



February 1, 2018

---

## Request for Letter of Interest for NextUp Site Coordination Agency Partner

---

### Background

Effective expanded learning and Out of School Time (OST) programs benefit students, their families, and the community. Research shows youth who participate in quality programs exhibit better academic and social outcomes, and become more confident and engaged in the classroom. Expanded learning programs also offer a safe, fun, and educational environment for students to participate in activities that support their development of academic, social, and personal skills.

NextUp RVA (NextUp) is a collaborative community initiative working to ensure that Richmond Public School's (RPS) middle school students engage in meaningful expanded learning and OST programs through an integrated, quality OST system. When young people participate in high-quality programs during this pivotal, formative stage of their lives, they benefit in tremendous ways – academically, physically and socially. The more coordinated our efforts and the more extensive our reach, the greater the impact we can make in our youths' present and future.

To accomplish this, NextUp works with quality youth service providers to coordinate year-round enrichment opportunities at partnering middle schools offered five days a week over the course of three sessions during the school year. The result is a model that ensures high quality, accessible, consistent and coordinated expanded learning offerings. High participation rates for students lead to improved academic, social, health and community engagement outcomes. More information about NextUp Goals and NextUp Quality Guidelines can be found in Appendices 1 and 2.

Key to the success of our model is contracting with a high-quality provider to serve as the lead organization, what we call the site coordinating agency (SCA). The selected SCA will work under contract with NextUp and collaboratively with the prospective RPS middle school and a team of program providers. The SCA will be responsible for overall project management and implementation of the NextUp site.

### Proposal Invitation and Overview

NextUp seeks a high-quality youth serving organization with experience engaging middle school youth and experience working with external program partners to serve as the Site Coordination Agency (SCA) at a prospective RPS middle school as a part of the NextUp OST system.

The NextUp site will operate Monday through Friday from 2:45 pm to 5:30 pm. A detailed daily schedule is as follows:

2:45 – 2:55	Intake/check-in/snack
2:55 – 3:55	Block 1 of Programming (provided by partner programs)
3:55 – 4:15	Dinner/1 <sup>st</sup> Dismissal
4:15 – 5:15	Block 2 of Programming (provided by partner programs)
5:15 – 5:30	Gathering time/2 <sup>nd</sup> Dismissal

There will be no elective programming scheduled for Fridays. Instead these days should be reserved for field trips (on and offsite), guest speakers, service projects and other special activities which the SCA is responsible for planning and executing.

The selected SCA will serve as a contractual partner of NextUp responsible for the day-to-day management and coordination of after-school programming at the prospective NextUp site to include: management of after-school program staff; helping to select eligible expanded learning program providers; designing and confirming master scheduling; managing student registration; communicating with parents, students, teachers and principals; identifying and managing efficient use of facilities and space; implementing safety and security protocols; coordinating transportation; arranging for dinner and snacks for students; assisting with recruiting teachers and after-school providers to participate in professional development activities; playing an active role in NextUp planning and coordination; and tracking and reporting on performance measures, outcomes and financial expenditures.

#### **a. Scope of Services**

The SCA, and its designated staff, work closely with and under the direction of the NextUp office to coordinate the delivery of high-quality services by participating program providers. The SCA will work with NextUp to implement operating guidelines and procedures and will follow NextUp Quality Guidelines (see Appendix 2) to manage the site effectively.

#### Site Coordination Agency Responsibilities

The SCA is responsible for overall project management and implementation of a high quality, accessible, consistent, and coordinated after-school program at the NextUp site. The SCA will hire appropriate staff to include at a minimum, a full-time Site Coordinator whose sole responsibility will be the development, implementation and management of successful collaborative expanded learning at the school. The Site Coordinator will have a direct reporting relationship to a supervisor at the SCA and to NextUp. Additional staff positions to ensure the safety of the students and effectiveness of the program will be considered.

The SCA has lead responsibility for the following:

#### 2. Staffing and Human Resources

- Hire a full-time Site Coordinator with the input of the School Principal and the NextUp Executive Director.
- Provide a skilled and knowledgeable agency supervisor.
- Hire and supervise additional site staff to provide for coordination and supervision of youth.
- Develop an individual performance plan that is aligned with NextUp projected outcomes for the site.
- Complete an annual performance evaluation for the Site Coordinator with input from the NextUp leadership.
- Provide office space, cell phone, computer and materials for the Coordinator.
- In conjunction with NextUp, orient and train the Site Coordinator and related staff assigned to the initiative.

#### 3. Volunteer Management

- Recruit, train and supervise volunteers assigned to the site, including providing them with job descriptions and ensuring compliance with RPS and NextUp expectations for volunteers.
- Ensure any volunteers used for the program pass criminal background checks and meet RPS standards.

#### 4. Planning and Coordination of System

- Participate in NextUp system-wide planning, coordination, and management meetings monthly and as requested.
- Integrate activities, schedules and planning with the school.
- Recruit students and manage registration.
- Implement positive behavioral management policies and practices.
- Facilitate and develop productive relationships between community stakeholders, NextUp staff, and Richmond Public Schools personnel at the middle school and district level.
- Participate in the NextUp selection process for on-site and off-site program providers.

5. Management and Coordination of Site and Program Programs
  - Adhere to the NextUp Provider Quality Guidelines for OST (*see Appendix 2*).
  - Participate fully in the the Youth Program Quality Initiative.
  - Adhere to the organization's operation's manual and work collaboratively with NextUp leadership and site teams to make improvements to policies and procedures.
  - Provide written protocols and procedures for all aspects of the NextUp program, including student behavioral standards, family, and youth engagement.
  - Train staff and volunteers on Richmond Public Schools' safety, security and emergency procedures, serve as the emergency point of contact, and implement guidelines for after school programs.
  - Manage student registration and master scheduling.
  - Assist NextUp with monitoring all youth programming so that it adheres to NextUp Goals and NextUp Quality Guidelines (*see Appendices 1 and 2*) such as adult to children ratios, implementation of proven practices, and required annual outcomes.
  - Implement the after-school program in accordance with the NextUp operations manual and NextUp policies and procedures.
  - Provide on-site technical assistance and support to enable participating youth programs at the NextUp site to adhere to quality standards, policies, and procedures.
6. Transportation, Food, and Materials
  - Assist NextUp to secure and coordinate school investments in the after-school program such as space, transportation, and snacks.
  - Arrange for transportation for students in cooperation with the Principal of the school and in accordance with NextUp transportation policies.
  - Create and utilize daily bus list to ensure safe transport home for participating students.
  - Supervise daily provision of dinner.
  - Procure and distribute low-cost healthy snacks for students.
  - Maintain and coordinate supplies, equipment and other materials needed for programming.
7. Facilities and Space
  - Identify and confirm with school room choices/in-school space for sessions and programs.
  - Secure and coordinate off-site space as needed.
  - Prepare requests to Richmond Public Schools for use of space and security personnel.
  - In cooperation with the school, set and adhere to cleaning guidelines and serve as the liaison to the custodial staff.
  - Communicate and monitor compliance with cleaning guidelines with providers.
8. Data and Performance
  - Commit to continuous quality improvement in partnership with NextUp.
  - Meet monthly with NextUp to assess and review program progress and develop improvement, sustainability, and/or enhancement plans.
  - With NextUp and school leadership, set annual performance goals for the school site (e.g. for the first year, 20% of the school population will attend programming)
  - Enter data daily in NextUp's data system according to reporting, timeframe, and outcomes requirements.
  - Participate in training of the NextUp data system and protocols for information and data collection.
  - Adhere to a data sharing agreement with NextUp and Richmond Public Schools to access student behavioral, attendance, and academic data for the purpose of tracking performance and continuous improvement.
  - Report on financial and outcome data (including required outcomes) on a quarterly basis.
  - Cooperate with site evaluation methods and observations of site coordination and program providers.
  - Administer evaluation surveys as designed and required by NextUp.

9. Funding and Financial Management

- Monitor budget and provide quarterly financial reports to NextUp.

10. Communication and Engagement

- Direct recruitment of students, parents, and teachers to support high participation rates and successful programming at the school.
- Promote after-school and parent education programs to families.
- Advertise and promote programs through newsletters, website, presentations, and community and school outreach.
- Meet at least monthly with principal and attend school staff meetings.
- Adopt NextUp co-branding standards and help develop recruitment materials.
- Facilitate outreach to teachers to promote programming and gain their input to program improvement.

11. Professional Development and Training

- Attend professional development opportunities offered by NextUp.
- Assist with recruiting teachers and expanded learning program providers to attend professional development opportunities sponsored by NextUp.
- Identify professional development needs of program providers and site coordination/program staff. Communicate these needs to NextUp.

**b. Required Performance Outcomes**

In partnership with the schools, youth services, funders, and government, we will impact middle school outcomes by increasing youth access and participation in quality expanded learning programs and by building the quality of the OST field. Across our sites, NextUp measures:

- the level at which young people access, engage, and participate after school
- students' school attendance, behavior, and course performance; and
- the quality of expanded learning program offerings.

Annually, the Site Coordination Agency will work with NextUp and the designated RPS middle school to develop the performance measures and intended outcomes for the school year. The Site Coordination Agency is required to maintain, collect, and report data related to youth participation, program performance, and youth outcomes via the NextUp data system. Collecting this data is of the highest priority for NextUp and can be expected to take approximately eight hours per week.

**c. Insurance**

The Site Coordination Agency will be required to list NextUp RVA, Richmond Public Schools and The Community Foundation on its Certificate of Liability Insurance and carry a policy of at least \$1,000,000 per occurrence.

**d. Timing for selection**

We anticipate being ready to expand during the 18/19 school year, contingent upon securing the funds needed. We anticipate inviting full proposals from selected organizations in May or June and entering into contract with one SCA by August.

**e. Letter of Interest**

NextUp will consider letters of interest that briefly describe how the organization will meet each of the ten areas of responsibilities (described in the scope of services matrix) and how it will demonstrate the organization's record and capacity in the following key areas:

## Overall

- Let us know why you are interested in working with us as the SCA.
- Provide a description of your organization's values, model for youth values and training process for staff.
- Document your commitment to adhere to the NextUp Quality Guidelines and briefly describe any foreseen challenges in meeting the guidelines.
- Demonstrate your ability to recruit, retain and develop middle school youth at high levels of participation in youth development programs.
- Please describe your approach and record of youth and family engagement.
- Please document your commitment to participate in the Youth Program Quality Initiative to ensure the prospective NextUp site provides optimal service to youth.
- Please share examples of outcomes showing evidence of effective direct service work with youth who have multiple risk factors and/or experience stress associated with poverty and low-incomes.
- Please describe how you plan to integrate the coordinated after-school staffing model into your organization, and how it will fit into your organization's mission and culture.
- Please describe your organization's experience with data collection, tracking and data use for continuous quality improvement.
- Describe the commitment of senior organizational leadership to work with NextUp to design and implement an effective program. Please describe the skills and experience of staff who will oversee this project within your organization.
- Outline the proposed staffing structure that will ensure proper supervision, leadership and the positive development of 100-200 youth, as well as effective collaboration and planning with NextUp, the prospective school's Principal, and the Integrated Services Provider.
- Please describe your organization's experience planning collaboratively with multiple agencies, public and private partners and Richmond Public Schools.
- Present your organization's fiscal health as evidenced by year-end financial statements for the most recent two years and FY2018 budget. (Please indicate if these materials can be found on your Give Richmond profile. If not, please include them with your letter of interest)

## Submission of Letter of Interest

Please submit one hardcopy and one electronic copy of the Letter of Interest to the NextUp office by 2pm, March 2, 2018. Information should be sent to:

Joye B. Moore  
Operations Officer  
NextUp RVA  
7501 Boulders View Dr., Ste. 110  
Richmond, VA 23225  
Telephone: (804) 409-5640  
Email: [jmoore@nextuprva.org](mailto:jmoore@nextuprva.org)

For questions, please call:

Jeanine Turner  
NextUp Program Manager  
(804) 519-2369  
[Jkturner0618@gmail.com](mailto:Jkturner0618@gmail.com)

or

Barbara Sipe  
Executive Director, NextUp RVA  
(804) 409-5640  
[bcsipe@nextuprva.org](mailto:bcsipe@nextuprva.org)

Proposal packet must include:

- Brief but informative responses to Section e. of the Letter of Interest
- Financial Statements for most recent two years and current organizational budget (unless available on Give Richmond Web site)

## Appendix 1 – NextUp Goals

### NextUp Goals

#### **For youth**

- Increased student participation in high-quality programs
- Superior student outcomes, including:
  - Increased school attendance
  - Higher grades in key courses
  - Reduced behavioral incidents
  - Increased social and emotional well-being

#### **For out of school time system**

- Better communication and collaboration among schools, service providers, city officials, students and families
- Expanded programs that are relevant, engaging and effective
- More efficient use of school and community resources
- More sustainable funding model

## Appendix 2 – NextUp Quality Guidelines

### NextUp Provider Quality Guidelines

#### **HEALTH AND NUTRITION**

- Youth are not knowingly or unnecessarily exposed to infectious diseases
- If applicable, the program provides meals and snacks that meet the dietary needs of each child
- If applicable, food is stored and prepared safely
- If applicable, proper procedures for the administration and handling of medication and individual medication procedures are developed

#### **SAFETY**

- Persons having direct contact with youth shall be adequately prepared to provide basic first aid and emergency services
- If applicable, program policies and procedures regarding transportation are in conformance with Virginia law
- Written policies are in place for general emergencies (NextUp sites will also have policies for all on-site providers to follow)
- Only authorized persons are allowed on the premises

#### **ACTIVITIES & PROGRAMMING**

- A system for program evaluation is established and used for ongoing program improvement
- The program provides learning experiences that are age appropriate, individually supportive and regularly offer multiple choices
- Parents are welcomed as part of the program

#### **STAFF RECRUITMENT AND TRAINING**

- Staff and regular volunteers receive training every year
- All staff who work with children are physically/mentally able to perform stated outlined job duties and are screened for drug use and criminal and child convictions

#### **PERSONNEL/ADMINISTRATION**

- All staff/volunteers will act in a caring, honest, respectful and responsible manner, creating a safe environment for youth
- The program has written policies and standards related to staff/volunteer qualifications and job responsibilities for each position
- The organization/individual must have appropriate documentation of business registration (nonprofit status, incorporation or other partnership umbrella)
- The organization has sufficient insurance (at least \$1,000,000 in coverage) to protect against the loss or injury of children and/or staff
- All required regulatory documents are filed and accessible for public inspection
- Staff evaluation is established and used for ongoing professional development
- Allegations of abuse or neglect are taken seriously and promptly investigated
- The program offers services that promote a culture of respect and fairness