



### DESCRIPTION

- Offers afterschool enrichment and recreation opportunities to 530 children across 6 elementary schools per day
- Maintained enhanced programming component after grant cycle ended by using “three-legged stool” financing strategy
- Community fundraising efforts and key champions provide substantial financial support for program

### Elements of Sustainable Programs

- Vision
- **Strategic Financing Orientation**
- Broad-Based Community Support
- **Key Champions**
- **Results Orientation**
- Adaptability to Changing Conditions
- Strong Internal Systems
- Sustainability Plan

## Kids on the Block, Inc. - McMinnville, Oregon

### Partnering to Provide Sustainable Programs

#### Overview

The Kids on the Block, Inc. program, established in 1989, emerged out of a joint effort by the school district, the city of McMinnville, Oregon and local business leaders. Shortly after a bond initiative to fund schools had failed to earn adequate community support, the idea for an afterschool program was presented at a joint meeting of the school board and city council as a solution to the growing need for safe, supervised settings where children can go after school. The school board was the main vehicle behind the Kids on the Block program, persuading the other groups to support the initiative. Ultimately, the city council agreed that the school district would allow operation on site, while the Parks and Recreation Department would provide oversight and management of the program, and a newly formed board of directors comprised of local city, school, and business leaders would serve advisory and fundraising functions for Kids on the Block. The program coordinators now refer to their financing strategy as a “three-legged stool,” with each of the three partners playing a critical role in the program’s financing.

Since its inception, the program has grown from three elementary schools serving 75 children in 1990 to all six local elementary schools providing services to an average of 530 children per day. The program operates during the school year and offers three ten-week sessions to participants on a fee-based system. Programming options include recreation and enrichment

based activities such as arts and crafts, science, sports, and other games for children. Five or six times during the year, a special instructor is invited to expose the children to additional learning opportunities.

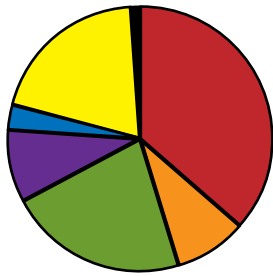
The program’s services were augmented by a 21<sup>st</sup> Century Community Learning Center grant from 2001 to 2004. The grant expanded the afterschool program’s services by adding one academic hour, a component known as the “Power Hour.” During the three years of the grant, schools grew to be more active partners in the afterschool program as teachers were brought in to plan and manage the new academic component. The relationship between the Parks and Recreation Department and the school district was also further solidified by this increased collaboration. The Kids on the Block program is no longer funded by the 21CCLC grant, but continues to offer the additional Power Hour to its participants with the help of its three-legged stool financing strategy.

#### ✔ **Strategic Financing Orientation** Maximizing Community Resources

Kids on the Block program leaders understood the value of utilizing a diverse set of funding sources and forming partnerships within the community prior to receiving the 21CCLC grant. When the 21CCLC grant ended in 2003, Kids on the Block was left with the challenge of sustaining an afterschool program which had doubled in cost due to its newly enhanced services. The school district assumed some of the

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Estimated Revenue Sources



- KOB Inc./Mayor's Ball Business Community
- McMinnville SD General Fund
- MSD Title I Funds
- City of McMinnville
- Linfield Work Study
- Fees
- Grants

added personnel costs and the city of McMinnville provided support for office operations. Both of these entities give \$40,000 to the program annually, not including in-kind donations. Kids on the Block also charges \$89,000 in fees per year. The \$90 session fee is cut in half for children who qualify for the federal free and reduced school lunch program and 15 slots are reserved for

KOB Inc./Mayor's Ball Business Community	\$168,000
MSD Title I Funds	\$98,000
Fees	\$89,000
McMinnville SD General Fund	\$40,000
City of McMinnville	\$40,000
Linfield Work Study	\$12,000
Grants	\$1,876
<b>Total</b>	<b>\$448,876</b>

participants designated by the school as eligible for a full scholarship. In turn, the schools reimburse Kids on the Block 25 dollars for each of the scholarships. The program also receives support through a federal work-study program providing work opportunities to students at the nearby Linfield College at a fraction of the cost of traditional staff, saving the program about \$8,000 a year. A significant amount of Kids on the Block's funding is raised through a large-scale community lead initiative called the Mayor's Charity Ball. Since its first year when the ball raised \$9,000, it has earned a solid reputation as a successful fundraiser and contributed over \$1 million to Kids on the Block in the past 17 years. Almost \$145,000 was raised for the program at the 2006 event.

**✓ Drawing on Support of Key Champions**

Key champions are leaders from various facets of the community who recognize the value of a program and use their power and influence to increase public awareness and, ultimately, funding for the program. One longtime supporter of Kids on the Block is Mayor Ed Gormley, who has served as mayor of McMinnville for over twenty years and been a key ally of the program since he and his wife organized the first Mayor's Ball in February of 1990. The three partners that helped build up the Kids on the Block program – the city, school district, and business leaders – also recognized the value of continuing the program and ramped up their fundraising efforts after the 21CCLC grant terminated. The independent board of directors, comprised of representatives from the three partner organizations, has served as an advisory body over the years, but its primary function has been in fundraising efforts. In addition to raising donations and/or sponsorships to the Mayor's Ball, each member of the board of directors acts as a member of the various committees for the fundraising events. Terms of service on the board are limited to three consecutive years, with the option of returning after a year off; many of the members feel so invested in the program that they return to the group as soon as they are eligible again.

**✓ Results Orientation**

Successful programs can document their effectiveness through careful data collection and use the evidence to gain additional community and monetary support in the future. Initially a 21CCLC grant requirement, academic data is continually collected to reflect the value of the program on student performance and behavior. Schools conduct extensive

surveys with teachers documenting changes in grades and behavior of the program participants. The program's 2005-2006 data indicated that 87% of participating students improved math grades, 91% improved reading grades, 81% showed improvement in the completion and submission of homework, and 79% of participants experienced fewer disciplinary referrals. These types of statistics are included in their annual report to funders, inserted into outgoing materials for the Mayor's Charity Ball, and used in general fundraising efforts to illustrate the positive impact Kids on the Block has on the community.

### **Next Steps and Key Challenges**

Looking forward, the board is devoting considerable time to explore additional sources of funding, particularly untapped markets such as the large retirement community and parents of participating students. While some business partnerships have been supportive through in-kind donations related to the Mayor's Ball, program officials are exploring the potential of larger monetary donations from local companies. The Kids on the Block program is focusing on strategic choices that can lead to long-term fiscal stability. The program is solidly backed by the community and recognizes its need to continue quality staffing and be able to respond to the growing population of interested participants in the area.



For more information, contact The Finance Project at 202.587.1000 or visit our web site at [www.financeproject.org/irc/ost.asp](http://www.financeproject.org/irc/ost.asp)

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