the state. |   Social Legends - Role: Social Legends will provide and manage all efforts to facilitate connections and identify resources from national partners that could be leveraged to support 21st CCLC programs in Indiana. From tools and resources, to best practices, Social Legends has the ability to provide the IDOE 21st CCLC specialists and programs across the state with access to expert resources and opportunities.  Social Legends Previous Examples of Success:  As a member of the Afterschool Technical Assistance Collaborative (ATAC), Social Legends capacity is further complimented by ongoing partnerships established through the organization’s national work with experts who possess associated skills and supports for Social Legends to leverage throughout the course of the project.  **Strategies for Consideration:**   * Leverage national expertise to support grant readiness, professional development and technical assistance aligned with state priorities. * Connect with 21st CCLC programs around the country to benchmark innovative and high impact initiatives.   Examples of experts include:  American Institutes for Research (AIR): A longtime, collaborative partner of Social Legends, AIR is known for their rigorous, state-of-the-art research and evaluation work designed to provide important evidence for education policymakers and practitioners to use when answering crucial questions about program implementation, challenges, and solutions. AIR provides supports such as:   * Practical and relevant resources to advance quality systems * Content expertise versed in the research on afterschool trends in the field * Training to support conferences or initiatives by facilitating workshops and delivering keynote addresses.   Afterschool Alliance: The Afterschool Alliance works to ensure that all youth have access to affordable, quality afterschool programs by engaging public will to increase public and private investment in afterschool program initiatives at the national, state, and local levels. Afterschool Alliance provides supports such as:   * Research and publications highlighted evidenced based and promising practices * Policy and advocacy efforts to address funding opportunities and education policy makers on the value of afterschool * Communications resources and tools to build an active network of afterschool supporters * Providing field-building resources and tools   BoardSource: BoardSource provides leaders with an extensive range of tools, resources, and research data to increase board effectiveness and strengthen organizational impact. Board Source provides supports such as:   * Resources and tools related to board governance structure and best practices * Assessment tools * Training and professional development focused on governance practices |

# Other Information

What specific, innovative strategies would your agency recommend implementing to improve out-of-school programming in Indiana?

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| Given our experience and the current environment, Social Legends recommends the IDOE consider the following recommended strategies to maximize their desired impact based on the priorities laid out in this RFP:  **Leadership Development Institute**  Investment in leadership development is one of the biggest opportunities to drive change and outcomes in 21st CCLC programs of all sizes. By instituting high quality professional development programs, providers have the potential to improve outcomes and performance, attract and retain top talent, drive strategy implementation, and increase success in navigating change. Leadership capacity is being tested more than ever given the current public health emergency and focus on racial equity.  For the past 4 years, Social Legends has designed, developed, and coordinated a Leadership Development Institute for 21st CCLC program staff members (program directors, site coordinators, and frontline staff) providing an opportunity for team members to focus on both personal and professional development. With input provided directly from 21st CCLC staff members, a customized approach was created that focused on key areas of growth specific to the success of programs from across the state and nationally.  In 2019, 21st CCLC staff participated in both Levels 1 and 2 of the program, with many indicating a desire to return and complete the next level. With the advancement of both cohorts into Levels 2 and 3, a new cohort would have the opportunity to participate in Level 1 starting during the 2020-2021 academic year. In a recent survey of 21st CCLC programs, 28 programs alone indicated a desire to enroll over 100 participants in the program this upcoming year.  Social Legends recommends a continuation of the Leadership Development Institute, allowing current participants to continue to progress within the program, and new staff members to begin participating.  Impact of Investment: Improved program leadership pipeline, increased retention rates, decreased staff burnout, increased team engagement, improved productivity, and improved efficiency  Cost: $3,500/person  **Transition and Sustainability Support**  21st CCLC grantees are challenged to cultivate program stability and sustainability. Competition for resources and a constant pursuit for revenue impacts an organization’s capacity to serve youth and families in consistent and high-quality ways. As cohort 8 grantees enter the final year of their funding cycle, programs who do not receive 21st CCLC funds as part of the current cohort 10 funding cycle will need to develop plans to: (1) cease program operations and transition families to alternative services if available, (2) adjust program operations to align with available revenue, or (3) raise new revenue to meet needs and/or build partnerships to address gaps and sustain services for youth and families.  Social Legends recommends the addition of a sustainability initiative focused on scenario planning, partnership development, and resource development. The sustainability initiative will include training, technical assistance, and a toolkit that can be leveraged by all grantees now and into the future.  Impact of Investment: Continuation of services for families/youth, sustainability of programs, decreased impact on families/youth  \*Cost Estimate: $25,000  **Community and School Partnership Support**  The strongest 21st CCLC programs often demonstrate the strongest relationships with their school partners, and as school districts continue to navigate the realities of operating with the ongoing risk of COVID-19, prevalence of e-learning, and increased family need, the role of 21st CCLC programs has become more important than ever before. Strengthening the partnership between providers and their school partners is essential for ensuring supports for students and families are not only efficient, but effectively aligned with school and community efforts. The role and capacity of 21st CCLC programs can be significantly leveraged to help advance school efforts and outcomes.  Social Legends recommends launching an Education Advisory Team made up of diverse educators and program providers to help inform and advance strong OST and school partnerships. In addition, a training session focused on strengthening community and school partnerships along with individual program technical assistance focused on identifying and implementing strategies to strengthen their existing partnerships would be recommended.  Impact of Investment: Strengthened partnership models, improved communications, integrated service provision for families/youth, and authentic collaboration  \*Cost Estimate: $22,000  **Virtual Student and Family Engagement**  As many 21st CCLC programs have been forced to explore alternative delivery methods to address the risks of COVID-19, it has become imperative that programs strengthen strategies related to virtual student and family engagement. The essential supports provided by 21st CCLC afterschool and summer learning programs are even more imperative for preventing learning loss as students are forced to utilize e-learning and blended learning programs. By strengthening strategies for engaging with students and families virtually, 21st CCLC programs can continue to provide essential academic supports and enrichment opportunities, while also helping meet family needs.  Social Legends recommends identifying best practices for both student and family virtual engagement and creating toolkits to support programs in implementing best practices for virtual engagement with youth and families.  Impact of Investment: Improved youth engagement, improved family engagement, improved attendance, improved academic success, and strengthened relationships  \*Cost Estimate: $15,000  **Human Resources Support**  Systems leaders and programs in Indiana and nationally, often site human resource as one of the most significant challenges of OST programs. They struggle with attracting, growing, and retaining top talent. As many programs have had to navigate closures, lay-off’s, and losing staff due to health and safety concerns due to COVID-19, the need for technical assistance support, resources, and tools to strengthen 21st CCLC human resources efforts is even more urgent and essential.  Social Legends recommends building a Human Resources Toolkit including resources and templates aligned with the CYC competencies and certification system to strengthen OST human resources, equip programs to implement best practices and build a talent pipeline for the field. Social Legends also recommends offering both training sessions and individual program technical assistance to address specific programs needs identified by program leadership.  Impact of Investment: attract top talent, improve staff retention, expanded staff capacity, talent pipeline development, increase program quality, and increase operational efficiencies  \*Cost Estimate: $20,000  \*Cost Estimates provided above will be finalized after further discussion, customization, and refinement of scope, scale, activities, and desired deliverables with the IDOE 21st CCLC Staff. |

What additional information can your agency provide that will assist the state in the evaluation of your proposal?

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| Social Legends’ extensive experience as outlined in previous sections demonstrates the organizations’ ongoing commitment to 21st CCLC and ability to provide expertise and support to strengthen 21st CCLC programs across the state of Indiana. Highlighted below are (4) ways we believe Social Legends stands out among our competitors specifically as it relates to supporting 21st CCLC:   1. Social Legends has supported 21st CCLC stakeholders in developing and strengthening partnerships at the local, state, and national levels. Collaborations between programs, community-based organizations, intermediaries, state agencies, to national systems partners are essential for strengthening 21st CCLC and the desired impact on youth and families. 2. Social Legends has provided consulting support and technical assistance at every level of the 21st CCLC system. From working individually with providers in local communities to improve program quality, to supporting the statewide 21st CCLC strategy development, to strengthening national structures to support quality, advocacy, and sustainability efforts, Social Legends has experience and expertise that can be leveraged to develop and implement comprehensive strategies. 3. Social Legends has the ability to maximize efficiencies and the resulting impact with the comprehensive knowledge of its team members, strong existing relationships with providers, access to national expertise, and experience with models from across the country. |