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**A Landscape Analysis of Out-of-School Time Programs in the
18 Westernmost North Carolina Counties and the Qualla Boundary**



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EXECUTIVE SUMMARY

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The benefits and positive impacts of regular access to high-quality afterschool or out-of-school time (OST) programming are well-established. Research has demonstrated that OST programs can improve students' educational outcomes, decrease achievement gaps for low-income students, and even reduce drop-out rates and participation in risky behavior for older children.¹ Out-of-school time program quality in North Carolina is among the strongest in the nation, with the highest overall parent satisfaction rates across all 50 states in the most recent America After 3PM survey, conducted by the Afterschool Alliance.² Despite these strengths, there is still an incredible unmet demand for OST programs in the state. The 2020 America After 3PM report estimates that for every child enrolled in an afterschool program in North Carolina, three are waiting to get in.³ Understanding the landscape of OST programming in Western NC is important to address unmet gaps and needs, as well as opportunities to expand access and quality of OST programming for children.

Information about the quality and accessibility of OST programs in the state of North Carolina as a whole is available through state organizations like the North Carolina Center for Afterschool Programs (NC CAP) and national entities such as the Afterschool Alliance. However, opportunity and access vary greatly across different regions and communities of the state, and regional data about the landscape of OST is less readily available. Therefore, NC CAP and the Dogwood Health Trust partnered to conduct this Landscape Analysis of Out-of-School Time Programs in the 18 Western-most North Carolina Counties and the Qualla Boundary.

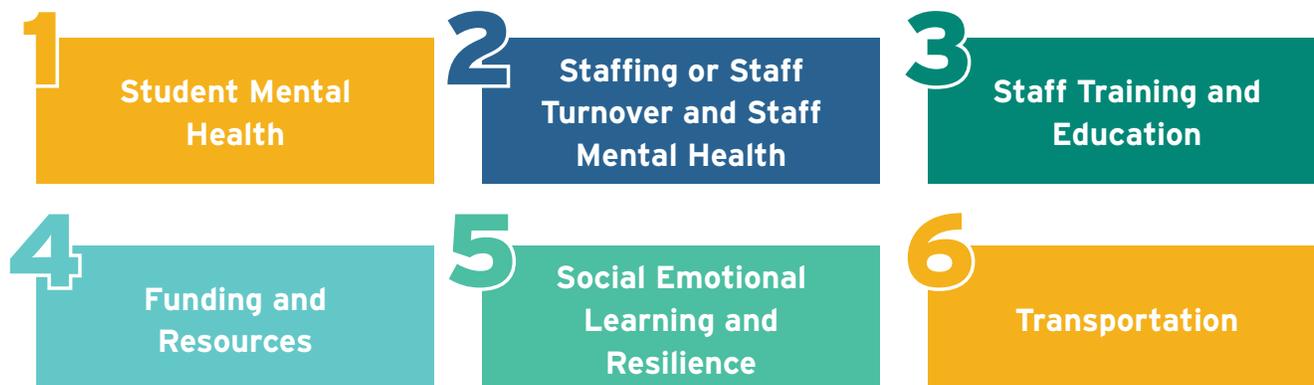
Eighty-three OST providers operating more than 134 different programs participated in an online survey examining the locations and characteristics of OST programs, as well as the strengths, challenges, and gaps in OST programs in Western North Carolina. Thirty providers participated in follow-up focus groups that explored in greater depth the challenges and opportunities facing OST providers and professionals.

1 National Conference of State Legislatures. *Supporting Student Success Through Afterschool Programs*. 2 May 2022, <https://www.ncsl.org/education/supporting-student-success-through-afterschool-programs/maptype/tile#undefined>.

2 Afterschool Alliance. Top 10 States for Afterschool. Dec. 2020, pp. 14-15, <http://afterschoolalliance.org/documents/AA3PM-2020/AA3PM-Top-10.pdf>.

3 Afterschool Alliance. *2020 America After 3PM Data*. 2020, <http://www.afterschoolalliance.org/AA3PM/data/>. Accessed 18 Apr. 2023.

The results of the survey paint a more vivid picture of the landscape of available OST programs, the curricula and activities offered, the number of children served, the cost of participation, and the accessibility of OST programming in Western NC. They also revealed six primary challenges OST program providers in Western NC face:



Importantly, the survey and focus groups also reveal key strengths or leverage points, most notably the strong partnerships that OST programs develop with one another, with parents and families, and with the community. OST programs also play a critical role in stabilizing and supporting not only children and families, but their whole community.

Based on these findings, NC CAP has developed the following recommendations to support next steps for program providers, potential areas for future investments, and specific strategies to expand the impact of OST programs in Western North Carolina:

1. **Build Regional OST Collaboratives**

OST providers in Western North Carolina have demonstrated incredible strength in building partnerships with one another, stakeholders, and the communities they serve. However, OST providers are very busy building and implementing programs for the children and families they serve, and they want and need more systematic and consistent opportunities to connect with one another. NC CAP, in partnership with other key agencies, can provide technical assistance and support to build Regional Out-of-School Time Collaboratives in each of the three regions of the Dogwood Health Trust service area that include OST programs and stakeholders across sectors. These OST Collaboratives will focus on network-building, peer-learning, collaborative resource development and sharing, and local/regional strategy and planning. Additionally, these OST Collaboratives can work together to develop plans to advocate for improved working conditions for OST staff that include increased pay, access to benefits, and trauma informed support for OST professionals.

2. **Create Flexible, Multi-Year Funding Opportunities**

OST providers appreciate and rely on their partnerships with the various organizations and programs that fund their work. Providers also frequently referenced the challenges associated with inconsistent and unreliable sources of funding. Obtaining the money and resources to sustain OST programming requires significant investments of time to acquire funding, and the uncertainty of funding can limit opportunities for program and staff development. To stabilize

OST programming in Western North Carolina, reduce the burden of fundraising, support sustainable programs, and help programs provide living wages to OST professionals, OST providers need more flexible, multi-year funding. State, local, philanthropic, and others who support OST providers in Western NC can increase the impact on and stability of the programs for children and families by providing consistent and flexible support and resources.

3. Offer Ongoing, Job-Embedded Professional Learning and Capacity-Building for Program Development, Mental Health, and Social Emotional Learning

The OST providers in Western NC expressed the need for additional professional learning, technical assistance, and coaching in several key areas:

- **Program Development:** OST providers seek to improve program quality and capacity and specifically requested support in several academic and program areas. Key areas where programs would like to grow their capacity include STEM (science, technology, engineering, and math), leadership, literacy, and the arts. Programs also requested support and professional development to grow their capacity to build relationships with schools and school districts, and to align their curricula and lessons with NC Educational Standards & local school and district learning recovery goals.
- **Mental Health:** OST providers request support for the mental health needs of children in their programs and their staff. They are interested in growing their capacity in trauma-informed practices and creating safe, secure environments and relationships that support student mental health. This includes mental health support for the workforce that gives them the tools and capacity they need to support student wellness and resilience, and that helps reduce staff burnout that causes staff turnover, which is detrimental to the caring adult-child relationships in OST programs that children and youth need.
- **Social and Emotional Learning:** OST providers more broadly expressed interest in the implementation of effective social and emotional learning programs.

Adequate funding and resources remain a barrier that can prevent OST providers from engaging in the professional learning and technical assistance they need and want. Moreover, professional learning for OST providers will be both more effective and more impactful if it is ongoing, job-embedded, and based in the context in which program providers serve to ensure relevance and implementation. Funders; statewide or regional entities, like NC CAP or the Western RESA; schools and school districts and/or other regional providers can work with OST providers so that they have the support they need. Regional OST Collaboratives can serve as a vehicle to connect OST providers with community partners who can support their professional development and capacity-building needs, and can also be a channel for OST providers to engage in professional learning and technical assistance with others.

4. Provide Support for Workforce Stability, Transportation, and Program Accessibility

Community organizations and other stakeholders who support OST providers should prioritize support for programs working to address challenges related to workforce stability as well as the accessibility, availability, and affordability of OST programs, including transportation.

This will ensure that children and families who are most disproportionately impacted by poverty, racism, and/or rural isolation will have access to high quality OST programs. Whether through funding, technical assistance, or other strategic partnership, the support should be flexible and responsive to specific community needs. Although OST programs across Western North Carolina may be experiencing similar challenges, the solution may look different from community to community and should be based in communities' unique context. Philanthropy; federal, state, and local government; and other nonprofit organizations should keep workforce stability, transportation, and program accessibility front and center in their work with OST providers and in the resources they provide for OST providers across Western NC.

5. Ensure OST Providers Engage in Statewide and Regional Efforts

OST providers' awareness of and connection to opportunities in their county, region, and state vary widely across programs. For example, some do not collaborate closely with their local school districts even though they serve the same students. Only a small percentage participate in the statewide annual Synergy Conference designed for OST providers or know about funding opportunities available to them at the state or regional level. Building the Regional OST Collaboratives will increase OST providers' awareness of these opportunities, but they may also need funding and support to fully participate through conference registrations, grant writing support, or other technical assistance. Increasing OST providers' engagement in these opportunities will increase the impact on children and families in Western NC.

To explore the landscape of OST in Western NC county by county and to view individual county OST data profiles, visit our map at <https://ncafterschool.org/western-nc-ost-data/>.



INTRODUCTION

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The benefits and positive impacts of regular access to high-quality afterschool or out-of-school time (OST) programming are well-established. In addition to keeping children safe and offering parents peace of mind, OST programs offer an expanded learning day and academic support. They provide enrichment activities for students to explore and develop their interests in the arts, STEM, sports, and other areas, as well as opportunities for children to gain skills that increase college and career readiness. For many students, they provide access to healthy snacks and meals outside of the school day. They are also a safe place to interact with peers, practice social-emotional skills, and develop their identity outside of the classroom. Research has demonstrated that OST programs can improve students' educational outcomes, decrease achievement gaps for low-income students, and even reduce drop-out rates and participation in risky behavior for older children.⁴

Out-of-school time program quality in North Carolina is among the strongest in the nation, with the highest overall parent satisfaction rates across all 50 states in the most recent *America After 3PM* survey, conducted by the Afterschool Alliance.⁵ A notable 98 percent of parents and families from across North Carolina reported satisfaction with the quality of their child's afterschool program. Children participating in afterschool programs reap a variety of benefits. Eighty-one percent of parents and caregivers in North Carolina agreed that afterschool programs were providing their children with the opportunity to learn valuable life skills, like the ability to communicate and work in teams.⁶ Additionally, 76 percent of North Carolina afterschool and summer programs were providing STEM learning opportunities, which prepares North Carolina students to become the future engineers, scientists, and innovators North Carolina needs for its workforce.⁷

Despite these strengths, there is still an incredible unmet demand for OST programs in the state. In fact, afterschool program participation in North Carolina has actually decreased in the last five years. The 2020 *America After 3PM* report estimates that for every child enrolled in an afterschool program in North Carolina, three are waiting to get in. As of 2020 there were 666,625

4 National Conference of State Legislatures. *Supporting Student Success Through Afterschool Programs*. 2 May 2022, <https://www.ncsl.org/education/supporting-student-success-through-afterschool-programs/maptype/tile#undefined>.

5 Afterschool Alliance. *Top 10 States for Afterschool*. Dec. 2020, pp. 14-15, <http://afterschoolalliance.org/documents/AA3PM-2020-AA3PM-Top-10.pdf>.

6 Afterschool Alliance. *2020 America After 3PM Data*. 2020, <http://www.afterschoolalliance.org/AA3PM/data/>. Accessed 18 Apr. 2023.

7 Afterschool Alliance. *2020 America After 3PM Data*.

children in need who would participate in an afterschool program, were one available to them. Parents and caregivers cited cost, lack of safe transportation, and lack of available programs in their communities as primary reasons that their children were not enrolled, and only 25% of parents reported that it was not difficult for them to find an appropriate afterschool program.⁸ A look deeper into issues of transportation and access revealed that almost half of North Carolina parents surveyed in the *America After 3PM* study reported that their child does not have a safe way to get to and come home from programs.⁹

These are just some of the challenges related to out-of-school time impacting the state of North Carolina as a whole. Additionally, there is limited data on how the landscape of out-of-school time programming varies in different regions of the state. Because of this lack of regionalized data, the Dogwood Health Trust (also referred to in this report as Dogwood) and the North Carolina Center for Afterschool Programs (also referred to as NC CAP) partnered to conduct an exploratory inventory and analysis of out-of-school time programs in Western North Carolina. Specifically, Dogwood and NC CAP sought to develop an up-to-date inventory of OST programs in the region; to better understand the characteristics of OST programs offered in the region, such as the cost and accessibility of programs, curriculum and activities offered in OST programs, and partnerships in place; and to understand the unique challenges OST providers and professionals in the region face, including staff support needs. The goal of this inventory and analysis was to identify any gaps, strengths, and leverage points in out-of-school time programming in the western part of the state, and to develop recommendations for how NC CAP and Dogwood Health Trust can best support and strengthen OST programming in Western North Carolina.

This resulting landscape analysis shines a light on the state of afterschool in Western North Carolina, specifically in the geographic region served by the Dogwood Health Trust. The eighteen counties represented in this analysis include the following counties and the Qualla Boundary: Avery, Buncombe, Burke, Cherokee, Clay, Graham, Haywood, Henderson, Jackson, Macon, Madison, McDowell, Mitchell, Polk, Rutherford, Swain, Transylvania, and Yancey. The counties have been further divided into three sub-regions by the Dogwood Health Trust (see Figure 1). The Central Region includes Buncombe, Haywood, Henderson, Madison and Transylvania Counties. East Region includes Avery, Burke, McDowell, Mitchell, Polk, Rutherford, and Yancey Counties. West Region includes Cherokee, Clay, Graham, Jackson, Macon and Swain Counties and the Qualla Boundary.

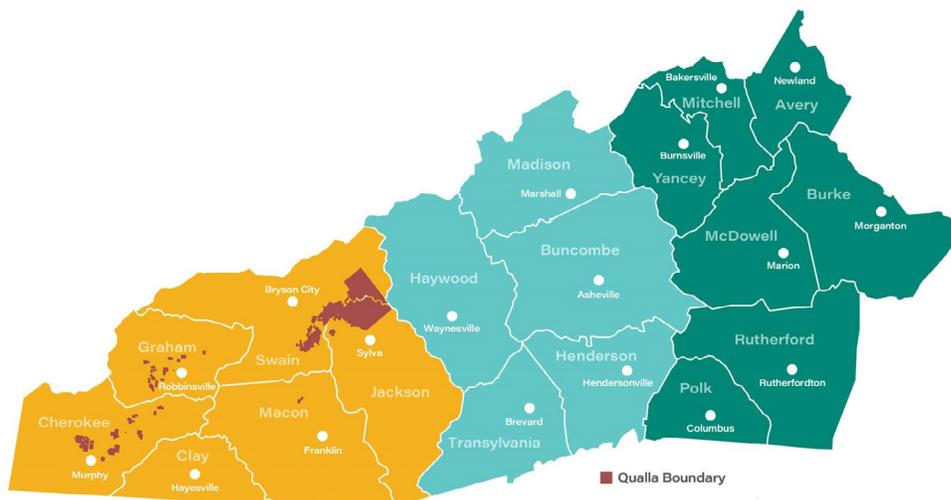


Figure 1. Geographic Region Served by Dogwood Health Trust

⁸ Afterschool Alliance. *2020 America After 3PM Data*.

⁹ Afterschool Alliance. *2020 America After 3PM Data*.

Out-of-school time providers and programs engaged in this analysis included afterschool programs, summer programs, before-school programs, intersession and track-out programs, and programs that serve children and youth that are not currently enrolled in school.

About the North Carolina Center for Afterschool Programs & Dogwood Health Trust

Established in 2002, the North Carolina Center for Afterschool Programs is a comprehensive statewide afterschool and expanded learning network working in collaboration with stakeholders across North Carolina to increase access to high quality afterschool and expanded learning programs for all children and youth in North Carolina, especially for those at-risk of education failure. NC CAP's key partners include out-of-school time (OST) providers, state agencies, state and local policymakers, law enforcement, universities and community colleges, business, and the philanthropic community. NC CAP supports out-of-school time professionals by providing high-quality professional development, technical assistance, and resources; informs stakeholders and policy makers about the benefits of out-of-school time programming and its impacts on students in the state of North Carolina; convenes communities and key parkers around out-of-school time issues; and advocates at local, state, and federal levels for expanding afterschool access, opportunity, and equity. (To learn more, please visit <https://ncafterschool.org/>.)

Dogwood Health Trust is a private foundation based in Asheville, North Carolina with the sole purpose of dramatically improving the health and wellbeing of all people and communities of 18 counties and the Qualla Boundary in Western North Carolina. Dogwood Health Trust focuses on innovative and equitable ways to address the many factors that contribute to overall health and wellbeing. With a focus on housing, education, economic opportunity and health and wellness, Dogwood Health Trust works to create a Western North Carolina where every generation can live, learn, earn and thrive, with dignity and opportunity for all, no exceptions. (To learn more, please visit www.dht.org.)



METHODOLOGY

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Guiding Questions

The purpose of this mixed methods landscape analysis was to understand the landscape of OST in the region, and to identify specific gaps, strengths, and leverage points in OST program access and opportunity with the aim of providing recommendations for resources and support. The three primary questions that guided the process were:

WHAT



are the characteristics of OST programs offered to students in Western North Carolina, and where are programs offered?

WHERE



are their gaps in OST programming that could be addressed, and where are their strengths and opportunities to be leveraged?

WHAT



are the greatest challenges that out-of-school time programs and professionals face, and what types of support do they need?

Out-of-school time programming was defined broadly for the purposes of this landscape analysis to include full- and part-time afterschool programs, summer camps and programs, before-school programs, intersession and track-out programs, and programs serving school-aged children and youth who are not currently enrolled or engaged in school. The study encompassed both licensed

and license-exempt programs serving children in kindergarten through 12th grade in a variety of settings that included public and private schools, child care facilities, family child care homes, recreation centers, and others.

Data Collection

Data for the landscape analysis was collected in three phases.

Phase I: Survey. Descriptive quantitative and qualitative data about the characteristics of OST programs in Western North Carolina, as well as information about challenges, areas of need, and strengths, was obtained through a survey conducted between February 8 and March 1, 2023. NC CAP designed a survey that asked respondents to report on organization characteristics; the types of OST programs offered (afterschool, before school, summer, intersession, etc.); the number of children served and grade levels served; the cost and accessibility of programs; subjects, curriculum, and activities offered; partnerships in place; staff education and training needs; and the primary challenges that they as program providers were facing. The survey also asked respondents for qualitative data about any strengths or “bright spots” from their program.

Prior to dissemination of the survey, NC CAP hosted and facilitated a focus group with a purposive sample of OST program providers from Western North Carolina. This focus group included eight leaders from diverse OST programs across the 18-county region, including large and small programs, public schools, faith-based organizations, and nonprofit organizations. This focus group field tested the survey to verify its validity and to determine if the questions were relevant to and would be understood by afterschool providers. The questions were refined and edited based on focus group feedback. A comprehensive list of survey questions can be found in [Appendix B](#).



An email invitation to complete the survey was sent to a list of 465 OST programs and other youth-serving and/or education organizations such as public libraries, school districts, parks and recreation departments, local education foundations, regional education services alliances, and others. This list was generated in partnership with Dogwood Health Trust, who provided their list of OST contacts throughout the 18-county region and Qualla Boundary; the NC Child Care Resource and Referral Council’s School Age Project, who provided a list of licensed school-age OST programs; and NC CAP, who provided a list of programs drawn from their mapping database of programs and independent research into available programming in the area. Organizations contacted that do not provide OST programming directly were asked to forward the survey to their community contacts. A directory of OST programs and education and youth and family-oriented organizations that were contacted about the survey can be found in [Appendix A](#).

The survey was self-administered online by respondents using Google Forms in English only. Respondents were offered the incentive of an opportunity to receive one of four \$250 Amazon.com gift cards for their response.

A total of 83 different OST providers operating more than 134 different program sites responded to the survey. Respondents represented all 18 counties and the Qualla Boundary served by the Dogwood Health Trust, as well as a diverse array of organization types including school- or district-run programs, center-based programs, child care programs, faith-based organizations and others. Many organizations operated programs in multiple counties, with multiple program sites in each county. Some organizations provided one response for all counties and program sites; others submitted separate responses for each program site.

Figure 2. Count of Survey Respondents from Each County

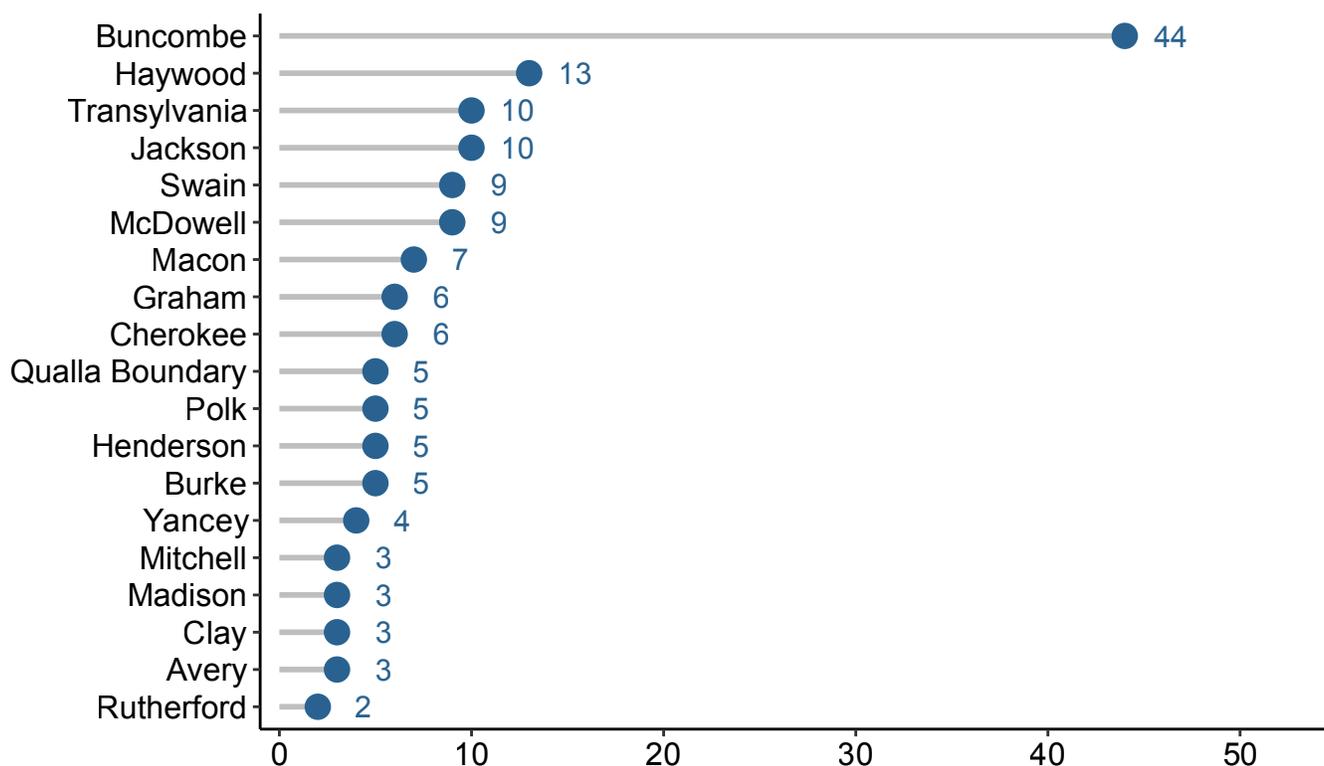
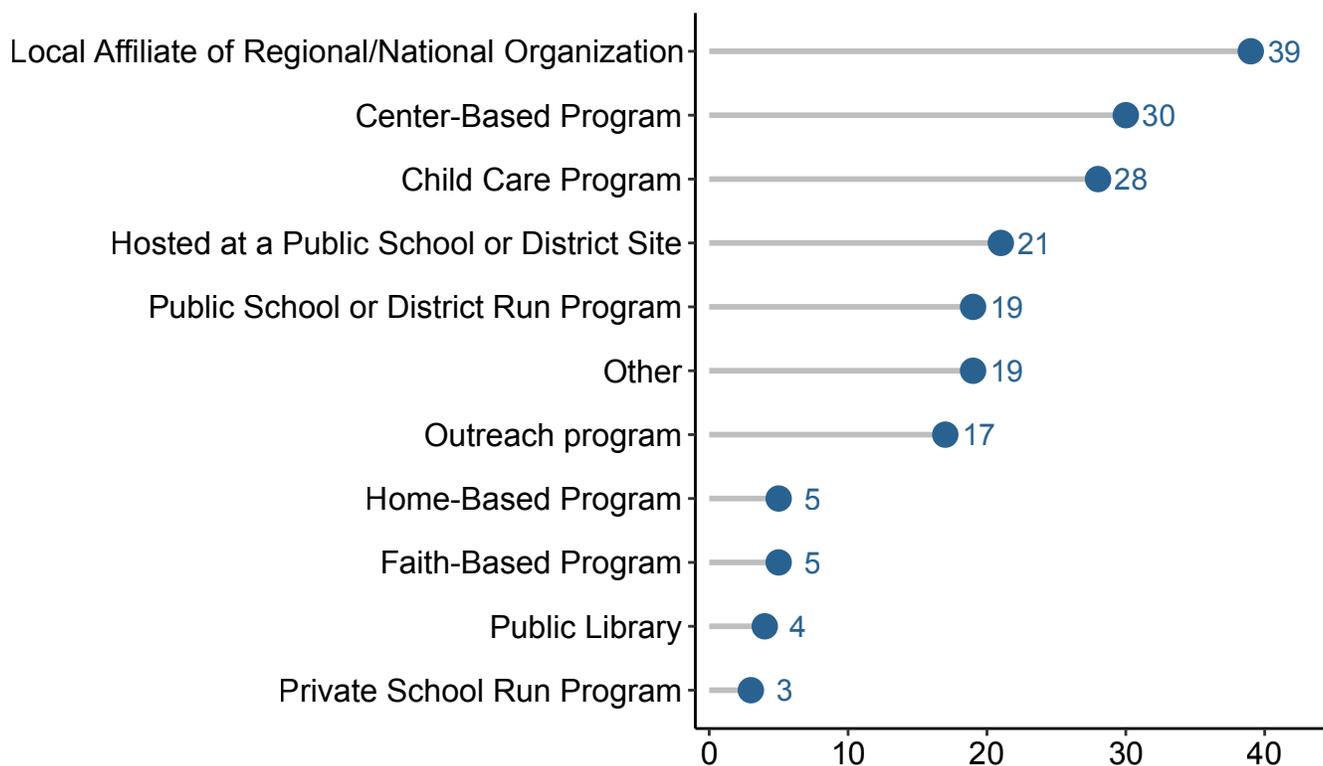


Figure 3. Count of Survey Respondents by Organization Type

Phase II: Focus Groups. In addition to the initial focus group hosted to field test the survey, NC CAP hosted and facilitated three additional focus groups in March 2023 to collect qualitative data regarding the challenges facing OST providers and professionals and the types of support that would be most helpful to them.

The focus groups included a voluntary sample of participants who had responded to the initial survey. Survey respondents were asked whether or not they wanted to participate in a follow-up focus group. Those that responded affirmatively were extended an email invitation to participate in one of three focus groups based on the location of their program. One focus group was held in each of the three regions of the Dogwood service area: the Western Region, including Cherokee, Clay, Graham, Jackson, Macon and Swain counties and the Qualla Boundary; the Central Region including Buncombe, Haywood, Henderson, Madison, and Transylvania counties; and the Eastern Region, including Avery, Burke, McDowell, Mitchell, Polk, Rutherford, and Yancey counties.

A focus group for the Western Region was held at Tri-County Community College in Murphy, NC (Cherokee County) with seven participants representing programs from all counties in the region and the Qualla Boundary. The Eastern Region focus group was held at McDowell Technical Community College in Marion, NC (McDowell County) with 11 participants representing Avery, Burke, Mitchell, Polk, Rutherford and Yancey counties. The Central Region focus group was held at Transylvania County Library in Brevard, NC (Transylvania County) with 12 participants representing Avery, Buncombe, Graham, Haywood, Jackson, Henderson, Macon, Madison, McDowell, and Transylvania Counties as well as the Qualla Boundaries. Some participants represented programs that serve multiple counties.

Because the focus group for the Central Region included Spanish-speaking participants, simultaneous interpretation was offered at our Central Region focus group. In addition to interpretation, Spanish-speaking participants were also provided with materials such as agenda and slide decks in Spanish. The Central Region focus group was the only focus group in which interpretation was provided since it was the only group that included Spanish speakers.

Focus group participants were offered a \$100 honorarium for their time and expertise.

Focus groups were semi-structured around a set of guiding questions that addressed data collected through the survey. These questions asked participants to reflect upon analyzed survey data and to discuss whether or not the data was reflective of their experience. Facilitators also asked focus group participants to describe what the challenges they experience look like in practice for providers, and to share their perspectives on and suggestions to solve these challenges. Additional questions about one of the biggest challenges providers indicated that they face - staffing and staff turnover - asked participants to reflect on barriers and challenges to staffing OST programs. Other focus group topics included professional development, curricula and program offerings, other support needed, and provider interest in regional collaborative- and network-building. The slides used in the focus groups with a comprehensive list of guiding questions have been included in [Appendix C](#).

Although the same set of guiding questions was provided to each focus group, facilitators allowed the focus group to concentrate on topics most relevant to them. In all three groups, a discussion of the challenges faced was prioritized. As time allowed, each group was given the opportunity to respond to other topics.

Phase III: Existing Data for Data Map. In addition to data collected through the survey and focus groups, we gathered existing population data from a variety of sources to be used in county profiles on an interactive map that provides county-level data related to top priority areas identified through the landscape analysis. This map is available for public use at <https://ncafterschool.org/western-nc-ost-data/>. The county profiles displayed on this map include data from the survey conducted for this study as well as population data from the following sources: the U.S. Census Bureau, the Annie E. Casey Kids County Data Center, the North Carolina Rural Center, County Health Rankings & Roadmaps from the Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute, the North Carolina Department of Health and Human Services, myFutureNC, and the North Carolina Local School Finance Study from the Public School Forum of North Carolina.

Analysis

Survey responses from all 18 counties and the Qualla Boundary were aggregated, a variety of descriptive analyses were conducted, and data was visualized using R Software in order to describe the landscape of OST programs in Western NC. Because of the low response rates and relatively short list of OST providers in some counties, data was not broken down by county in order to preserve the anonymity of responses. Data is instead broken down by Central, East, and West regions.

Qualitative data was transcribed and coded by multiple coders using a mutually agreed-upon codebook of primary and secondary themes.

Terminology/Glossary

Throughout this report, we use the following terms:

Center-based Programs – programs operated at their own, independent site

Children, Youth, and Students – terms used interchangeably and together to refer to the population of children in kindergarten through 12th grade, or children of the same age not engaged in school, who are served in out-of-school time programs.

General Focus Area – programs that do not focus on a particular subject or activity, but instead implement a wide range of activities that focus on more than one subject area

Licensed Programs – programs that are either required by law to be, or have voluntarily opted to be, regulated by the North Carolina Division of Child Development and Early Education.

License-Exempt Programs – programs not required by law to be regulated by the North Carolina Division of Child Development and Early Education, including programs that operate for fewer than four hours per day, recreational programs operated for less than four consecutive months in a year (e.g. summer camps); specialized activities or instruction such as athletics, dance, art, or organized clubs for children; public schools; facilities on federal property such as the Qualla Boundary; and track-out programs for year-round students.

Out-of-school Time (OST) Programs/Providers – used interchangeably to describe organizations who serve children and youth, including full- and part-time afterschool programs, summer camps and programs, before-school programs, intersession and track-out programs, and programs serving school-aged children and youth who are not currently enrolled or engaged in school. In this report these programs and providers include both licensed and license-exempt programs serving children in kindergarten through 12th grade in a variety of settings that included public and private schools, child care facilities, family child care homes, recreation centers, and others.

Out-of-school Time Professionals/Staff/Educators – used interchangeably to describe the workforce that staffs OST programs, including part- and full-time staff who work directly with children as well as program administrators and support staff.

Assumptions, Limitations, and Biases

For the purposes of this landscape analysis, we assumed that respondents to our survey and participants in our focus groups both knew and had access to the data that we were looking for, such as how many children are served by their program and how much their program costs to attend, and that they were willing and able to answer our questions truthfully. Nonetheless, one limitation of this study is that results of our survey and focus groups could have been influenced by participant reactivity. NC CAP is not a funder and did not offer a promise of funding to those who participated, however, participants were aware that the study was being conducted in partnership with a private foundation that would receive outcomes and recommendations based on their responses. This may have influenced the way that some participants responded.

Additionally, many afterschool programs serve children and families across county and regional boundaries, and do not necessarily maintain data on how many children are served in each county

or region where they operate. For that reason, some programs provided best estimates of students served in each county rather than precise enrollment data.

While some respondents provided data for each separate program site, others provided only one response to represent multiple program sites in multiple counties or even regions. For those programs who provided one response for multiple sites, we assumed that data provided regarding characteristics of the program and information on services provided was the same at each site, unless otherwise specified.

An important limitation of the study lies in the sampling methods used. At this time, there is no comprehensive database of out-of-school time programs and providers for the state of North Carolina. Data available through the NC Child Care Resource and Referral Council's Child Care Search Database, WorkLife Systems, provides us with some information on licensed programs who serve school age children. However, this database does not include comprehensive information on the many license-exempt OST programs. The information in this database is also based on a program's license, and many programs who are licensed to provide school age care do not actually serve school age children. In absence of a more comprehensive list, we relied on information provided by partner organizations or that was available online to compile a list of OST providers that we used to solicit participation in our study. This likely introduced selection bias by unintentionally excluding smaller, resource-limited programs who do not have an online presence or who are difficult to reach.

Our study is further vulnerable to selection bias since participation was voluntary. There may be characteristics of programs that responded to our survey or participated in our focus group that influenced outcomes.

Finally, while interpretation services were offered for one of our focus groups, our survey was not translated into Spanish or other languages. This not only impacted our survey sample, but our focus group sample as well since focus group participants were selected from among survey respondents, the majority of whom were likely English speakers, since the survey was not offered in another language.





FINDINGS

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Program Characteristics

Results of our survey showed that the 83 organizations operating more than 134 OST programs that responded serve a total of 10, 285 children and youth in afterschool programs; 7,791 in summer programs; 374 in before-school programs; 412 in intersession programs; and 309 children and youth not currently enrolled in school. Of the programs that responded, 121 provided afterschool programs, 93 provided summer programs, 20 identified as child care programs, 12 provided before-school programs, 12 provided intersession programming and 19 served students not currently enrolled in school. Twenty-two programs (16.4%) were 21st Century Community Learning Centers supported by the North Carolina Department of Public Instruction with Federal funding. Seventy-six programs (56.7%) were licensed by the NC Division of Child Development and Early Education, and 47 programs (35.1%) were license-exempt.

OUT-OF-SCHOOL TIME IN WESTERN NC

Central Region

8,505 Youth Served in 60 Afterschool Programs and 45 Summer Programs

Monthly Cost Range of Afterschool: \$0-\$680
Monthly Cost Range of Summer: \$0-\$2,250



OF PROGRAMS FOCUS ON SERVING HIGH-POVERTY SCHOOLS



OF PROGRAMS SERVE A HIGH PERCENTAGE OF LOW-INCOME CHILDREN AND YOUTH



- 41 (61.2%) of programs were licensed
- 13 (19.4%) of programs were 21st Century Community Learning Centers

East Region

5,516 Youth Served in 27 Afterschool Programs and 20 Summer Programs

Monthly Cost Range of Afterschool: \$0-\$393
Monthly Cost Range of Summer: \$0-\$720



OF PROGRAMS FOCUS ON SERVING HIGH-POVERTY SCHOOLS



OF PROGRAMS SERVE A HIGH PERCENTAGE OF LOW-INCOME CHILDREN AND YOUTH



- 17 (56.7%) of programs were licensed
- 5 (16.7%) of programs were 21st Century Community Learning Centers

West Region

5,150 Youth Served in 34 Afterschool Programs and 28 Summer Programs

Monthly Cost Range of Afterschool: \$0-\$160
Monthly Cost Range of Summer: \$0-\$800



OF PROGRAMS FOCUS ON SERVING HIGH-POVERTY SCHOOLS



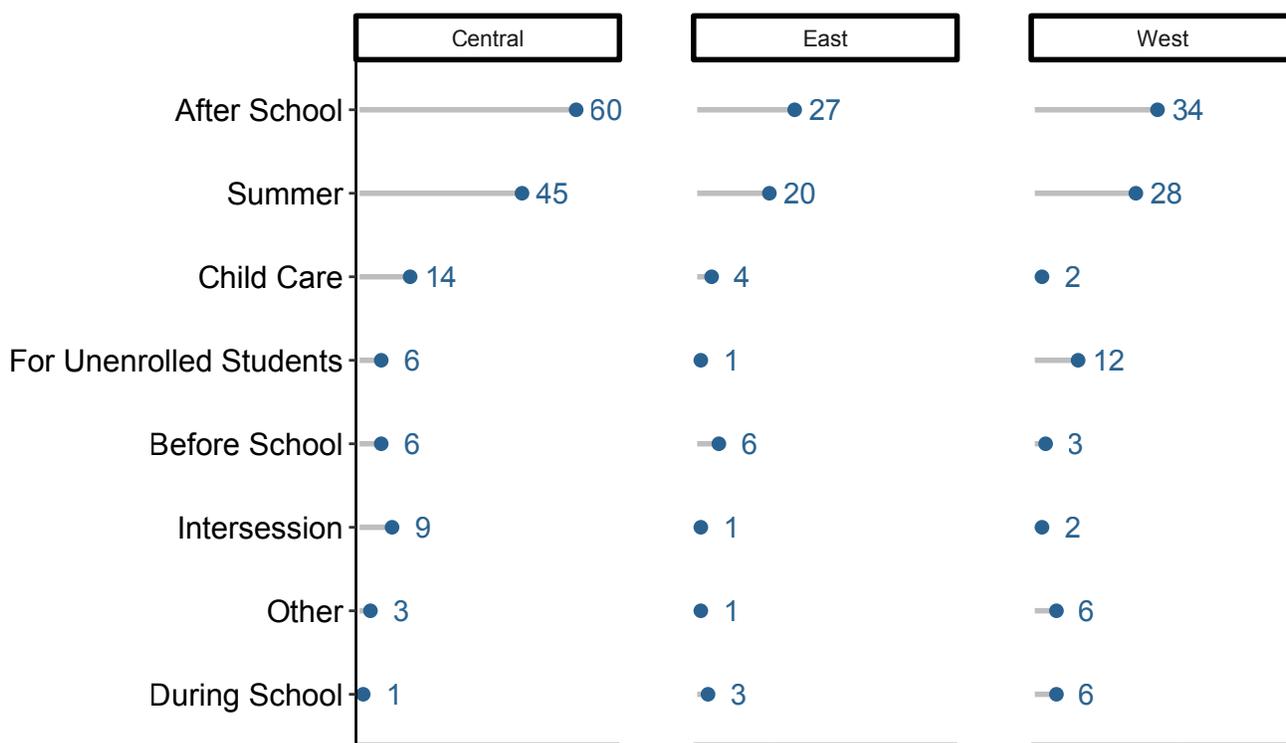
OF PROGRAMS SERVE A HIGH PERCENTAGE OF LOW-INCOME CHILDREN AND YOUTH



- 18 (48.7%) of programs were licensed
- 4 (10.8%) of programs were 21st Century Community Learning Centers

Calculations are Based on 114 Responses from Providers Across 18 Counties and The Qualla Boundary

Figure 4. Type of Programs Offered by Survey Respondents



The size of the program varied, with a fairly even distribution of very small programs serving 20 or fewer children and youth, small programs serving 21-50 children and youth, mid-size programs serving 50-100 children and youth, and large programs serving more than 100 children and youth.

Figure 5. Size of program based on number of youth served

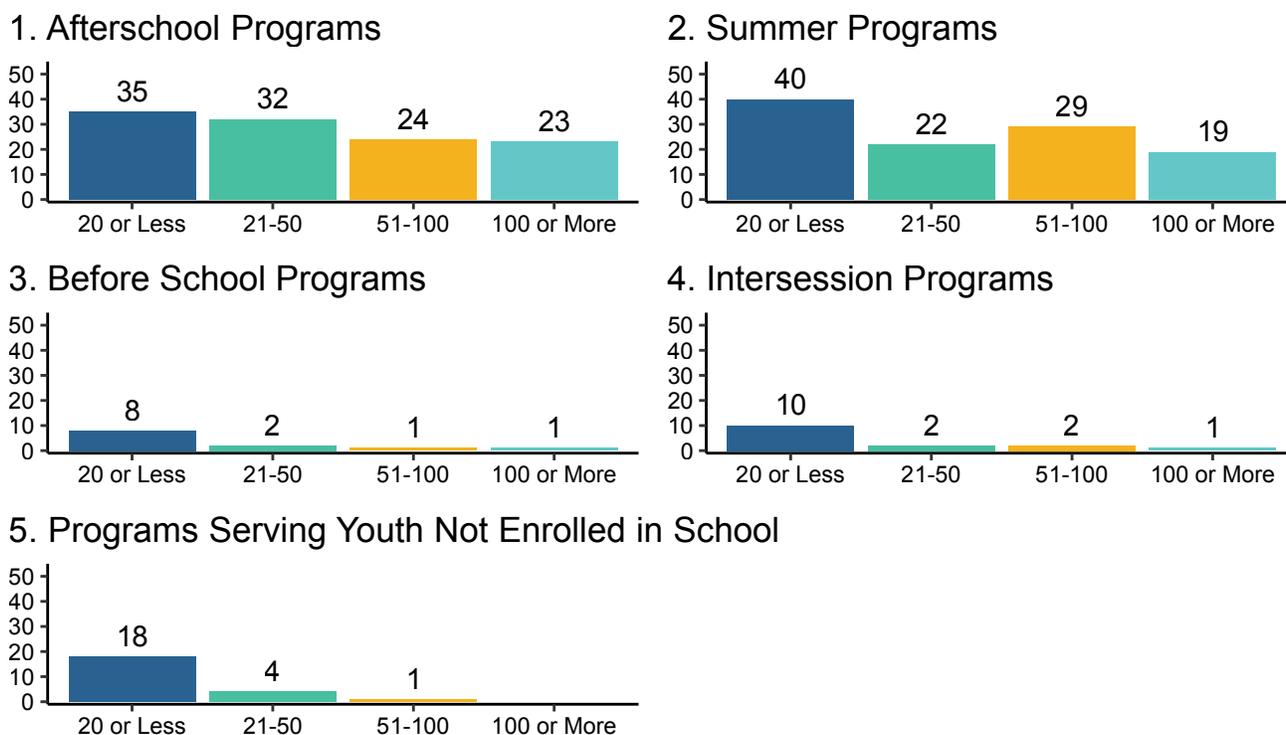
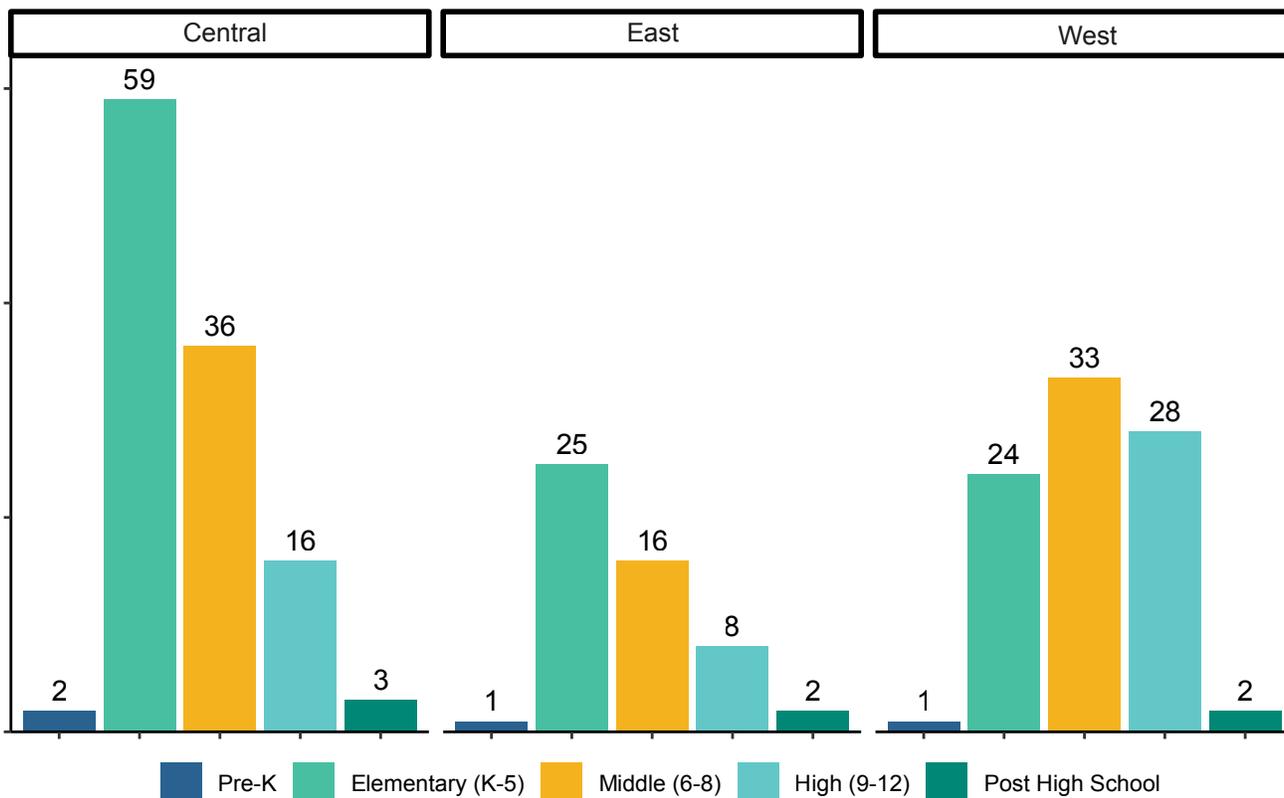
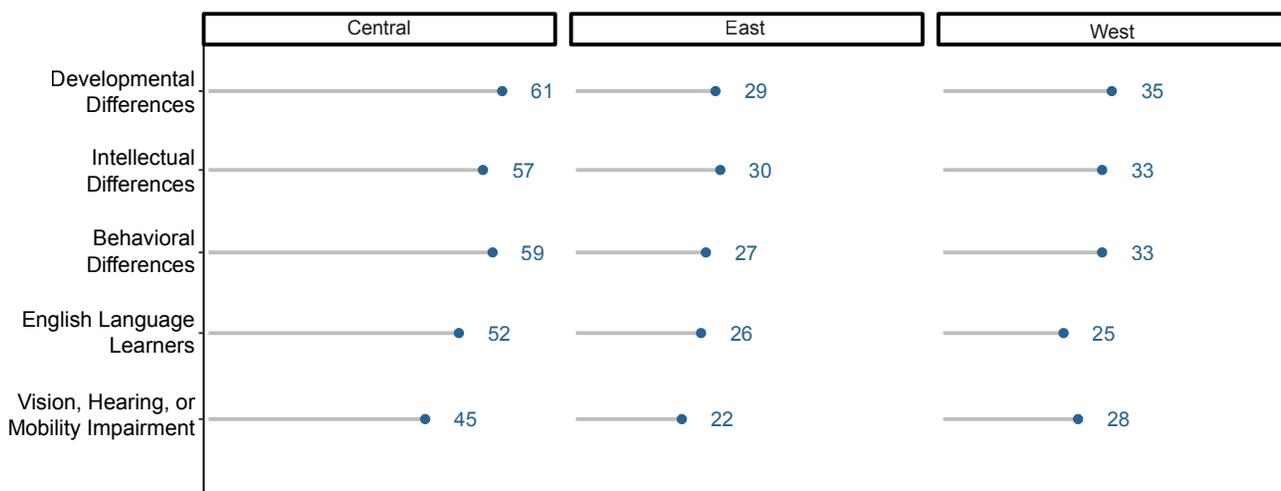


Figure 6. Grades Served by OST Programs in the Central, East, and West Regions



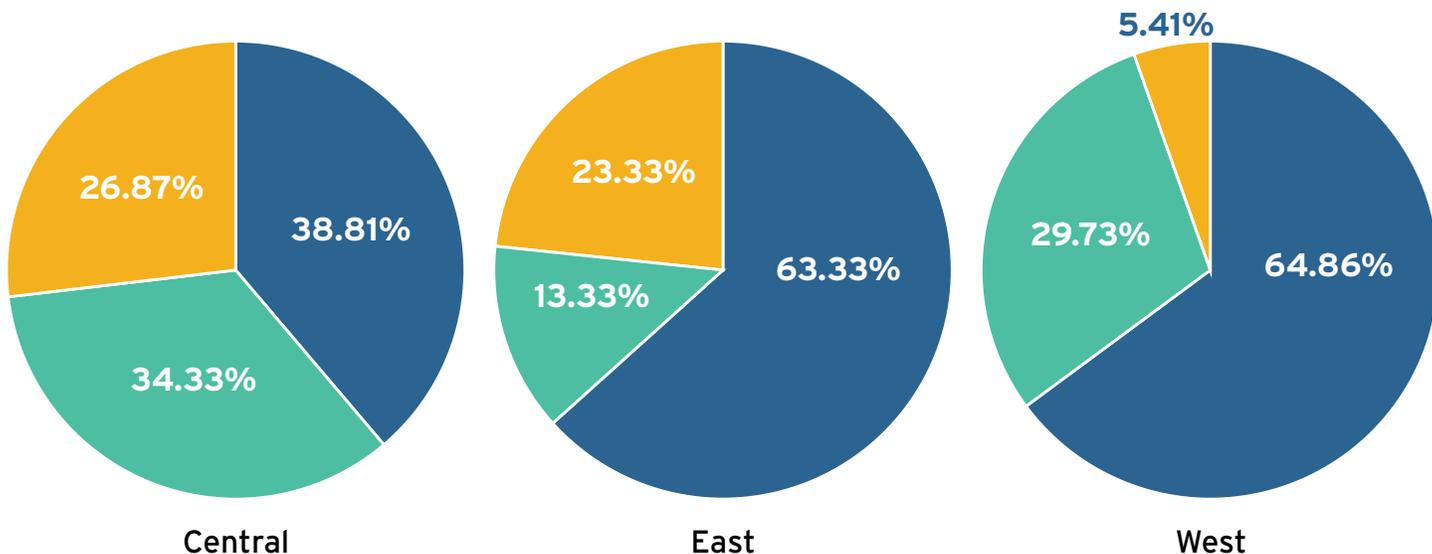
The majority of survey respondents (80.6%) reported that they serve elementary-aged children in kindergarten through fifth grade. More than half (63%) served middle school (grades 6 through 8), and the fewest number of programs - 52 total programs, or 38.8% of respondents - served high school grades. The majority of programs also reported that they are accessible to special populations, including students with developmental differences (93.2%); intellectual differences (89.6%); behavioral differences (88.8%); and vision, hearing and mobility impairments (70.9%). Roughly 76.9% of programs that responded reported being accessible to English Language Learners.

Figure 7. Program Accessibility for Special Populations



About half (51.5%) of programs who responded focus on serving high-poverty schools, and 68.7% of programs report that they serve a high percentage (50% or more) low-income students who come from a household with an income less than twice the federal poverty level.

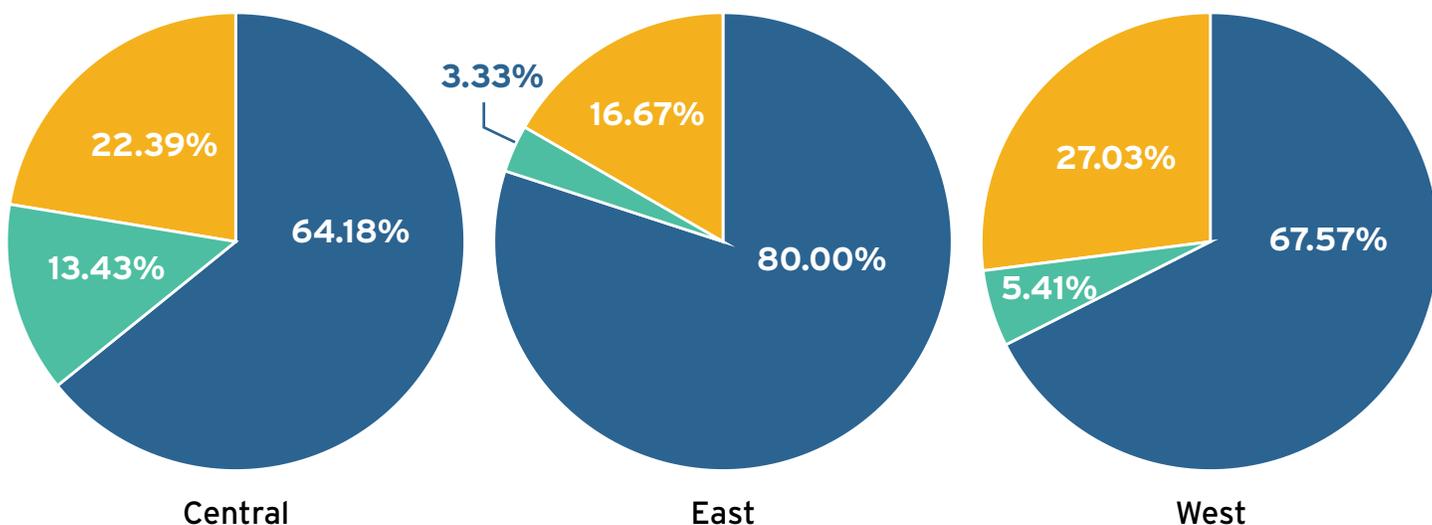
Figures 8-10. Programs focused on serving high-poverty schools



Does your program focus on serving high-poverty schools, where more than 75.0 percent of the students are eligible for free or reduced-price lunch?



Figures 11-13. Programs serving a high percentage of low-income children and youth



Does your program serve a high percentage of low income children and youth (50% or more)?



The cost of programs varied widely depending on the type of program. The cost range for afterschool programs ranged from \$0 per month to \$680 per month, with an average monthly fee of \$108.13. Costs were higher for summer programs, ranging from \$0 to \$2,250 monthly with an average cost of \$237.64. Thirty-four of the programs that responded to the survey offered sliding scale tuition, with an average minimum monthly fee of \$0 for both afterschool and summer programming, and average maximum fee of \$440 monthly for afterschool programs and \$900 for summer programs.

While slightly over half (54.4%) of programs offered transportation from school to their program, provided either by the program itself or provided by an external organization (such as public school system buses), far fewer programs offered transportation from the program to the child’s home. Only 32 organizations, less than one quarter of programs, offered some form of transportation home.

Figure 14. Transportation Options from Schools to OST Program Sites

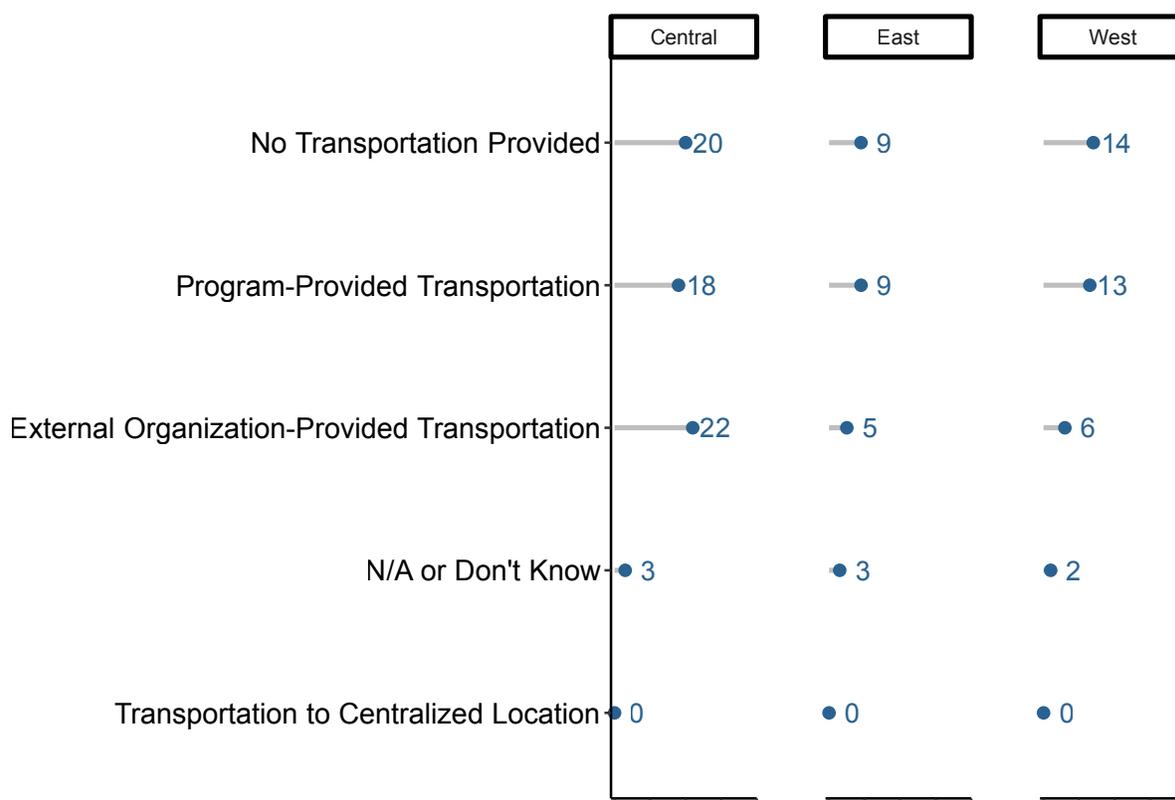
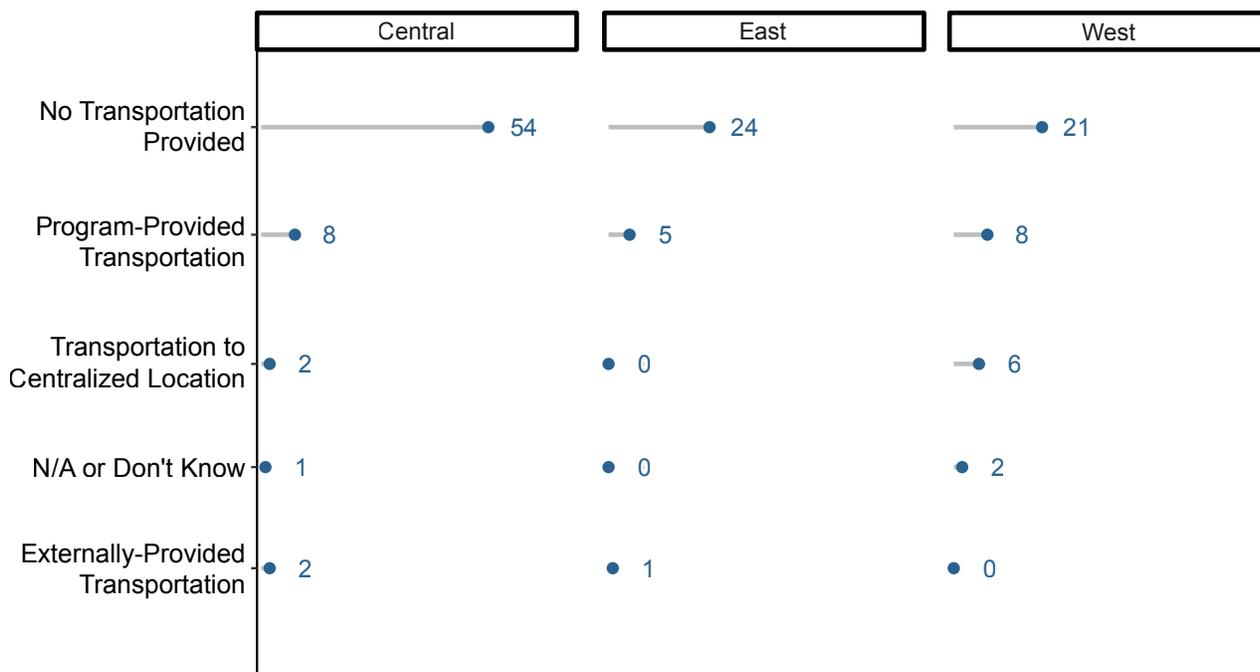
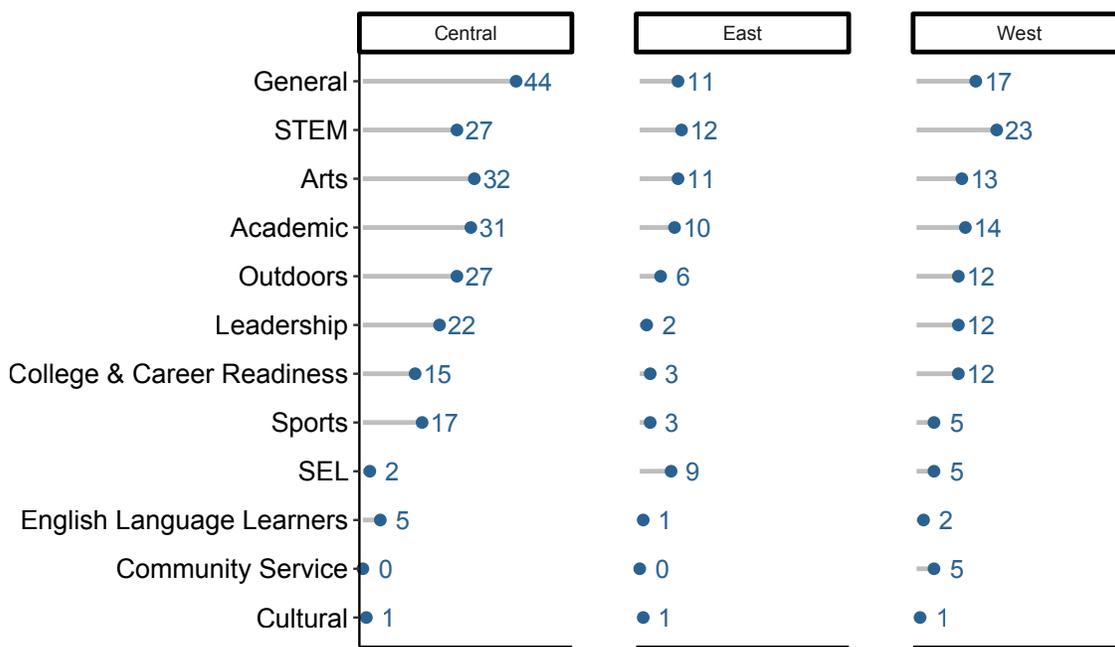


Figure 15. Transportation offered from OST Program Sites to Participants' Homes



Respondents reported that their programs focus on a variety of different subjects and topic areas, with more than half identifying as having a “general” focus that included more than one subject area. Forty-one percent reported having an academic focus, and 46.2% reported that they focus on STEM (notably lower than the reported 76% of programs statewide delivering STEM content).¹⁰

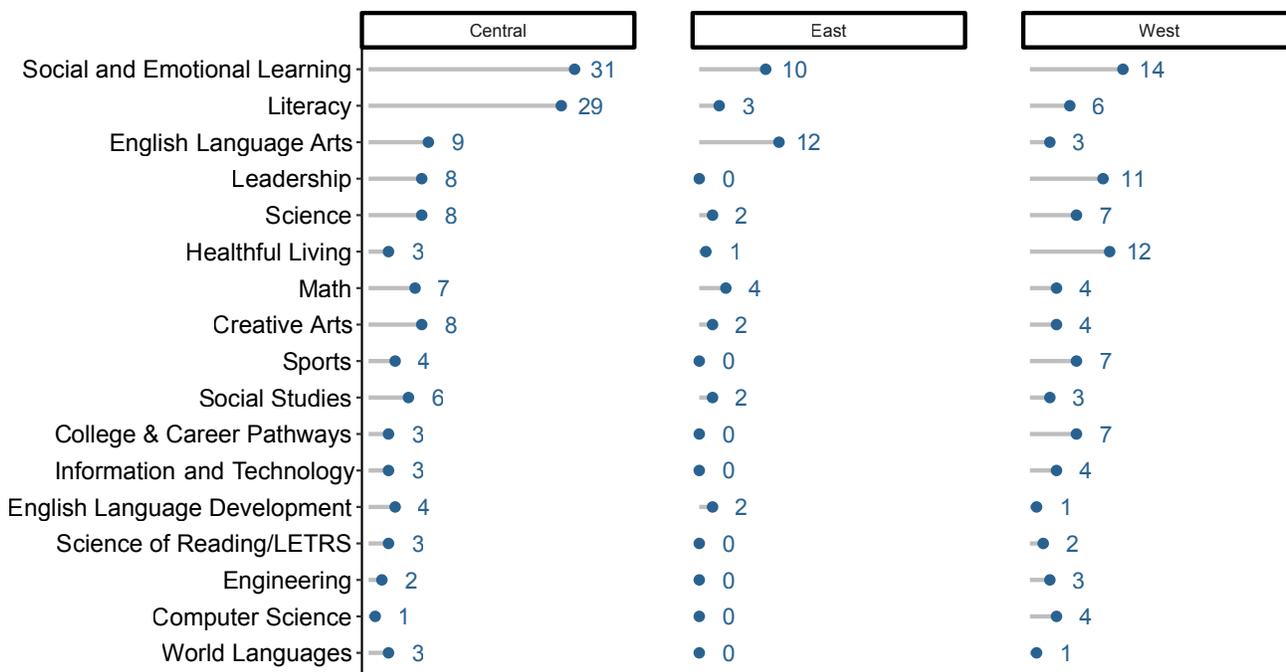
Figure 16. Out-of-School Time Programs' Areas of Focus



¹⁰ Afterschool Alliance. 2020 America After 3PM Data.

A little more than half (51.5%) of OST programs reported that they use a curriculum with scope and sequence in their afterschool program, with the highest numbers reporting that they implement Social and Emotional Learning (SEL) and Literacy curricula. Of those programs that reported using a curriculum, 55.1% said that their curriculum was aligned with the NC Standard Course of Study. For those programs that do implement a curriculum with scope and sequence, the vast majority (87%) ensure that the OST professionals working in their program receive training or professional development to support implementation of the curriculum.

Figure 17. Subject Area of Curricula used in OST Programs



Challenges Facing OST Programs in Western NC

OST Programs who participated in the survey were asked to rank different challenges they face using a likert scale, and focus group participants were offered the opportunity to validate survey data and expand on these challenges. Survey data revealed six priority areas: four priority areas that the majority of respondents expressed were at least a challenge, if not a significant challenge, as well as two additional areas of need. Focus group participants validated these results through in-depth discussions.

Figure 18. Ranked Challenges for Central Region

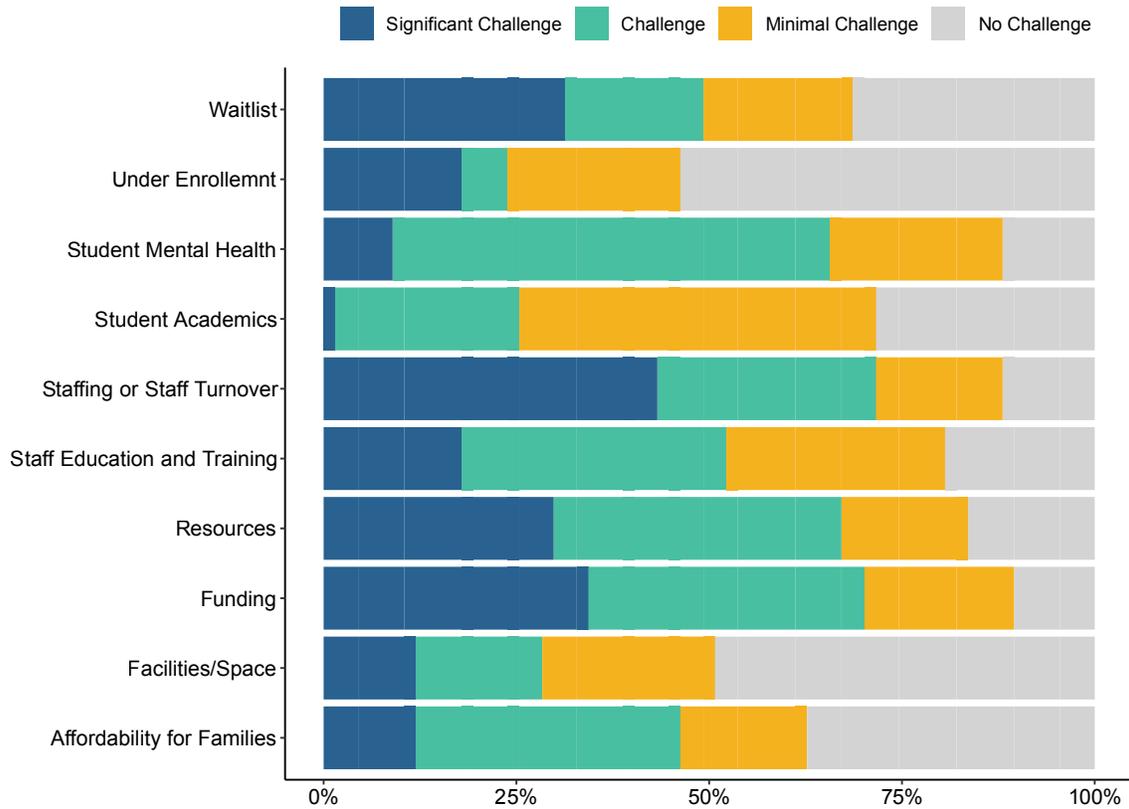


Figure 19. Ranked Challenges for East Region

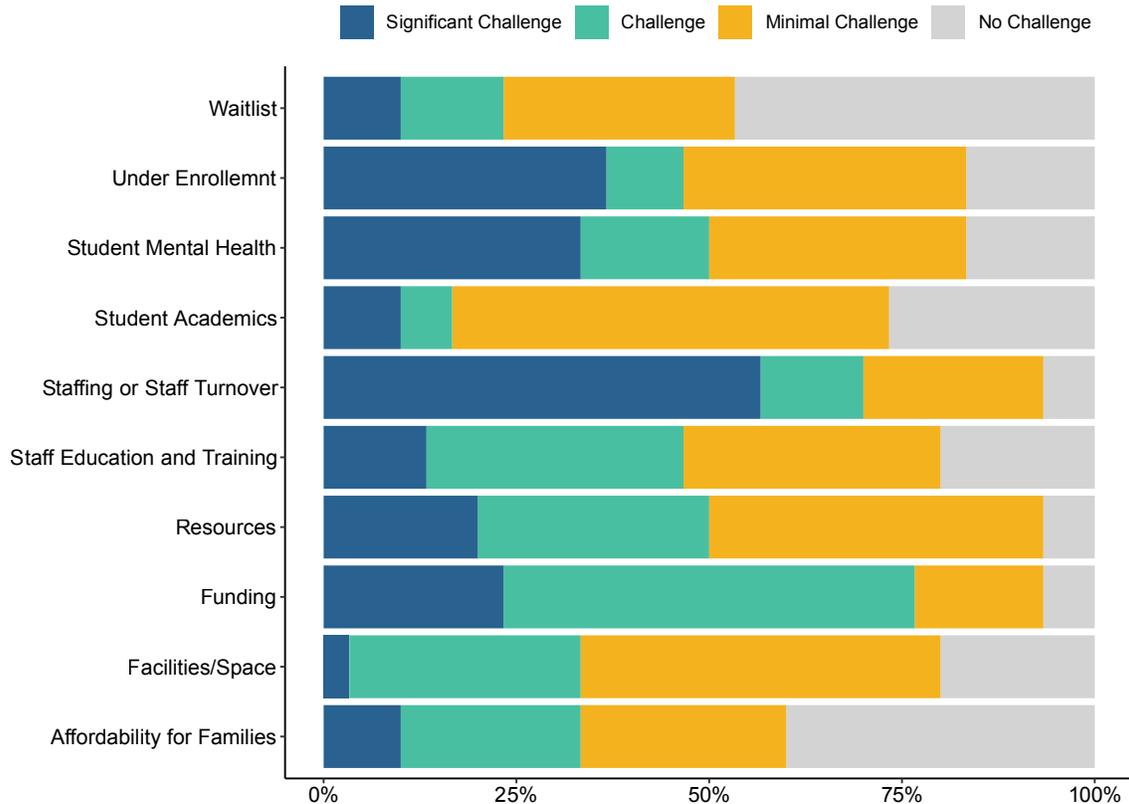
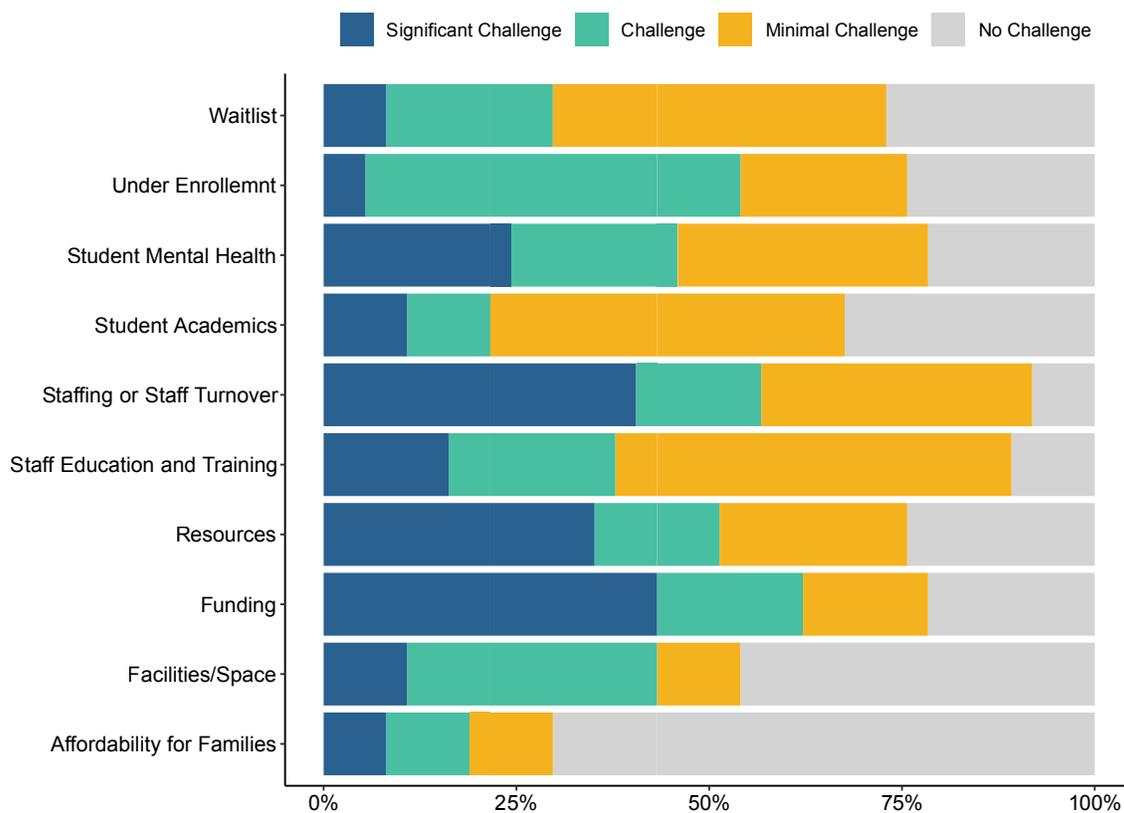


Figure 20. Ranked Challenges for West Region



PRIORITY AREA

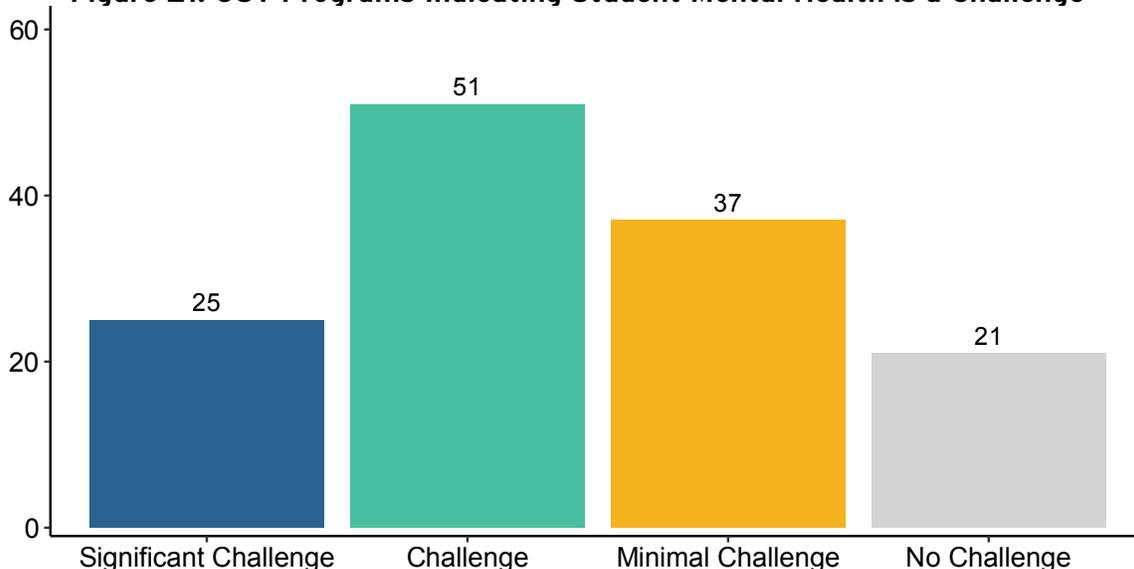
Student Mental Health. In the OST Provider survey, 56.7% of OST providers across all three regions indicated that student mental health was a challenge or significant challenge for them. Follow-up focus groups indicated that this was a trend that OST providers have seen worsening since the pandemic, with one focus group participant noting, "...a lot of kids are still suffering mental and behavior issues from COVID that are not addressed in a way that's conducive to our children being the best that they can be in school." Another focus group participant reported three suicides in seven years in her school district, and expressed frustration that there were little to no resources offered to Spanish-speaking students who were struggling to cope with the loss of a friend and community member. One focus group participant said, "Similarly, with our students, we do an exit survey after our summer programming that they can fill out as much or as little as they want. And overwhelmingly about 86% of our students were saying that, because of the pandemic and rural isolation, they were struggling significantly with their mental health. So that's a really impactful thing for our students as well."



...we do an exit survey after our summer programming that they can fill out as much or as little as they want. And overwhelmingly about 86% of our students were saying that, because of the pandemic and rural isolation, they were struggling significantly with their mental health.

The concern for children’s mental health was consistent across all three focus groups, and participants expressed that OST programs need support to create trauma-informed environments that support student mental health and resiliency. One focus group participant underscored the importance for culturally-specific trauma-informed care for students of color, in particular, who experience trauma due to systems of racism and oppression. This participant said it was important to “give them tools and understanding of what trauma looks like, but also what resiliency looks like at a younger age. So that they have the language and the wherewithal, they have the bandwidth, in order to go through some of the things that go through in school.”

Figure 21. OST Programs Indicating Student Mental Health is a Challenge



PRIORITY AREA **Staffing or Staff Turnover, and Staff Mental Health.** Staffing and staff turnover was another challenge of note for roughly two-thirds of responding program sites, with 45.5% of respondents indicating it was a significant challenge and 21.6% indicating it was a challenge.



Across all three focus groups, participating providers agreed that staff recruitment, retention, and turnover were an issue, though the root causes of these challenges were complex. Participants in the three groups agreed that low wages were, for the field as a whole, a contributing factor, as well as the fact that positions for OST professionals are often part-time, or viewed as a stepping stone to a teaching career. A focus group participant from the Western Region shared, “You don’t keep those quality employees because the grass is greener, and they leave you. It’s very much a stair step position. You know, I graduate college, I move into a coordinator position, I get my feet wet, I gain some experience. And then I go to a classroom. I did the same thing... so I totally understand it. I just am not quite sure how we... I’m not sure how we start to retain those quality teachers. Give them the support that they need in a part-time staff [position] to kind of keep them from, you know, like you said, being overextended and burnt out.”

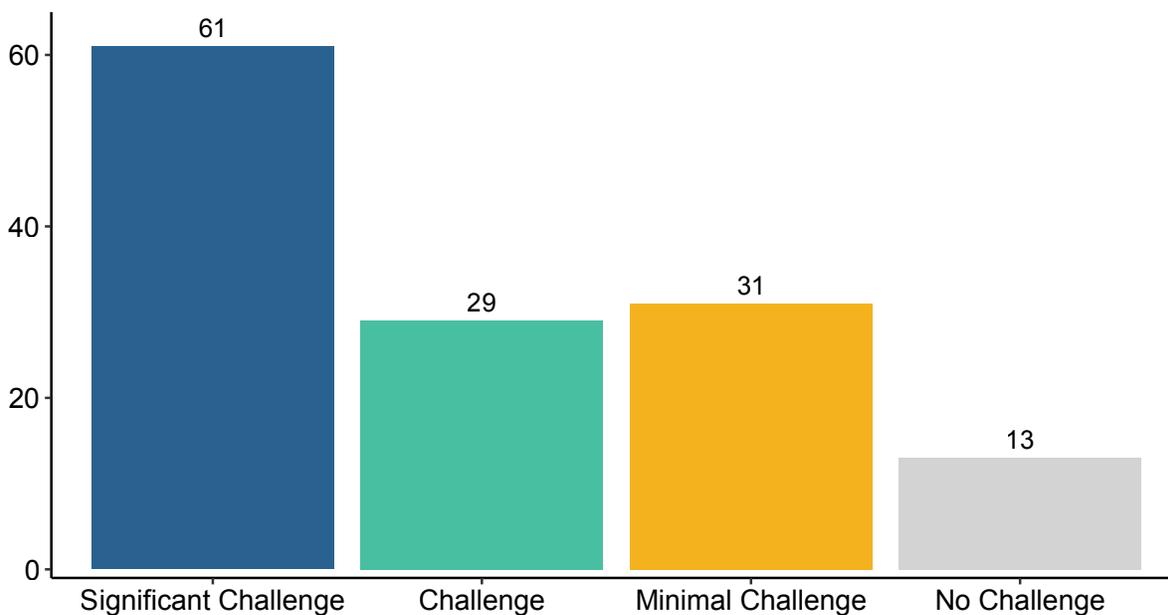
Other providers, particularly in more rural and isolated areas of Western North Carolina, struggle to find credentialed staff from the community, and often end up relying on volunteers, high school students, and other community members in the absence of qualified OST professionals.

Though many focus group participants acknowledged low pay and part-time work as underlying causes of staffing challenges, the majority of focus group participants pointed to another culprit responsible for high levels of turnover: staff burn-out. One focus group participant from the Western Region pointed out that the issue of OST professional burnout is linked to teacher and school staff burnout, saying “I would say one challenge is mental health. [Other school site programs] and my programs are very similar, as we have educators as our actual staff, whether teachers, TA’s [Teaching Assistants], or other school staff, and we noticed and 1,000% understood, coming out of COVID how hard they are working. And some of them simply said they don’t have the bandwidth to do that. I think they need a break.”

Participants in all three focus groups agreed that, coming out of the pandemic, OST professionals are experiencing high levels of burnout and leaving, which then compounds the burnout that other OST professionals are experiencing. One OST program leader shared, “I think that my full time coordinators have PTSD from summer camp. Because, you know, we’re open from 7am to 6pm. And if [staff don’t] show up - who has to be there? And so we had employees last summer who were working 60 hour work weeks, myself included. And you know, so the staffing problem is real. And I don’t know what the answer to that is. Because pay and benefits clearly don’t seem to be the mitigating factor there.” Several program administrators also shared that they were losing staff in spite of offering higher pay and bonuses, pointing to burnout and stress as the reason.

“I would say one challenge is mental health. [Other school site programs] and my programs are very similar, as we have educators as our actual staff, whether teachers, TA’s [Teaching Assistants], or other school staff, and we noticed and 1,000% understood, coming out of COVID how hard they are working. And some of them simply said they don’t have the bandwidth to do that. I think they need a break.”

Figure 22. OST Programs Indicating Staffing or Staff Turnover is a Challenge



Many of the focus group participants pointed out that the issue of staff burnout exacerbates the struggles that they are facing with students' mental health as well. Several focus group participants shared that staff who are experiencing high levels of stress and burnout have less bandwidth to manage the social-emotional and behavioral needs of struggling children and youth, leading to harsher or more negative staff-child interactions that do not support student mental health or foster strong, supportive relationships between children and staff. One focus group participant shared, "I can speak towards mental health - staff support helps for mental health for kids. I think it's super important....if our staff is also stressed they could be quicker to use a loud voice versus some other attention getter, so we want to make sure they have mental support too."

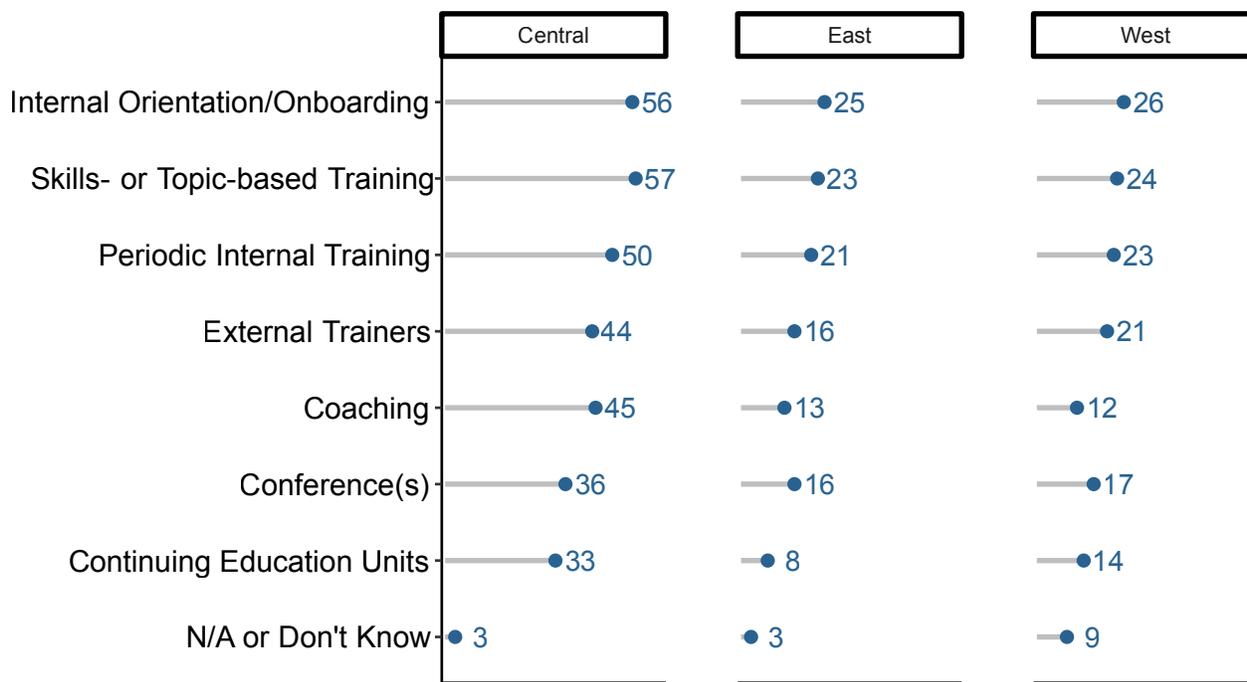
Moreover, when staff burnout causes staff to leave, participants in OST programs lose the stable, nurturing relationships and mentorships that support student wellbeing, or are unable to form them in the first place. Speaking of the importance of students' relationships with caring adults in OST programs, one focus group participant said, "Tied to mental health is, I have kids who are in high school who come to the clubs because their mentor had been there since they were in kindergarten. So staff retention is how you keep kids engaged in your program all the way through till they graduate. And then they've got a person... you know, it's a mentor. And it's that relationship and that connection that keeps kids talking and allows us to intervene soon and provide resources."

PRIORITY AREA

Staff Education and Training. Almost half of survey respondents (47.0%) reported that staff or staff training was a challenge or significant challenge. Survey results indicate that most OST programs provide the OST professionals they employ with internal orientation and training, however, fewer programs are able to access external opportunities and resources to provide staff with professional development.



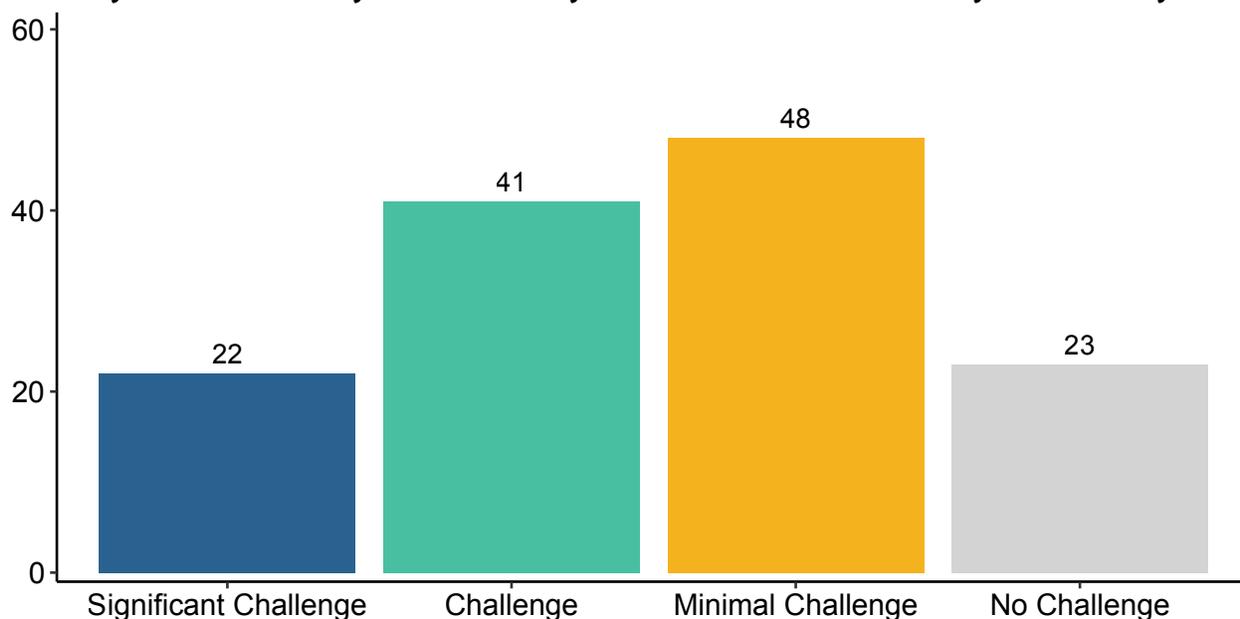
Figure 23. Type of Professional Development OST Professionals Engage In



Many programs and OST professionals seek additional professional development opportunities, but are unsure of the resources available to them. An OST program administrator in the Central Region said, “I would say with my program, right along with transportation, and resources, another thing I would say is the training for our staff, for educating staff members who are going to college, but their background is completely different from dealing with children or anything in education.” They shared that their program is often unsure of where to find the types of professional development resources that they need.

Across the three focus groups, participants expressed a need for professional development and support that included trauma training, training in how to develop lessons and curriculum and how to align those lessons with NC Educational Standards, and training in how to find the resources they need to be effective OST professionals. Focus group participants also expressed a need for multiform professional development to increase accessibility, with in-person, virtual, and on-demand options to be able to reach the greatest number of providers.

Figure 24. OST Programs Indicating Staff Education and Training is a Challenge



4
PRIORITY AREA

Funding and Resources. More than two-thirds (69.4%) of survey respondents said that funding was a challenge or significant challenge for them, and 59.0% said resources were a challenge or significant challenge.



Focus group participants from all three regions echoed the results of the survey, and all three groups had deep discussions about the challenges of raising revenues to run programs, whether their funds come from tuition and fees, grants, public budgets, or other sources. Many expressed frustration over the struggles of finding sustainable revenue, and the real risk that losing a single grant could shutter an entire program on which the community depends. A focus group participant from the Western Region summed up the worry and insecurity programs experience when chasing funding: “You can see, right, so we have a couple of [pockets in our area] that aren’t poor, but everywhere else, the community can’t sustain support for a program. And so again, one of the things that I hope to get is sustainable funding or stabilized funding. So here

we've got an excellent program that has been around, but it only has one leg to stand on. And if that leg is cut, we have no other choices. And so maybe [a funder] could fill in for a year... and that's great, but that doesn't help us figure out the problem."

Other programs said they lack capacity needed for fundraising. One participant put it simply, "Grant writing and grant writing resources is one that I think most nonprofits struggle with," with another participant clarifying that many OST organizations lack a person dedicated to grant writing and reporting. Leaders, they share, typically shoulder the burden of fundraising, which can be difficult when there are multiple competing priorities or crises that pop up in their programs, or when staffing issues arise and they have to step in to facilitate programs. One focus group participant shared their desired solution: "Maybe none of us can afford a full-time grant writer, but if it was a resource that multiple organizations could share, a lot of, you know, a lot of the challenges we are talking about could meet some of our needs. And a lot of our needs and challenges are similar."

In addition to expressing needs for sustained multi-year support and additional capacity to raise funds, focus group participants shared their need for flexible funding. Many linked their struggles to pay a competitive wage (resulting in staff recruitment and retention challenges) to inflexible funding that would not support staff wages or operational costs. Referring to staff turnover, one provider from the Central Region said, "Personally, I think part of that has to do with nonprofits not being able to be as competitive with pay, or even benefit packages. And most grants don't want to fund salaries."

"You can see, right, so we have a couple of [pockets in our area] that aren't poor, but everywhere else, the community can't sustain support for a program. And so again, one of the things that I hope to get is sustainable funding or stabilized funding. So here we've got an excellent program that has been around, but it only has one leg to stand on. And if that leg is cut, we have no other choices. And so maybe [a funder] could fill in for a year... and that's great, but that doesn't help us figure out the problem"

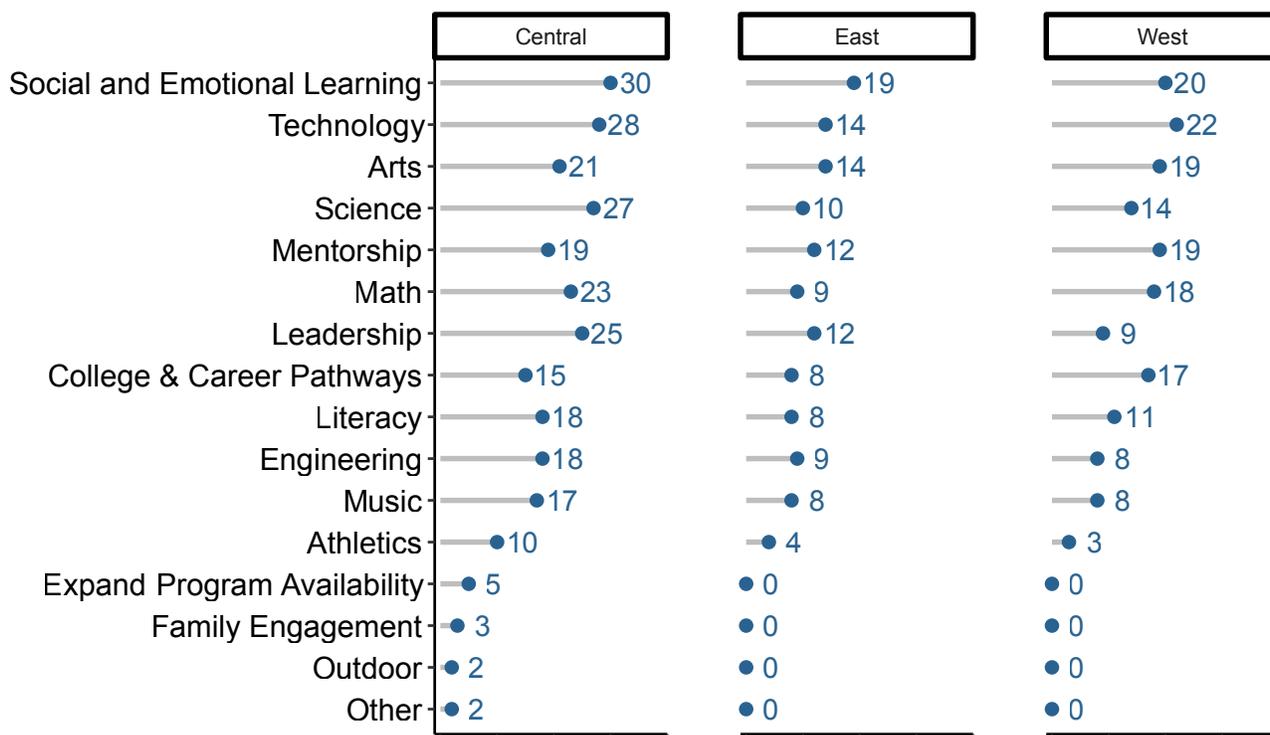
5 PRIORITY AREA

Social Emotional Learning and Resilience. In the survey and in all three focus groups conducted, OST providers expressed a need for additional support to help them provide social emotional learning (SEL) opportunities to the children and youth in their programs. They shared concerns about children's delayed social and emotional growth due to the pandemic, and expressed how important it is that OST programs address social emotional learning. Several providers expressed needs similar to the provider in the Eastern Region that said, "I feel there's a need to focus on social emotional [learning]. Yes, reading and math matter. And I know that... I [also] know the importance of relationships and making those kids emotionally at their goal."



In fact, more than half (51.5%) of survey respondents indicated that SEL was a focus area that they would like to grow in their program, and several providers in focus groups indicated that additional training and support in creating safe, secure, trauma-informed spaces that provide SEL curriculum and support would benefit both students and the OST providers that serve them.

Figure 25. Focus Areas OST Programs Would Like to Add or Grow



PRIORITY AREA **Transportation.** The sixth and final priority area identified by providers through the survey and focus groups is related to transportation. Although many providers are able to offer transportation from school to their program (many through partnerships with public school districts, whose buses OST programs are able to utilize), few programs are able to offer transportation home, which is a significant burden for families and creates barriers to access for children and youth from both rural and suburban communities. OST providers from various communities across Western, Central, and Eastern Regions said they experienced consistent transportation barriers and challenges, though the nature of these challenges varied slightly from rural to suburban to urban areas.



One provider located in a rural area in the Western Region shared, “Another thing that’s unique about the region is yeah, it’s, you know, it’s the way that transportation becomes then a burden. Because we’re 25 minutes away [from school]. So it takes us 30 minutes to pick up the kids, but those kids don’t live here. So they might be another 30 minutes or an hour away. So the parents aren’t going to drive, you know, an hour plus to come pick up their kids afterschool.”

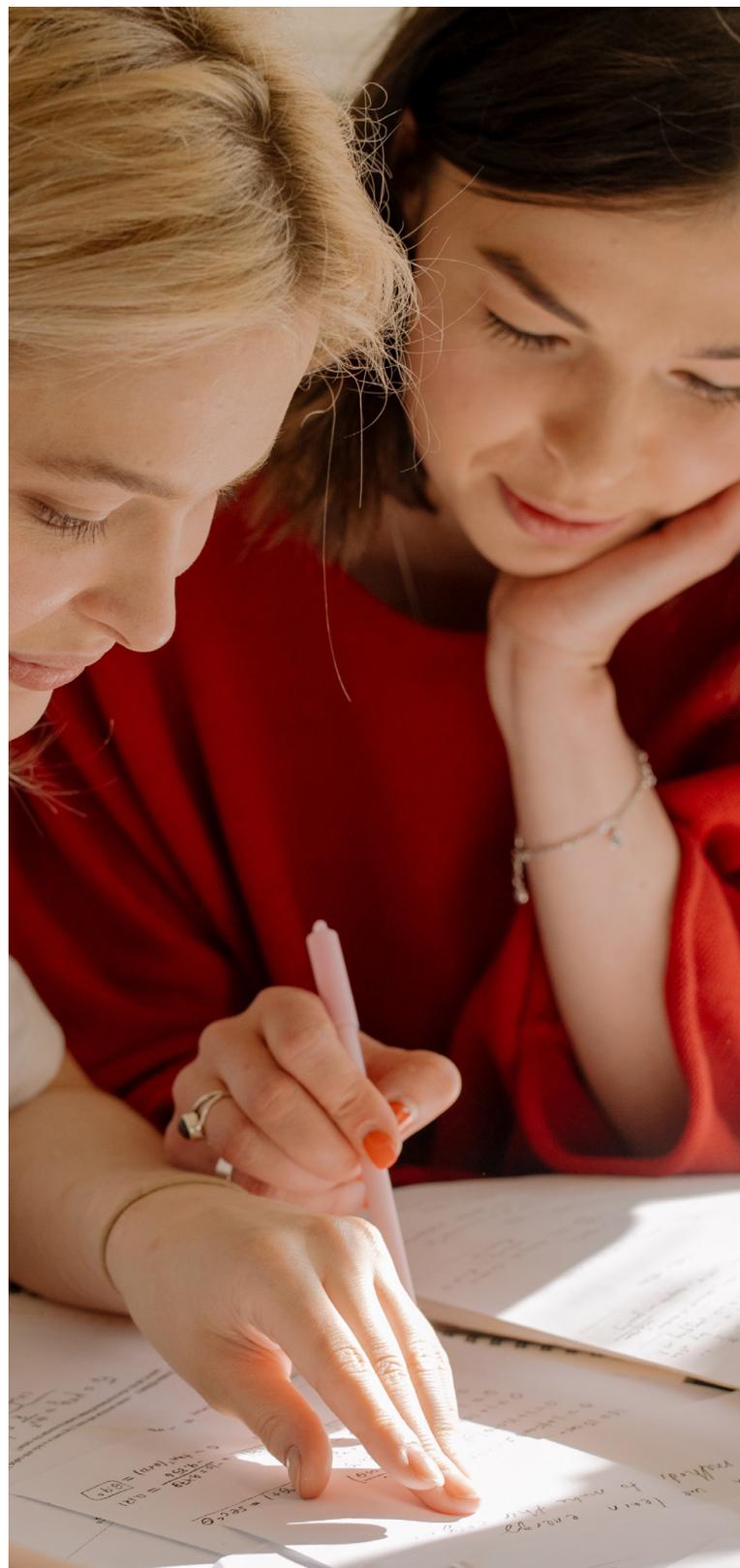
In the Central Region, another provider said, “For us transportation, we do have one van, but there’s four homework clubs. So there’s elementary school kids, and the elementary school kids, their bus drops them off. And we’ve been very lucky in these past weeks, because every Tuesday [when we have homework club] it’s been nice. But last year, when we had rainy days, you know, for the middle schoolers and high schoolers - they were walking in the rain. I felt really bad for those kids because the first time I saw that they were walking in the rain to homework club.”

In urban/suburban areas, such as Asheville and the surrounding suburbs, providers say gentrification of urban centers has caused transportation issues for Black and Brown students who have been displaced to the suburbs. One provider from Buncombe County shared, “Look at rural communities in Buncombe County. There are a lot of people there, but then look at Arden. Do you all know how many people need programs out in Arden, but they don’t get the services that they need? [To access programs] that means somebody’s coming to pick them up or the parents have to be able to drop them off. And nine times out of ten, they can’t, all of them folks there are gonna get left out. Yeah, so even if it’s free it is still not affordable because of what has to transpire for people to try to make it and be able to get there - so it’ll cost.”

Programs in both rural and urban areas agreed that when transportation is an issue, it affects poor and already disadvantaged students the most. One 21st Century Community Learning Center said, “[21st Century Community Learning Centers] have strict attendance requirements and percentages, but this negatively impacts our poorest families. It has forced the inability [to even attend programs], just the nature of, honestly, how they live the day to day, they have to ask themselves, ‘can I pick my kids up or not?’ versus sending them to afterschool programs. They have to consider buses, and that’s not an automatic option.”

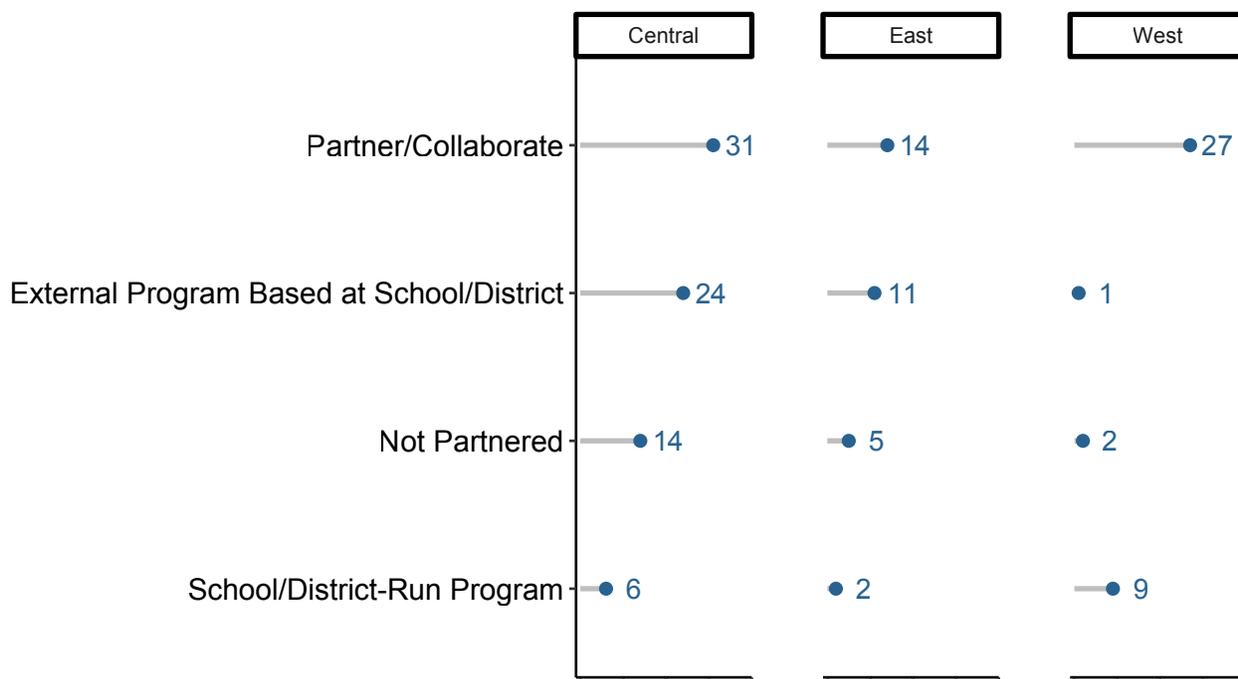
Strengths and Assets

Both survey data and focus group data indicate a variety of strengths and assets in OST programs across the region, both in terms of existing partnerships between OST programs and schools, churches, and other stakeholders, and in terms of OST program’s critical role as a provider of stability and security in their communities. These strengths are important not only because they help OST programs continue to function and serve their communities, but also because they provide critical leverage points when we think about how best to support OST programming in Western NC.



Partnerships. A notable bright spot in OST programming in Western North Carolina is the strong relationships they have with schools and school districts, and with other organizations in their communities. Only 21 programs (less than 20%) of programs responding to the survey indicated that they were not partnered with their local schools or districts in some way. Several OST programs were operated by schools and districts, others were external programs based at a school site, and many more still consider local schools or districts their partners or collaborators.

Figure 26. OST Programs' Relationships with Local Schools or Districts



Beyond schools and school systems, OST programs also expressed a deep appreciation for community-based partnerships and a talent for building collaborations. In focus groups, participants provided examples of partnerships with the local faith community, higher education, business and industry, libraries, museums, volunteer organizations, and others. In the Western Region, participants celebrated their partnership with Western Carolina University, who works with many providers in the area with part-time and seasonal staffing. One program remarked, “That’s what I was gonna say, looking for long term relationships... using Western [Carolina University] as an example, we’re going to form a relationship with this department at Western, and then we have a person to turn to, to help us in hiring staff.”

Focus group participants across all three regions also expressed enthusiasm for forming new, strong partnerships. When each focus group was asked about forming a regional collaborative in partnership with one other, almost all participants expressed great interest in doing so, although many had met one another for the first time at the focus group.

OST’s Role in the Community. An important theme that emerged throughout the focus groups was the critical role that OST programs play in the community beyond providing safe, nurturing, educating and enriching programs for students. They are also hubs for community resources

and engagement and can use their role as a trusted partner to parents and caregivers to help connect children and families to needed resources in the community. As one focus group participant shared of his programs, “It’s not just the kids, it’s the whole family, and it’s not just the whole family, it’s the whole community. And, you know, we try to provide health and wellbeing. Because stress, you know, with health, dealing with paying the bills, putting food on the table, and all that kind of stuff. We tried small ways. We’re giving away \$25 gas gift cards that our congregation donates money for, we provide a weekly meal for families to come and eat for free. There’s times that I give out snacks and water and things like that for people.”

“It’s not just the kids, it’s the whole family, and it’s not just the whole family, it’s the whole community”

Another provider shared, “And a lot of times, [we have families that] don’t fall under the typical, you can go to a food bank and fill out all the paperwork, they’re just, you know, mom and dad got less hours this week, and so they can’t afford meat for the weekend, you know? So it’s like, we’ve set up a table that, no questions asked, we don’t care who you are, what your age is, what your issue is, you need food, grab what you need, you know? We give snacks, every kid’s program that we do, because these kids are hungry... I mean, I’m not, I’m not trained to do this stuff, you know, I’m filling in where I can. [If we had] somebody on staff that knew the system and could work with these families really target that, to make your programs more effective. I think that would be huge.”

Across focus groups we discovered that in addition to providing academic support, learning opportunities, enrichment, and supervision to students in their programs, OST program are also providing meals to families, clothing and other basic needs items, transportation, mental health and social-emotional support, informal case management, counseling, mentorship, advice, and community connection. Many of the programs we talked to are pillars of their community, with deep, long-standing relationships of trust. After all, a family or community’s choice to entrust their children to another person in or outside of school is an intimate one, and OST providers in Western North Carolina have earned their communities’ trust through their work educating, counseling, coaching, feeding, clothing, nurturing, leading, and supporting children and youth.



RECOMMENDATIONS FOR NEXT STEPS AND FUTURE INVESTMENTS

The following recommendations are based upon the strengths, assets, and six priority areas identified through the research conducted in this landscape analysis. These recommendations support next steps for program providers, potential areas for future investments, and specific strategies to expand the impact of OST programs in Western North Carolina:

1. Build Regional OST Collaboratives

OST providers in Western North Carolina have demonstrated incredible strength in building partnerships with one another, stakeholders, and the communities they serve. However, OST providers are very busy building and implementing programs for the children and families they serve, and they want and need more systematic and consistent opportunities to connect with one another. NC CAP, in partnership with other key agencies, can provide technical assistance and support to build Regional Out-of-School Time Collaboratives in each of the three regions of the Dogwood Health Trust service area that include OST programs and stakeholders across sectors. These OST Collaboratives will focus on network-building, peer-learning, collaborative resource development and sharing, and local/regional strategy and planning. Additionally, these OST Collaboratives can work together to develop plans to advocate for improved working conditions for OST staff that include increased pay, access to benefits, and trauma informed support for OST professionals.

2. Create Flexible, Multi-Year Funding Opportunities

OST providers appreciate and rely on their partnerships with the various organizations and programs that fund their work. Providers also frequently referenced the challenges associated with inconsistent and unreliable sources of funding. Obtaining the money and resources to sustain OST programming requires significant investments of time to acquire funding, and the uncertainty of funding can limit opportunities for program and staff development. To stabilize OST programming in Western North Carolina, reduce the burden of fundraising, support sustainable programs, and help programs provide living wages to OST professionals, OST providers need more flexible, multi-year funding. State, local, philanthropic, and others who support OST providers in Western NC can increase the impact on and stability of the programs for children and families by providing consistent and flexible support and resources.

3. Offer Ongoing, Job-Embedded Professional Learning and Capacity-Building for Program Development, Mental Health, and Social Emotional Learning

The OST providers in Western NC expressed the need for additional professional learning, technical assistance, and coaching in several key areas:

- **Program Development:** OST providers seek to improve program quality and capacity and specifically requested support in several academic and program areas. Key areas where programs would like to grow their capacity include STEM (science, technology, engineering, and math), leadership, literacy, and the arts. Programs also requested support and professional development to grow their capacity to build relationships with schools and school districts, and to align their curricula and lessons with NC Educational Standards & local school and district learning recovery goals.
- **Mental Health:** OST providers request support for the mental health needs of children in their programs and their staff. They are interested in growing their capacity in trauma-informed practices and creating safe, secure environments and relationships that support student mental health. This includes mental health support for the workforce that gives them the tools and capacity they need to support student wellness and resilience, and that helps reduce staff burnout that causes staff turnover, which is detrimental to the caring adult-child relationships in OST programs that children and youth need.
- **Social and Emotional Learning:** OST providers more broadly expressed interest in the implementation of effective social and emotional learning programs.

Adequate funding and resources remain a barrier that can prevent OST providers from engaging in the professional learning and technical assistance they need and want. Moreover, professional learning for OST providers will be both more effective and more impactful if it is ongoing, job-embedded, and based in the context in which program providers serve to ensure relevance and implementation. Funders; statewide or regional entities, like NC CAP or the Western RESA; schools and school districts and/or other regional providers can work with OST providers so that they have the support they need. Regional OST Collaboratives can serve as a vehicle to connect OST providers with community partners who can support their professional development and capacity-building needs, and can also be a channel for OST providers to engage in professional learning and technical assistance with others.

4. Provide Support for Workforce Stability, Transportation, and Program Accessibility

Community organizations and other stakeholders who support OST providers should prioritize support for programs working to address challenges related to workforce stability as well as the accessibility, availability, and affordability of OST programs, including transportation. This will ensure that children and families who are most disproportionately impacted by poverty, racism, and/or rural isolation will have access to high quality OST programs. Whether through funding, technical assistance, or other strategic partnership, the support should be flexible and responsive to specific community needs. Although OST programs across Western North Carolina may be experiencing similar challenges, the solution may look different from community to community and should be based in communities' unique context. Philanthropy;

federal, state, and local government; and other nonprofit organizations should keep workforce stability, transportation, and program accessibility front and center in their work with and in the resources they provide for OST providers across Western NC.

5. Ensure OST Providers Engage in Statewide and Regional Efforts

OST providers' awareness of and connection to opportunities in their county, region, and state vary widely across programs. For example, some do not collaborate closely with their local school districts even though they serve the same students. Only a small percentage participate in the statewide annual Synergy Conference designed for OST providers or know about funding opportunities available to them at the state or regional level. Building the Regional OST Collaboratives will increase OST providers' awareness of these opportunities, but they may also need funding and support to fully participate through conference registrations, grant writing support, or other technical assistance. Increasing OST providers' engagement in these opportunities will increase the impact on children and families in Western NC.

Although the challenges facing OST providers are multi-faceted and daunting, OST providers and communities in Western NC have many strengths, assets, and opportunities to draw upon to solve the most pressing issues facing children and families in the OST space. Addressing these recommendations will require collaboration among nonprofits, philanthropy, municipalities, school districts, OST providers, and communities. The efforts will require resources and consistent collaboration to ensure that student outcomes improve, as well as recognition the strengths and assets of children, families, providers, and communities that can be leveraged to support their success. Finally, the dedication shown by the OST providers and their partners in supporting children and families have the potential to lead to greater access and impact of OST programming for children across Western NC.

Acknowledgements

The North Carolina Center for Afterschool Programs would like to thank the Dogwood Health Trust for their partnership in completing this landscape and analysis. We would also like to thank the 114 respondents representing 83 organizations and more than 134 different programs who participated in our survey, the 30 providers who participated in our focus groups, and the countless community partners who shared information about this study with their communities.

[Appendix A](#)

[Appendix B](#)

[Appendix C](#)

APPENDIX A: DIRECTORY OF OUT-OF-SCHOOL TIME PROGRAMS AND OTHER EDUCATION AND YOUTH RESOURCES IN WESTERN NC

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Avery County						
Avery County 4-H Youth Development	Bobbie Willard, Executive Director	bobbie_willard@ncsu.edu	(828) 733-8275	661 Vale Rd	Newland	
Avery County Morrison Public Library	Debbie McLean, Library Services Director	acpl@amyregionallibrary.org	(828) 733-9393	150 Library Road	Newland	
Avery County Parks and Recreation	Robert Willis, Parks and Rec Director	robert.willis@ncmail.net	(828) 737-5531	185 Shady St	Newland	
Avery County Schools	Dan Brigman, Superintendent	danbrigman@averyschools.net	(828) 733.6006	775 Cranberry St	Newland	K-12th grade
Avery-Mitchell-Yancey Regional Library	Amber Westall Briggs, Library Services Director	director@amyregionallibrary.org	(828) 682-4476	289 Burnsville School Rd	Burnsville	
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
YMCA of Avery County	Fabienne Dellinger, Director of Youth Development Trey Oakley, CEO	fabiennd@ymcaavery.org treyo@ymcaavery.org	(828) 737-5500	436 Hospital Drive	Linville	K-8th grade
Buncombe County						
A Sense of Wonder	Alissa Rhodes, Executive Director	alissa22912@gmail.com	(828) 275-7306	14 Wilson Lane	Fletcher	Infant - Pre-School
All God's Children CEC II	Loura McRae, Director	louramcrae@allgodschildrencce.com	(828) 515-0661	89 Goughes Branch Road	Leicester	pre-school
Annette's Day Care	Annette Sprouse, Director	stumpcrazy@aol.com	(828) 658-0360	230 Barton Road	Asheville	Pre-School -5th grade
Arc of Buncombe County Inc	Linda McDaniel, Executive Director	linda@arcofbc.org	(828) 253-1255	50 S. French Broad Avenue	Asheville	Pre-School-5th grade
Asheville Catholic School	Natalia Macias, Director	nmacias@ashevillecatholic.org	(828) 252-7896	12 Culvern Street	Asheville	pre-school-8th grade
Asheville City Schools	Jim Causby, Superintendent	james.causby@acsqmail.net	(828) 350-6145	85 Mountain Street	Asheville	K-12th grade
Asheville City Schools Foundation	Copland Rudolph, Executive Director	copland@acsf.org	(828) 350-6174	43 College Pl #312	Asheville	
Asheville Creative Arts	Abby Felder, Executive Director	abby@ashevillecreativearts.org	(914) 830-3000	87 Old Cove Road, NC	Asheville	4th-6th grade
Asheville Jewish Community Center	Tiffany, Executive Director	tiffany@jcc-asheville.org	(828) 253-0701	236 Charlotte Street	Asheville	pre-school
Asheville Montessori School North	Nan Gregory, Director, CO-OWNER	ams_north@frontier.com	(828) 645-3433	360 Weaverville Highway	Asheville	pre-school

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Asheville Museum of Science (AMOS)	Amanda Bryant, Executive Director	abryant@ashevillescience.org	(828) 254-7162	43 Patton Ave.	Asheville,	Pre-School-12th grade
Asheville Parks and Recreation	D. Tyrell McGirt, Parks and Recreation Director	parks@ashevillenc.gov	(828) 259-5800	65 Gashes Creek Rd	Asheville	
Asheville Writers in the Schools and Community	Sekou Coleman, Executive Director	sekou@ashevillwritersintheschools.org	(828) 505-8377	830 Hendersonville Road, Suite #001	Asheville	8th-12th grade
Asheville Youth Football & Cheerleading League Inc	Raymond McDay, Executive Director	ashevillyouthleague@gmail.com	(828) 582-6235	32 Buchanan Pl	Asheville	K-8th grade
Barnardsville School Head Start	Lorraine Riddle, Director	lorraine.riddle@communityactionopportunities.org	(828) 252-2495	20 Hillcrest Dr	Barnardsville	pre-school
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Black Mountain Montessori	Erin, Head of School	erin@bmtmont.org	(828) 669-8571	101 Carver Avenue	Black Mountain	pre-school
Blue Ridge Parkway Foundation	George Ivey, Executive Director	givey@brpfoundation.org	(866) 308-2773	322 Gashes Creek Road	Asheville	
Bountiful Cities	Jordan Diamond, Program Coordinator	jordan@bountifulcities.org	(828) 595-4095	50 S. French Broad Ave. #257	Asheville	K-5th grade
Buncombe County 4-H Youth Development	Holly Jordan, Extension Agent	holly_jordan@ncsu.edu	(828) 255-5522	49 Mount Carmel Rd	Asheville	
Buncombe County Parks and Recreation	Bryan Fish, Director	parks@buncombecounty.org	(828) 250-4260	46 Valley Street	Asheville	
Buncombe County Public Libraries	Jason Hyatt, Director	jason.hyatt@buncombecounty.org	(828) 250-4700	101 W. Charleston Ave.	Swannanoa	
Buncombe County Schools	Dr. Shane Cassida, Director of Student Services Joseph Hough, Assistant Superintendent	william.cassida@bcsemail.org joseph.hough@bcsemail.org	(828) 255-5918 (828) 255-5921	175 Bingham Rd	Asheville	K-12th grade
Buncombe County Schools Foundation	Christy Cheek, Executive Director	christy.cheek@bcsemail.org	(828) 232-4190	BCS Foundation 175 Bingham Rd	Asheville	
Carolina Academy	Tina Hensley, Head of School	tinahensleyusa@aol.com	(828) 681-0204	15 Brian Blvd	Arden	pre-school
Childcare Network # 176	Erin Norris, Program Director	cni176@cnikids.com	(828) 658-0934	443 Weaverville Road	Asheville	pre-school
Childcare Network # 177	Barbara Harper, Program Director	cni177@cnikids.com	(828) 628-9243	6 Fairview Hills Drive	Fairview	pre-school
Childcare Network # 178	Amber Hensley, Program Director	cni178@cnikids.com	(828) 681-5250	3749 Sweeten Creek Road	Arden	pre-school

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Childcare Network #178 B	Amber Hensley, Program Director	cni178@cnikids.com	(828) 681-5250	3749 Sweeten Creek Road	Arden	pre-school
Childcare Network # 179	Erin Norris, Program Director	cni179@cnikids.com	(828) 670-9892	330 Sardis Road	Asheville	pre-school
Children First Communities In Schools of Buncombe County Inc	Natasha Adwaters, Executive Director	natashaa@childrenfirstbc.org	(828) 620-9748	564 N. Louisiana Ave	Asheville	K-12th grade
	Ariana Gonzalez, Program Manager	arianag@childrenfirstbc.org	(828) 259-9717			
Children's Center at Gracelyn	Jeannie Aiken, Executive Director	childrenscentero@bellsouth.net	(828) 253-0542	789a Merrimon Ave	Asheville	1 year old - Pre k
Christmount Christian Assembly Inc	Jon Blalock, Director	jon@camplakeygap.org	(828) 669-8977	222 Fern Way	Black Mountain	K-6th grade
Clyde A. Erwin Child Care	Caitlin Gliedman, Daycare Director	caitlin.gliedman@bcsemail.org	(828) 232-4263	60 Lees Creek Road	Asheville	School-Age
Coach's Quest	Robert Hutchison, Assistant Head Coach	coachsquest@gmail.com	(828) 777-3914	33 Ducker Rd	Arden	K-8th grade
Colaborativa La Milpa	Ami Worthen, Program and Grant Coordinator	ami@colaborativamilpa.org	(828) 515-1230	528 Emma Rd	Asheville	K-8th grade
Delta House Life Development of Asheville Inc	Shirley Whitesides, Tutoring/ Academic Enrichment Coordinator	deltahse218@deltahouse21stcentury.com	(828) 254-6804	218 S French Broad Ave	Asheville	K-8th grade
Discovery Montessori School	Brookes Parish, Head of School	brookes@discoveryasheville.com	(828) 505-7920	104 Peachtree Road	Asheville	Pre-school-K
Donald S. Collins Early Learning Center	Donald Collins, CEO	director.collinselc@gmail.com	(828) 669-6617	120 West Street	Black Mountain	Pre-school-2nd grade
Eliada Child Development	Eliada Homes, CEO, Program Director	treed@eliada.org	(828) 259-5374	2 Compton Drive	Asheville	Pre-school-K
Emmanuel Lutheran School	Shari Reaves, Head of School	cmarino@elcsmail.org	(828) 281-8182	51 Wilburn Place	Asheville	Pre-school-8th grade
First Baptist Child Development Center	Laura Davis, Program Director	jbuchanan@fbca.net	(828) 252-3234	5 Oak Street	Asheville	Pre-school-5th grade
Getting Back to the Basics	Spencer Hardaway, Program Director	seh1219@aol.com	(828) 274-2533	70 South Market Street	Asheville	K-8th grade
Hawthorn Montessori School	Katie Anderson, Head of School	katie@hawthornmontessori.org	(410) 903-6714	871 Riverside Drive	Asheville	Pre-school - K
His Watchmen Childcare, Inc.	Kim, Child Care Director	kim@hiswatchmen.com	(828) 687-4086	140 Heywood Road	Arden	Pre-school - 8th grade
Housing Authority of the City of Asheville - CHOSEN P.O.D.S.	Shaunda Jackson, Director of Resident Services	4shaundajackson@gmail.com	(828) 258-1222	165 S. French Broad Ave	Asheville	
Johnston Elementary Head Start	Monica Mcleod, Program Director	monica.mcleod@communityactionopportunities.org	(828) 250-0410	230 Johnston Blvd	Asheville	K-5th grade
Jones Pre K	Susanna Smith, Preschool Director	susanna.smith@acsgmail.net	(828) 350-2924	544 Kimberly Avenue	Asheville	K-5th grade
Kiddie Academy of Asheville	Vladimira Lorenz, Program Director	asheville@kiddieacademy.net	(828) 309-0949	22 Walden Ridge Drive	Asheville	Infant Care - 8th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Leicester Elementary School Headstart	Monica Mcleod, Program Director	monica.mcleod@communityactionopportunities.org	(828) 252-2495	31 Gilbert Road	Leicester	K-4th grade
Lilith Lidseen Performing Arts Association, Inc. a/k/a Peacock Performing Arts Center	Jane Hindsman, Program Director	jmhindsman@gmail.com	(828) 389-2787	301 Church Street	Hayesville	K-8th grade camp
Literacy Together	Cindy Threlkeld, Executive Director	cindy@lit-together.org	(828) 254-3442	31 College Pl B221	Asheville	K-8th grade camp
Montessori Footprints Learning Center	Cristy Marcus, Program Director	montessorifootprintslc@outlook.com	(828) 483-6869	158 Bradley Branch Road	Arden	Pre-School-K
Mt. Carmel Child Enrichment Center	Justin Smith, Director	mtcarmelcec@gmail.com	(828) 254-1021	201 Mount Carmel Road	Asheville	Pre-School-6th grade
MusicWorks Asheville	Amanda Durst, Assistant Director	aldurst@musicworksasheville.org	(240) 538-2451	31 Gilbert Rd	Leicester	K-5th grade
My Daddy Taught Me That/ My Sistah Taught Me That	Keynon Lake, Executive Director	keynon@mydaddytaughtmethat.org	(828) 582-2261	3 South Tunnel Road	Asheville	6-12th grade
North Buncombe Elementary School Head Start	Lorraine Riddle, Director	lorraine.riddle@communityactionopportunities.org	(828) 252-2495	251 Flat Creek Church Rd	Weaverville	K-4th grade
Oakley Elementary School Head Start	Lorraine Riddle, Director	lorraine.riddle@communityactionopportunities.org	(828) 274-7515	753 Fairview Rd	Asheville	K-5th grade
Odyssey Community School	Eric Howard, Head of School	hdror@odysseycommunity.org	(828) 259-3653	90 Zillicoa Street	Asheville	Pre-School-8th grade
One Youth At A Time	LC Ray, Program Director	oyaat2@gmail.com	(828) 776-1721	20 Battery Park Avenue - Suite 714	Asheville	3rd-12th grade
OpenDoors of Asheville	Lauren Simms, Program Director	lauren@rjcavl.org	(540) 409-1565	290 Haywood Rd Suite 204	Asheville	K-12th grade
Positive Changes Youth Ministries	Zarisa Watkins, Youth and Family Director	zarisawatkins@gmail.com	(843) 422-3750	71 Short Madison Ave	Asheville	6th-12th grade
Project HNG	Annie Ager, President	j.eric.ager@gmail.com	(828) 450-4463	2063 Charlotte Hwy	Fairview	K-6th grade
Rainbow Community School	Kate Brantley, Principal	kate.brantley@rainbowlearning.org	(828) 258-9264	574 Haywood Rd	Asheville	Pre-School-8th grade
Read to Succeed Asheville/ Buncombe	Jessica McLean, Co-Executive Director	jess.mclean@r2sasheville.org	(828) 337-5545	230 Stewart St Unit 16a	Asheville	Birth-5th grade
Rosa Walker Advancement Initiative	Melanie Hadley Franklin, Sr Pastor	melanie_hadley@hotmail.com	(828) 215-4123	St. James A.M.E. Church 44 Hildebrand Street	Asheville	1st-6th grade
Roseland Community Center Inc	Warren Carson, Center Director	wcarson6793@charter.net	(828) 859-5212	56 Peake St, Tryon	Asheville	K-8th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Sand Hill-Venable Elementary Head Start	Tami Threats, Program Director	tami.threats@communityactionopportunities.org	(828) 253-2791	154 Sand Hill School Rd	Asheville	K-8th grade
Sand's Child Care	Sandra Chappell, Program Director	sandrachappell823@gmail.com	(828) 254-3656	16 East Lane	Asheville	Pre-School-8th grade
Shema	Martha Quiñones, Co-Founder, Director	velazcoq40@gmail.com	(828) 273-9067	30 Talmadge Court	Asheville	Pre-School-8th grade
St. James A.M.E	Doris Walker, Child Care Director	dwalker626@aol.com	(828) 253-5191	44 Hildebrand St	Asheville	
T.C. Roberson Child Dev. Center	Amy Motley, Child Development Center Manager	amy.motley@bcsemail.org	(828) 654-1765	250 Overlook Rd	Asheville	Pre-School
The Christine Avery Learning Center Inc	CiCi Weston, Executive Director	avery.learningcenter@gmail.com	(828) 232-7433	135 Hill St	Asheville	Birth-6th grade
The Little People's Place	Jeneal Hensley, Director	jenealhensley@gmail.com	(828) 777-5740	30 Wray Avenue	Swannanoa	Pre-School-8th grade
Truett Camp	Kenny Adcock, Camp Director	kadcock@truettcamp.org	(828) 389-8828	177 Truett Ln	Hayesville	
Umoja Health, Wellness and Justice Collective	Michael Hayes, Executive Director	umojahwjcollective@gmail.com	(828) 785-2228	441 North Louisiana Avenue Suite E, J And K	Asheville	6th-12th grade
Under One Sky Village Foundation	Kelly Shanafelt, Executive Director	kelly@under1sky.org	(828) 337-5036	Po Box 18526	Asheville	K-12th grade
United Way of Asheville & Buncombe County	Kevin Montgomery, VP of Resources	kevin.montgomery@unitedwayabc.org	(828) 290-9259	50 S French Broad Ave	Asheville	
United Way Volunteer Center	Deborah Calhoun, Director of Community Partnerships	deborah.calhoun@unitedwayabc.org	(828) 236-9504		Asheville	K-12th grade
Valley Child Development Center	Annette Shook, Program Director	shook.annette@swcdcinc.org	(828) 581-0462	235 Old Us 70 Hwy	Swannanoa	Pre-School-5th grade
W D Williams Elementary Head Start	Shawn Wolff, Program Director	shawn.wolff@communityactionopportunities.org	(828) 252-2495	161 Bee Tree Rd	Swannanoa	K-5th grade
Weaverville Primary School Head Start	Lorraine Metcalf, Program Director	lorraine.metcalf@communityactionopportunities.org	(828) 252-2495	39 South Main St	Weaverville	K-1st grade
West Asheville Academy	Kathy Mashburn, Executive Director	westashevilleacademy08@yahoo.com	(828) 505-0079	17 Brownwood Avenue	Asheville	K-4th grade
Western RESA	Jan Webster, Director	jwebster@wresa.org	(828) 774-5681	10c Yorkshire Street Lower Level	Asheville	
YMCA Avery's Creek Afterschool	James Spearin, Executive Youth Development Director	jspearin@ymcawnc.org	(828) 210-2273	15 Park South Boulevard	Arden	K-8th grade Afterschool Care
YMCA Black Mountain Afterschool	Will Deter, Senior Director of Operations	wdeter@ymcawnc.org	(828) 210-2273	301 East State Street	Black Mountain	K-8th grade Afterschool Care & Summer Camp

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
YMCA Charles Bell Afterschool	Rebecca Batson, Site Director	wdeter@ymcawnc.org	(828) 775-7082	90 Maple Springs Road	Asheville	K-8th grade Afterschool Care & Summer Camp
YMCA Fairview Afterschool	Angie Jackson, Site Director	wdeter@ymcawnc.org	(828)-251-5910	1355 Charlotte Highway	Fairview	K-8th grade Afterschool Care & Summer Camp
YMCA Glen Arden Afterschool	Jamie Slagle, Site Director	wdeter@ymcawnc.org	(828) 775-7091	50 Pinehurst Circle	Arden	K-8th grade Afterschool Care & Summer Camp
YMCA Haw Creek Afterschool	Jenny Klein, Site Director	wdeter@ymcawnc.org	(828) 251-5910	21 Trinity Chapel Road	Asheville	K-8th grade Afterschool Care & Summer Camp
YMCA Hominy Valley Afterschool	Jeanann Yates, Site Director	wdeter@ymcawnc.org	(828) 585-4016	450 Enka Lake Road	Candler	K-8th grade Afterschool Care & Summer Camp
YMCA North Buncombe Afterschool	HEIDI ALLISON, Site Director	wdeter@ymcawnc.org	(828) 585-4016	251 Flat Creek Church Road	Weaverville	K-8th grade Afterschool Care & Summer Camp
YMCA Oakley Afterschool	Dana Haney, Site Director	wdeter@ymcawnc.org	(828) 585-4016	753 Fairview Road	Asheville	K-8th grade Afterschool Care & Summer Camp
YMCA Pisgah Afterschool	Katie Harris, Site Director	katie.harris@bcsemail.org	(828) 585-4016	1495 Pisgah Highway	Candler	K-8th grade Afterschool Care
YMCA Sandhill-Venable Afterschool	Tyla Moody, Site Director	wdeter@ymcawnc.org	(828) 585-4016	154 Sandhill School Road	Asheville	K-8th grade Afterschool Care
YMCA W.D. Williams Afterschool	Christy Jones, Site Director	christy.jones@bcsemail.org	(828) 585-4016	161 Bee Tree Road	Swannanoa	K-8th grade Afterschool Care
YMCA W.W. Estes Afterschool	Jay Dale, Site Director	jay.dale@bcsemail.org	(828) 775-7096	275 Overlook Road	Asheville	K-8th grade Afterschool Care
YMCA Weaverville Elementary Afterschool	Mary Nichols, Site Director	mary.nichols@bcsemail.org	(828) 585-4016	129 South Main Street	Weaverville	K-8th grade Afterschool Care
YMCA West Buncombe Afterschool	Brad Johnson, Site Director	wdeter@ymcawnc.org	(828) 585-4016	175 Erwin Hills Road	Asheville	K-8th grade Afterschool Care
YTI Training Programs	Tony Shivers, Activities Coordinator	ytitraining@gmail.com	(828) 348-8357	789 Merrimon Ave	Asheville	6th-12th grade
YWCA of Asheville and Western North Carolina Inc	Diana Sierra, CEO, Program Director	diana.sierra@ywcaofasheville.org	(828) 254-7206 ext. 210	185 S French Broad Ave	Asheville	K-8th grade
YWCA of Asheville Early Learning Program	Mary Virella Minton, Executive Director	mary.virella-minton@ywcaofasheville.org	(828) 254-7206	185 S French Broad Ave	Asheville	K-8th grade Afterschool Care
Burke County						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Building Blocks Academy	Lisa Martin, CEO/Owner	martinlb070@gmail.com	(828) 397-5000	2945 Us 70	Connelly Springs	Pre-School -5th grade
Burke County 4-H Youth Development	Nicki Carpenter, Extension Agent	nicki_carpenter@ncsu.edu	(828) 764-9480	130 Ammons Dr	Morganton	
Burke County AIG	Dr. Christie Abernathy, Program Director	cabernathy@burke.k12.nc.us	(828) 439-4312	700 E Parker Rd	Morganton	K-12th grade
Burke County Empowering Youth and Families Program	Tracey Hall, Program Assistant	tlhall6@ncsu.edu	(828) 764-9480	130 Ammons Dr	Morganton	
Burke County Parks and Recreation	Treg McGee, Parks and Rec Director	tmcgee@burkenc.org	(828) 432-2684	220 Catawba Meadows Dr	Morganton	
Burke County Public Libraries	Jim Wilson, Director of Library Services	jwilson@bcpls.org	828-764-9273	204 S. King St.	Morganton	
Burke County Schools	Mike Swan, Superintendent	mswan@burke.k12.nc.us	(828) 439-4311	700 E Parker Rd	Morganton	K-12th grade
Burke Education Foundation, Inc	Cheryl Shuffler, Public Relations Officer	cmshuffler@burke.k12.nc.us	(828) 439-4312	Po Box 1489	Morganton	
Calvary Baptist Day Care	Maria Seitz, Daycare Director	calvarydayschool@yahoo.com	(828) 437-2738	407 S Green Street	Morganton	Birth-6th grade
Creative Beginnings, LLC	Denise Hudson, Program Director	cb5stardirector@gmail.com	(828) 433-9858	113 Bost Road	Morganton	Birth-6th grade
Drexel Elementary YMCA Childcare	Erica Simmons, Senior Program Director	ericas@ymcacv.org	(828) 578-6992	100 Alta Vista Street	Drexel	K-8th grade
Drexel Kids Child Development Center	Kali Ross, Program Director	drexelkids@gmail.com	(828) 437-1456	200 Oakland Avenue	Morganton	K-5th grade
First Baptist Preschool & Afterschool	Tanya Short, Program Director	fbcfivestar@gmail.com	(828) 433-1018	502 W Union Street	Morganton	Pre-School-8th grade
Hildebran Elementary YMCA Childcare	Erica Simmons, Senior Program Director	ericas@ymcacv.org	(828) 578-6992	703 Us Highway 70 W	Hildebran	K-6th grade
Morganton Day School	Melanie Mikusa, Head of School	mmikusa@morgantondayschool.com	(828) 437-6782	305 West Concord Street	Morganton	Pre-School-8th grade
Mountain View Elementary YMCA Childcare	Erica Simmons, Senior Program Director	ericas@ymcacv.org	(828) 433-1493	805 Bouchelle St	Morganton	K-6th grade
NC School for the Deaf	Mark Patrick, School Director	mark.patrick@esdb.dpi.nc.gov	(828) 432-5200	517 W Fleming Drive	Morganton	Pre-School-12th grade
New Day Christian Church	Jazz Cathcart, Program Director	jazzioncathcart@gmail.com	(828) 242-2470	1023 E Union St	Morganton	Birth-12th grade
Oak Hill Elementary YMCA Child Care	Erica Simmons, Senior Program Director	ericas@ymcacv.org	(828) 433-8360	2363 NC Hwy 181	Morganton	K-6th grade
Ray Childers Elementary YMCA Child Care	Erica Simmons, Senior Program Director	ericas@ymcacv.org	(828) 578-6992	1183 Cape Hickory Rd	Hickory	K-6th grade
Salem Elementary YMCA Child Care	Erica Simmons, Senior Program Director	erica@ymcacv.org	(828) 437-8461	1329 Salem Rd	Morganton	K-6th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Valdese Elementary School Pre-K	Charles Williams, Principal	charleswilliams@burke.k12.nc.us	(828) 874-0704	298 Praley Street	Valdese	Pre-School-5th grade
W A Young Elementary YMCA Child Care	Erica Simmons, Senior Program Director	ericas@ymcaccv.org	(828) 584-7466	325 Conley Rd	Morganton	K-6th grade
Cherokee County						
Andrews Elementary School Pre-K	Joslyn Parker's, Assistant Principal	jennifer.lugiewicz@cherokee.k12.nc.us	(828) 321-4415	205 Jean Christy Ave	Andrews	Pre-School-5th grade
Andrews United Methodist Church	Robby Morris, Youth and Family Services Director	radrob6500.rm@gmail.com	(828) 321-5216	101 Chestnut Street	Andrews	K- 12th grade
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Cherokee County 4-H Youth Development	Shannon Coleman, Executive Director	shannon_coleman@ncsu.edu	(828) 837-2210	40 Peachtree St	Murphy	
Cherokee County Parks and Recreation	Philip Davis, Parks and Rec Director	phillip.davis@cherokeecounty-nc.gov	(828) 837-6617	699 Conehete St	Murphy	
Cherokee County Public Libraries	Jacqueline Hulse, Library Services Director	jhulse@nantahalalibrary.org	(828) 837-2417	9 Blumenthal St	Murphy	
Cherokee County Schools	Keevin Woody, Superintendent	keevin.woody@cherokee.k12.nc.us	(828) 837-2722	911 Andrews Rd	Murphy	K-12th grade
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K - 12th grade
Kid's Corner	Debbie Ledford, Program Director	debbieledford2@hotmail.com	(828) 835-8003	168 Upper Peachtree Road	Murphy	Pre-School-8th grade
Martins Creek Elementary After School	Paul Wilson, Principal	paul.wilson@cherokee.k12.nc.us	(828) 837-2831	1459 Tobe Stalcup Road	Murphy	K-5th grade
Murphy After School	Bill Gaither, Principal	murphyes@cherokee.k12.nc.us	(828) 837-2424	315 Valley River Avenue	Murphy	K-5th grade
Nantahala Community Library	Sharon Crosby, Library Services Director	scrosby@fontanalib.org	(828) 321-3020	128 Nantahala School Rd	Topton	
Nantahala Regional Library	Franklin R. Shook Jr, Library Services Director	fshook@nantahalalibrary.org	(828) 837-2025	11 Blumenthal St	Murphy	
Tiny Tots Creative Learning Center	Cindy Day, Program Director	tinytotsclc@yahoo.com	(828) 321-1073	90 Graham St Andrews, NC 28901	Andrews	Pre-School-8th grade
Clay County						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Carolina Christian Child Development Center	Katelin Davis, Program Director	carolinachristiancdc@gmail.com	(828) 389-4777	259 Tusquitte Street Hayesville, Nc 28904	Hayesville	Pre-School-7th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Clay County 4-H Youth Development	Julie Lyvers, Program Director	julie_lyvers@ncsu.edu	(828) 389-6305	25 Riverside Cir	Hayesville	
Clay County Parks and Recreation	Jerry Payne, Parks and Rec Director	clayrecsports@claync.org	(828) 557-6788	333 Ball Park Dr	Hayesville	
Clay County Public Libraries	Franklin R. Shook Jr, Library Services Director	mfonda@nantahalalibrary.org	(828) 389-8401	26 Anderson St	Hayesville	
Clay County Schools	Dale Cole, Superintendent	dcole@clayschools.org	(828) 389-8513	154 Yellow Jacket Drive	Hayesville	K-12th grade
Discovery/Pathways Clay County	Brenda Leek, Executive Director	bleek@clayschools.org	(828) 389-8513	154 Yellow Jacket Drive	Hayesville	K-8th grade
Ft. Hembree Baptist Church	Harold Holbrook, Youth and Services Director	leejr2911@gmail.com	(828) 542-1727	34 Fort Hembree Rd	Hayesville	K-8th grade
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K-12th grade
Western Carolina Pacesetters, Inc	Valori Cassel, Program Director	valori@pacesettersadventures.org	(828) 644-3497	5628 Fairview Drive	Andrews	K-8th grade
Graham County						
A Kid's Place	Laura Waldroup, Program Director	dwiggins@graham.k12.nc.us	(828) 479-2168	Moose Branch Rd Robbinsville, NC	Robbinsville	Pre-School-8th grade
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Graham County 4-H Youth Development	Pam Adams, Director	pam_adams@ncsu.edu	(828) 479-7979	39 S Main St	Robbinsville	
Graham County Parks and Recreation	Ronnie Williams, Parks and Rec Director	ronnie.williams@grahamcounty.org	(828) 479-7981	12 North Main Street	Robbinsville	
Graham County Public Libraries	Mary Griffin, Library Services Director	mgriffin@nantahalalibrary.org	(828) 479-8796	80 Knight St	Robbinsville	
Graham County Schools	Angela Knight, Superintendent	aknight@graham.k12.nc.us	(828).479.9830	52 Moose Branch Rd	Robbinsville	K-12th grade
	Mckalyn Parker, GCS 21st Century Program Director	mparker@graham.k12.nc.us	(828).479.9830 Ext. 3206			
	Wendy Ayers Cable-Upright, GCS 21st Century Robbinsville Elementary School Site Coordinator	wcable@graham.k12.nc.us	(828).479.9850			
	Becky Brock, GCS 21st Century Robbinsville Middle School Site Coordinator	bmoody@graham.k12.nc.us	(828).479.9840			
	Felicia Moody, GCS 21st Century Robbinsville High School Site Coordinator	fmoody@graham.k12.nc.us	(828).479.9830 Ext. 3206			
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K-12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
RHS Child Care Center	Ramoni Sosebee, Director	tburchfield@graham.k12.nc.us	(828) 479-9820	301 Sweetwater Rd Robbinsville, NC	Robbinsville	Pre-School 12th grade
Haywood County						
Bethel Elementary After School	Heather Hollingsworth, principal	hollingswoth@haywood.k12schools.org	(828) 646-3448	4700 Old River Road	Canton	K-5th grade
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Boy Scouts of America	Brian Sullivan, Executive Director	brian.sullivan@scouting.org	(615) 636-9716	175 Old Clyde Rd	Waynesville	K-5th grade (Cub Scouts)
Busy Bee Child Development	Marie Stanford, Director	stanfords1@live.com	(828) 246-3360	11 Patton Avenue	Canton	Pre-School-8th grade
Camp Ability of WNC	Diane Gayer & Lisa Cook, Camp Director	campability321@gmail.com	(828) 507-1809	71 Penland St	Canton	K-10th grade
Clyde Elementary After School Child Care	Brandy Littrell, Director of Afterschool	blittrell@haywood.k12.nc.us	(828) 627-2206	4182 Old Clyde Rd	Clyde	K-5th grade
Clyde Elementary School Intensive Intervention CLA	Byron Burnett, Principal	bburnette@haywood.k12.nc.us	(828) 627-2206	4182 Old Clyde Rd	Clyde	K-5th grade
Creative Care by Annelle	Annelle Woggon, Program Director	creativecarebyannelle@gmail.com		53 Chancery Ln	Waynesville	Pre-School-K
Dellwood Baptist Child Enrichment Center	Josh Gibbs, Director	dellwoodcec@yahoo.com	(828) 926-3846	115 Hall Drive	Waynesville	K-8th grade
First Baptist Children's Center	Christi Hollifield, Afterschool Director	revchristi@fbcwaynesville.org	(828) 456-9465	100 S Main St	Waynesville	K-5th grade
First United Methodist Church of Waynesville	Matthew Blackburn, Director of Youth Ministries	mblackburn@fumc-waynesville.com	(828) 456-9475	566 S Haywood St	Waynesville	Birth-12th grade
First United Methodist Preschool	Katie Seymour, Preschool Director	info@fumc-waynesville.com	(828) 456-9475	566 S Haywood St,	Waynesville	Pre-School-5th grade
Haywood Community College Foundation Incorporated	Alicia Jack, Grants Coordinator	avjack@haywood.edu	(828) 565-4166	185 Freedlander Drive	Clyde	
Haywood County Parks and Recreation	Ian Smith, Parks and Rec Director	ian.smith@haywoodcountync.gov	(828) 452-6789	215 N Main St	Waynesville	
Haywood County Public Libraries	Kathy Vossler, Library Services Director	kathy.vossler@haywoodcountync.gov	(828) 452-5169	678 S Haywood St	Waynesville	
Haywood County Schools	Trevor Putnam, Superintendent	tputnam@haywood.k12.nc.us	(828) 456-2400, ext 2113	216 Charles St	Clyde	K-12th grade
Haywood County Schools Foundation	Jenny Wood, Executive Director	jwood@haywood.k12.nc.us	828.456.2440 X 2117	1230 N Main St	Waynesville	
Hazelwood Elementary After School	Todd Trantham, principal	tranthamhaywood.k12.nc.us	(828) 456-2406	1111 Plott Creek Rd	Waynesville	K-5th grade
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K-12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Jonathan Valley After School Care	Jacob Shelton, Principal	jreeveshaywood.k12.nc.us	(828) 926-3207	410 Hall Drive	Waynesville	Pre-School-5th grade
Junaluska Elementary School Kids Club	Alex Masciarelli, Principal		(828) 456-2407	2238 Asheville Road	Waynesville	K-5th grade
Kid City USA Waynesville	Jenny Adams, Daycare Director	waynesville@kidcityusa.com	(828) 456-3000	333 Access Road	Waynesville	Pre-school-8th grade
Meadowbrook After School	Stephanie Mancini, Principal	smancini@haywood.k12.nc.us	(828) 646-3445	85 Morningstar Road	Canton	K-5th grade
North Canton Elementary After School Program	Jill Mann, Principal	jmann@haywood.k12.nc.us	(828) 646-3444	60 Thompson Street	Canton	K-5th grade
Pigeon Community Development Center	Telinda Forney, Director	pigeoncommunityd@bellsouth.net	(828) 452-7232	450 Pigeon St	Waynesville	Pre-School-9th grade
Pigeon Community Multicultural Development Center	Lin Forney, Director	pigeoncommunityd@bellsouth.net	(828) 452-7232	450 Pigeon Street	Waynesville	K-8th grade
Riverbend After School Care	Karley Wells, Principal	kwells@haywood.k12.nc.us	(828) 627-6565	77 Learning Lane	Clyde	K-5th grade
Smoky Mountain Sk8way	Mary Smith, Director	info@smokymountainsk8way.com	(828) 246-9124		Waynesville	K-8th grade
Southwestern Child Development Commission	Jon Williams, Director of Child Development	williams.jon@swcdcinc.org	(828) 450-9218	1528 Webster Road.	Slyva	
Tender Treasures	Tammy Rigdon, CEO, Director	trigdon9002@charter.net	(828) 648-9002	147 Rigdon Lane	Waynesville	Preschool-7th grade
Waynesville Recreation Center	Sam Dunbar, Rec Director	sdunbar@waynesvillenc.gov	(828) 456-2030	550 Vance Street	Waynesville	K-12th grade
Henderson County						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Bullington Gardens (Henderson County)	Tracy Calla, Education Director	tcalla@ncsu.edu	(828)698-6104	95 Upper Red Oak Trail	Hendersonville	
Aletheia Academy For Little People	Kelly Hardin, Director	aletheia.prioritymail@gmail.com	(828) 651-8354	2115 Butler Bridge Road	Mills River	Birth-K
Atkinson Psam-Pspm-Plus	Montana Stoker, Director	atkpspmdir@hcpsnc.org	(828) 697-4936	2510 Old Kanuga Road	Hendersonville	K-5th grade
Boys & Girls Club of Henderson County	Julia Hockenberry, Executive Director	juliah@bgchendersonco.org	(828) 693-9444	1304 Ashe Street	Hendersonville	K-12th grade
Bruce Drysdale Intensive Intervention	Christine Smith, Principal	wsrhodes@hcpsnc.org	(828) 697-5568	271 Bearcat Blvd	Hendersonville	K-5th grade
Bruce Drysdale Psam-Pspm-Plus	Stephanie Jones-Edney, Child Care Co-Coordinator	bdspspmdir@hcpsnc.org	(828) 697-4951	271 Bearcat Blvd	Hendersonville	K-5th grade
Camplify	Lauren Bayne, Director	lauren@camplifync.org	(828) 697-2000	204 Kanuga Rd	Hendersonville	4th-12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Carolina Day School	Monica Antonazzo, Head of School	mantonazzo@carolinaday.org	(814) 270-5629	1345 Hendersonville Road	Asheville	Pre-School-12th grade
Clear Creek Psam-Pspm-Plus	Dena Wolfe, Principal	ccspmpdir@hcpsnc.org	(828) 697-4945	737 North Clear Creek Road	Hendersonville	K-5th grade
Dana Psam-Pspm-Plus	Beth Caudle, Principal	danpsmpdir@hcpsnc.org	(828) 685-6790	690 Ridge Road	Hendersonville	K-5th grade
Daniel Boone Council, Boy Scouts of America	Paul Hollier, Boy Scouts Leader	paul.hollier@scouting.org	(828) 254-6189	333 W Haywood St	Asheville	6-12th grade boyscouts
Edneyville Psam-Pspm-Plus	Shannon Culton, Principal	ednpsmpdir@hcpsnc.org	(828) 435-3190	2875 Pace Road	Hendersonville	K-5th grade
Etowah Psam-Pspm-Plus	Amanda Childers, Principal	etopspmdir@hcpsnc.org	(828) 890-1115	320 Etowah School Road	Etowah	K-5th grade
Fletcher Psam-Pspm-Plus	Matthew Haney, Principal	flepmpdir@hcpsnc.org	(828) 654-1640	500 Howard Gap Road	Fletcher	K-5th grade
Friends of Santa Claus	Barbara Van Thullenar Denton, Director	barbaradenton21@gmail.com	(843) 693-7770	34 Fort Hembree Rd	Hendersonville	Pre-School-12th grade
Genesis Child Care	Karen Ledbetter, Child Care Director	kledbetter428@aol.com	(828) 393-7996	721 Martin Circle	Hendersonville	Pre-School - 6th grade
Glenn Marlow Psam-Pspm-Plus	John Hart, Principal	marpsmpdir@hcpsnc.org	(828) 654-1641	1985 Butler Bridge Road	Mills River	K-5th grade
Hands On! Children's Museum	Joseph Knight, Director	joseph@handsonwnc.org	(828) 697-8333	318 N Main St, Hendersonville, NC	Hendersonville	Museum and Enrichment
Henderson County 4-H Youth Development	Hannah Peeler, Executive Director	hannah_peeler@ncsu.edu	(828) 697-4891	100 Jackson Park Rd	Hendersonville	
Henderson County Education Foundation	Peggy Marshall, Executive Director	peggy@hcefnc.org	828-697-5551	414 4th Avenue West	Hendersonville	
Henderson County Parks and Recreation	Bruce Gilliam, Director of parks and rec	bgilliam@hendersoncountync.gov	(828) 697-4884	708 S Grove St	Hednersonville	
Henderson County Public Libraries	Trina Rushing, Library Services Director	trushing@henderson.lib.nc.us	(828) 697-4725	301 N Washington St	Hendersonville	
Henderson County Schools	Mark Garrett, Superintendent	mgarrett@hcpsnc.org	(828) 697-4733	414 4th Ave W	Hendersonville	K-12th grade
	Stephanie Jones-Edney, Child Care Co-Coordinator	hcpschildcare@hcpsnc.org	(828) 891-2363			
	Sonya Hall, Child Care Co-Coordinator	hcpschildcare@hcpsnc.org	(828) 891-2363			
Hendersonville Psam-Pspm-Plus	Kimberly Henderson, Principal	hespsmpdir@hcpsnc.org	(828) 698-4452	1039 Randall Cir	Hendersonville	K-5th grade
Hilldale Elementary Psam-Pspm-Plus	Katie Bradley, Principal	hilpsmpdir@hcpsnc.org	(828) 698-4453	40 Preston Lane	East Flat Rock	K-5th grade
Horizons Carolina Day	Jenny Tracy, Executive Director	jtracy@carolinaday.org	(828) 274-0757	1345 Hendersonville Road	Asheville	Pre-School - 12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Latino Advocacy Coalition of Henderson County Inc	William Merlo, Director	wmerlo@gmail.com	(240) 355-9474	508 N Grove St	Hendersonville	
Laurel Community Center Org Inc	Mary Kelly, Executive Director	laurelcommunitycenter@gmail.com	(828) 656-3633	4100 NC Highway 212	Marshall	
Laurie's Child Care	Laurie Morin, Childcare Director	morinmorinfamily@gmail.com	(828) 699-2992	108 Upward Acres	East Flat Rock	Pre-School-6th grade
Liberty Baptist Church	Brandi Hinnant-Crawford	b.hinnantcrawford@gmail.com	(919) 394-2806	3623 Old Clear Creek Rd	Hendersonville	
Little Blessings Christian Academy	Debbi Dillard, Head of School	lbcacademy@outlook.com	(828) 692-0612	26 Francis Road	Hendersonville	Pre-School-6th grade
Mills River Psam - Pspm - Plus	Chad Auten, Principal	mrspspmdir@hcpsnc.org	(828) 890-1117	94 School House Rd	Mills River	K-5th grade
Montessori Country Day	Maggie Whitmire, Director	maggie@montessoricountryday.org	(828) 697-1011	1521 Haywood Road	Hendersonville	Pre-School
Mud Creek Christian School	Sherri Hill, Head of School	sherri@mudcreekchurch.org	(828) 698-6306	403 Rutledge Drive	Hendersonville	Pre-School-K
Pleasant Grove Baptist Church	Jacquelyn Hall, Children's Director	jacqhal0811@gmail.com	(828) 507-7521	455 Hollywood Rd	Fairview	
Sugarloaf Psam-Pspm-Plus	Ashley Newcomer, Principal	sugpspmdir@hcpsnc.org	(828) 697-4941	2270 Sugarloaf Road	Hendersonville	K-5th grade
Tomorrow's Hope Child Development Center	Tebby Maybin, Director	efrumc@bellsouth.net	(828) 697-6847	103 West Blue Ridge Rd	East Flat Rock	Pre-School-K
Upward Elem Sch Intensive Intervention Classroom	Michael Gates, Assistant Principal, Intervention Coordinator	dkrashkover@hcpsnc.org	(828) 697-4764	45 Education Drive	Flat Rock	K-5th grade
Upward Psam-Pspm-Plus	Andrew Vuncannon, Principal	upwpspmdir@hcpsnc.org	(828) 697-4929	45 Education Drive	Flat Rock	K-5th grade
Jackson County						
Albert Carlton-Cashiers Community Library	Serenity Richards, Library Services Director	srichards@fontanalib.org	(828) 743-0215	249 Frank Allen Rd	Cashiers	
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Boys & Girls Club of the Plateau	Joshua Helms, Executive Director Carmen Waite, Director of Community Outreach	josh@bgcplateau.org josh@bgcplateau.org	(828) 743-2775	558 Frank Allen Rd Box 1812	Cashiers	K-12th grade
Catamount School (Lab Middle School by WCU)	Amanda Clapp, Director	agclapp@wcu.edu	(828) 331-1775	100 Smoky Mountain Dr	Sylva	6th-8th grade
Cullowhee Valley Elementary & Life Skills Classes	Holly Whisnant, Principal	hwhisnant@jcpsmail.org	(828) 293-5667	240 Wisdom Dr	Cullowhee	Pre-School-8th grade
Hampton Preschool and Early Learning Center	Misty Berry, Program Director	thehamptonschool@frontier.com	(828) 743-3056	20 Community Place	Cashiers	Pre-School-8th grade
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K-12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Jackson County Parks and Recreation	Rusty Ellis, Parks and Rec Director	rustyellis@jacksonnc.org	(828) 293-3053	88 Cullowhee Mountain Rd	Cullowhee	
Jackson County Public Libraries	Tracy Fitzmaurice, Library Services Director	tfitzmaurice@fontanalib.org	(828) 586-2016	310 Keener St	Sylva	
Jackson County Schools	Dana Ayers, Superintendent Cora Fields, Executive Assistant	dayers@jcpsmail.org cfields@jcpsmail.org	(828) 586-2311 ext. 1924	398 Hospital Road	Sylva	K-12th grade
Scott's Creek Afterschool	Amy Browning, Principal	abrowning@jcpsmail.org	(828) 631-2740	516 Parris Branch Road	Sylva	K-6th grade
Soar Inc	Lucy Jones, Program Director	lucy@soarnc.org; karina@soarnc.org	(828) 734-1959	226 Soar Ln	Balsam	9th-12th grade
Sylva First United Methodist Church	Mary Brown, Pastor	marybrown@sylvafumc.org	(828) 586-2358	77 Jackson St	Sylva	Birth-K
WCU LEAP (Language Enhancement Afterschool Program)	Jake McGarity, Leap Program Director	jmcgarity@wcu.edu	(828) 227-2082	201 Killian Rd	Cullowhee	
Macon County						
Covenant Child Care	Stephanie Campbell	stephanie.campbell2023@gmail.com	(828) 369-2273	43 Palmer Street Circle	Franklin	Pre-School-6th grade
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K-12th grade
Hudson Library	Carlyn Morenus, Library Services Director	cmorenus@fontanalib.org	(828) 728-4207	554 Main St.	Highlands	
Iotla VIP After School Program	Hannah Lunsford	hannah.lunsford@macon.k12.nc.us	(828) 524-2938	1166 Iotla Church Rd	Franklin	K-5th grade
Macon County 4-H Youth Development	Tammara Talley, Executive Director	tammara_cole@ncsu.edu	(828) 349-2226	193 Thomas Heights Rd	Franklin	
Macon County Parks and Recreation	Seth Adams, Parks and Rec Director	sadams@maconnc.org	(828) 349-2090	1288 Georgia Rd	Franklin	
Macon County Public Libraries	Abby Hardison, Library Services Director	ahardison@fontanalib.org	(828) 524-3600	149 Siler Farm Rd	Franklin	
Macon County Schools	Chris Baldwin, Superintendent	chris.baldwin@macon.k12.nc.us	(828)649-9276	1202 Old Murphy Rd	Franklin	K-12th grade
Macon County Schools VIP Program - Cartoogechaye	Lenora Clifton, VIP Coordinator	lenora.clifton@macon.k12.nc.us	(828) 524-4414	3295 Old Murphy Road	Franklin	K-5th grade
Macon County Schools VIP Program - East Franklin	Lenora Clifton, VIP Coordinator	lenora.clifton@macon.k12.nc.us	(828) 524-4415	100 Watauga Street	Franklin	K-5th grade
Macon County Schools VIP Program - South Macon	Lenora Clifton, VIP Coordinator	lenora.clifton@macon.k12.nc.us	(828) 524-4416	855 Addington Bridge Road	Franklin	K-5th grade
Macon Program for Progress New Horizons III	Chuck Sutton, New Horizons Coordinator	csutton@mpnphc.org	(828) 524-4471	110 East Orchard View Lane	Franklin	K-8th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Macon STEM Program	Josh Lynch, Program Director	josh.lynch@macon.k12.nc.us	(828) 524-4414	1202 Old Murphy Road	Franklin	K-12th grade
Mountain View Intermediate	Lenora Clifton, Program Director	lenora.clifton@macon.k12.nc.us	(828) 524-4414	161 Clarks Chapel Road	Franklin	K-5th grade
New Horizons Center for Children and Families	Susie McCoy, Program Director	kjones@mppnhc.org	(828) 524-4471	82 East Orchard View Dr	Franklin	K-5th grade
Smoky Mountain STEM Collaborative			(828) 306-7001	44 Siler Farm Rd	Franklin	
Trimont Christian Academy	Pete Rodewald, Head of School	pete.rodewald@trimont-academy.org	(828) 369-6756	98 Promise Lane	Franklin	Pre-School-8th grade
Up, Up and Away - Cartoogechaye School	Brooke Keener, Head of School	brooke.keener@macon.k12.nc.us	(828) 524-2845	3295 Old Murphy Rd	Franklin	K-5th grade
Madison County						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
FOMA	Keren Jordan, Program Director	foma4u@gmail.com	(828) 649-2707	193 Fore Road	Marshall	Pre-School-11th grade
Madison County 4-H Youth Development	Misty Varnell, Director	misty_varnell@ncsu.edu	(828) 649-2411	258 Carolina Ln	Marshall	
Madison County Parks and Recreation	Michael Christopher Maney, Director	mmaney@madisoncountync.gov	(828) 649-3635	5707 Walnut Dr	Marshall	
Madison County Public Libraries	Kim Bellofatto, Library Services Director	kbellofatto@madisoncountync.gov	(828) 649-3741	1335 N Main St	Marshall	
Madison County Schools	Will Hoffman, Superintendent Lisa Gahagan, Assistant Superintendent Bruce Murray, Empowering Youth to Succeed Executive Director Denise Ward, Executive Director	whoffman@madisonk12.net lgahagan@madison.k12.net bmurray@madisonk12.net dward@madisonk12.net	(828)-649-9276 (828) 649-9276 (828) 649-9276 (828) 649-2269	5738 Us Highway 25/70.	Marshall	K-12th grade
Partnership for Appalachian Girls' Education	Deborah Hicks-Rogoff, Director	dhicks@pageprograms.com	(919) 724-0943	Capitola Mill 177 Bailey's Branch Road	Marshall	K-6th grade
McDowell County						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Camp Grier	Jason McDougald, Camp Director	jason@campgrier.org	(828) 713-4732	985 Camp Grier Rd.	Old Fort	2nd-12th grade
First Baptist Children's Center	Monica Hayes, Youth and Ministry Pastor	fbckkids@yahoo.com	(828) 652-3937	206 Logan Street	Marion	Pre-School-5th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
McDowell County 4-H Youth Development	Chad Ray	chad_ray@ncsu.edu	(828) 652-8104	60 E Court St	Marion	
McDowell County Parks and Recreation	Chad Marsh, Parks and Rec Director	chad.marsh@mcdowellgov.com	(828) 652-3001	25 Academy St	Macon	
McDowell County Public Libraries	Marlan Brinkley, Library Services Director	kbellofatto@madisoncountync.gov	(828) 652-3858	90 W Court St	Marion	
McDowell County Schools	Brian Oliver, Superintendent	brian.oliver@mcdowell.k12.nc.us	828-652-4535 x4125	334 S Main St	Marion	K-12th grade
Mountain Laurel Montessori Collective	Jen Ames, Program Director	ali.mlmcollective@gmail.com	(828) 668-6090	819 Batcave Rd	Old Fort	Pre-School -6th grade
YMCA Eastfield Global Afterschool	Michelle Baker, Afterschool Director	academicsupport@mcdowell.k12.nc.us	(828) 251-5910	170 Eastfield School Road	Marion	K-8th grade
YMCA Glenwood Afterschool	Deena Ray, Executive Director	academicsupport@mcdowell.k12.nc.us	(828) 747-1850	1545 Old Hwy 221 South	Marion	K-8th grade
YMCA Marion Afterschool	Anderson Wilkerson, Afterschool Director	academicsupport@mcdowell.k12.nc.us	(828) 747-1953	209 Robert Street	Marion	K-8th grade
YMCA Nebo Afterschool	Jennifer Cryomans, Senior Program Director	academicsupport@mcdowell.k12.nc.us	(828) 747-2132	254 Nebo School Road	Nebo	K-8th grade
YMCA North Cove Afterschool	Adam Wiseman, Senior Program Director	academicsupport@mcdowell.k12.nc.us	(828) 747-2403	401 American Thread Road	Marion	K-8th grade
YMCA Old Fort Afterschool	Jill Ward, Afterschool Director	academicsupport@mcdowell.k12.nc.us	(828) 747-2418	128 Mauney Avenue	Old Fort	K-8th grade
YMCA Pleasant Gardens Afterschool	Amanda Wroley, Program Director	academicsupport@mcdowell.k12.nc.us	(828) 747-2481	100 John Roach Drive	Marion	K-8th grade
YMCA- West Marion After School Program	Steven Roark, Afterschool Director	academicsupport@mcdowell.k12.nc.us	(828) 747-2526	820 Marler Road	Marion	K-8th grade
Mitchell County						
Avery-Mitchell-Yancey Regional Library	Amber Westall Briggs, Library Services Director	director@amyregionallibrary.org	(828) 682-4476	289 Burnsville School Rd	Burnsville	
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Camp Spring Creek Inc	Susie van der Vorst, Camp Director	susie@campspringcreek.org	(828) 688-1000	774 Spring Creek Road	Bakersville	2nd-9th grade
Mitchell County Parks and Recreation	Brock Duncan, Parks and Rec Director	brock.duncan@mitchellcountync.gov	(828) 688-5901	26 Crimson Laurel Cir # 1	Bakersville	
Mitchell County Public Libraries	Mindy Boyd, Director of Library Services	mcpl@amyregionallibrary.org	(828) 688-2511	18 N Mitchell Ave	Bakersville	
Mitchell County Schools	Chad Calhoun, Superintendent	chadcalhoun@mcsnc.org	(828) 766-2245	72 Ledger School Rd	Bakersville	K-12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Penland School of Craft	Mia Hall, Executive Director	executiveassistant@penland.org	(828) 765-2359 ext. 1202	67 Doras Trl	Bakersville	K-9th grade
Roan View Child Development Center/Roan View HS	Mimi Ness, Program Director	roanviewcdc@gmail.com	(828) 688-2403	301 Longview Drive	Bakersville	Pre-School
Spruce Pine Montessori School	Jennifer Rambo, Head of School	headofschool@sprucepinemontessori.org	(828) 520-1145	67 Walnut Ave	Spruce Pine	Pre-School-5th grade
Polk County						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Gather Community	Steve Martinez, Director	gatherasoncommunity@gmail.com	(909) 322-4853		Tryon	6th-12th grade
Higher Academia Corporation	Sonya Twitty, Founder, Director	higheracademia@yahoo.com	(828) 817-7762	1255 West Mills Street Columbus	Columbus	6-13th grade
Polk Central School Pre-K	Kim McMinn, Principal	kmcminn@polkschools.org	(828) 894-8233	2141 S Hwy 9	Mill Spring	Pre-School -K
Polk County 4-H Youth Development	Helen Blackwell, Executive Director	helen_clark@ncsu.edu	(828) 894-8218	79 Carmel Ln	Columbus	
Polk County Parks and Recreation	Mickey Edwards, Parks and Rec Director	medwards@polknc.org	(828) 894-8199	105 N Peak St	Columbus	
Polk County Public Libraries	Marcie Dowling, Library Services Director	mdowling@polklibrary.org	(828) 894-8721	1289 W Mills St	Columbus	
Polk County Schools	Aaron Greene, Superintendent Linley Foste, Afterschool Program Director	agreene@polkschools.org lfoster@polkschools.org	(828) 894-3051	125 E Mills St, Columbus	Columbus	K-12th grade
Qualla Boundary						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Cherokee Central Schools (Qualla Boundary)	Beverly Payne, Head of School	beverly.payne@ccs-nc.org	(828) 554-5001	86 Elk Crossing Ln	Murphy	K-12th grade
Cherokee Youth Center	Matt Hollifield, Manager	mattholl@ebci-nsn.gov	(828) 497-3119	1570 Acquoni Rd.	Cherokee	
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K-12th grade
Rutherford County						
Alexander Baptist Day Care Center	Leann Mcginnis, Program Director	leannmcginnis619@gmail.com	(828) 245-1975	1053 South Broadway	Forest City	Pre-School-6th grade
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Blue Ridge Hope	Addison Harris, Director	aharris@blueridgehope.org	(828) 202-3075	131 West 2nd St.	Rutherfordton	6th-12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Choice Care Academy	Betsy Lane, Director	ealane135@aol.com	(828) 375-0055	236 Textile Avenue	Spindale	Pre-School-5th grade
Choice Care Discovery	Betsy Lane, Director	ealane135@aol.com	(828) 375-0110	259 West Street	Spindale	Pre-School-5th grade
Forest City Parks and Recreation	Jody Wright, Parks and Rec Director	jodywright@townofforestcity.com	(828) 248-5220	217 Clay Street	Forest City	
Isothermal Community College	Dr. Margaret Annunziata, President	mannunziata@isothermal.edu	(828) 395-1300	286 I C C Loop Rd	Spindale	
KidSenses Children's Interactive Museum	Willard Whitson, Executive Director		(828) 286-2120	172 N Main St	Rutherfordton	
Pinnacle Elementary More at Four Program	Jennifer McBrayer, Director	jmcbrayer@rcsnc.org	(828) 287-8037	1204 Painter Gap Road	Rutherfordton	K-5th grade
Rutherford County 4-H Youth Development	Cynthia Robbins, Director	cynthia_robbins@ncsu.edu	(828) 287-6190	193 Callahan Koon Rd	Spindale	
Rutherford County Parks and Recreation	Doug Barrick, Parks and Rec Director	dbarrick@rutherfordton.net	(828) 287-3520 ext. 5	129 N Main Street	Rutherfordton	
Rutherford County Public Libraries	April Young, Library Services Director	april.young@rutherfordcountync.gov	(828) 287-6115	255 Callahan Koon Rd	Spindale	
Rutherford County Schools	Dr. David Sutton, Superintendent	dsutton@rcsnc.org	(828) 350-6145	382 West Main Street	Forest City	K-12th grade
Rutherford County Schools Foundation	Brad Teague, Director	bteague@rcsnc.org	828-288-2220	382 W Main St	Forest City	
Rutherford Outdoor Coalition	Dana Bradley, Director of Rec Services	dana@rutherfordoutdoor.org	(828) 351-3235	115 N Oak St	Spindale	
Westwood Play and Learn, Inc	Dawn Bray, Director	dawnbray044@yahoo.com	(828) 287-5888	224 Piney Ridge Road	Forest City	Pre-School-6th grade
Swain County						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Cherokee Youth Center	Matt Hollifield, Executive Director	mattholl@nc-chokeee.com	(828) 359-6279	1570 Acquoni Road	Cherokee	K-12th grade
East Elementary School	Kelly Carnes, Site Director	kcarnes@swainmail.org	(828) 488-0939	4747 Ela Rd	Bryson City	K-5th grade
Fontana Regional Library	Tracy Fitzmaurice, Adult Services Provider	tfitzmaurice@fontanalib.org	(828) 488-2382	33 Fryemont St	Bryson City	
Grace Christian Academy	Eric Bradley, Head of School	ajja@dnet.net	(828) 488-1042	498 Arlington Ave	Bryson City	K-12th grade
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K 12th grade
Kaleidoscope Dreams	Michelle Owle, Co-Owner	kaleidoscope28719@yahoo.com	(828) 497-4946	10 Adams Creek Rd	Cherokee	Pre-School-6th grade
New Kituwah Academy	Crystal Carpenter, Principal	saramart@nc-chokeee.com	(828) 359-6401	60 Water Dam Road	Cherokee	Pre-School-5th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Swain County 4-H Youth Development	Kristi Griggs, Program Director	klburchf@ncsu.edu	(828) 488-3848	60 Almond School Rd	Bryson City	
Swain County Parks and Recreation	Jim Brown, Parks and Rec Director	recpark@swaincountync.gov	(828) 488-6159	30 Recreation Park Dr	Bryson City	
Swain County Public Libraries (Marianna Black Library)	Jeff Delfield, Library Services Director	jdelfield@fontanalib.org	(828) 488-9857	150 Academy St	Bryson City	
Swain County Schools	Mark Sale, Superintendent	msale@swainmail.org	828-488-3129 ext 5135	50 Main St	Bryson City	K-12th grade
	Evan Clapsaddle, Federal Program Director	eclapsaddle@swainmail.org	(828) 488-3129 ext 5144			
	Kimberly Donaldson, Program Coordinator	kdonaldson@swainmail.org	(828) 488-3129 ext 5143			
Swain Middle School	Deanne Booth, Site Director	dbooth@swainmail.org	(828) 488-3480	135 Arlington Ave	Bryson City,	6th-8th grade
	Heather Herron, Site Director	hherron@swainmail.org				
	Ryan McMahan, Site Director	rmcmahan@swainmail.org				
West Elementary School	Kendra Kirkland, Site Director	kjkirkland@swainmail.org	(828) 488-2119	4142 Us-19	Bryson City	K-5th grade
Transylvania County						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Black Folks Camp Too	Earl B Hunter, Founder, Director	huffman.sara@gmail.com	(828) 329-1585	193 Timberlane Cir	Pisgah Forest	9th-12th grade
Bound for Glory Camp	Wendi Adair, Camp Director	bfgcamp@gmail.com	(828) 508-2254	193 Old Health Rd	Brevard	3rd-6th grade
Boys and Girls Club of Transylvania County Inc	Sarah St. Marie, Program Director	sstmarie@bgctransylvania.org	(828) 885-7800	11 Gallimore Road	Brevard	K-12th grade
Brevard First United Methodist Church	Sarah Grace, Program Director	wcpdirector@brevardfumc.org	(828) 883-9025	325 N. Broad Street	Brevard	Pre-School-12th grade
Centro Comunitario Hispano-Americano	Judith Nebrig, Executive Director	nebrigjudith@gmail.com	(828) 585-7018	249 E Main St,	Brevard	K-8th grade
Community Focus Foundation Inc	Keavy McAbee	kemcabee@gmail.com	(720) 393-0891	1 North Gaston Street	Brevard	
Earthshine Nature Programs	Steve O'Neil, Program Director	earthshine.nature@gmail.com	(828) 606-8939	1600 Golden Road, Lake	Toxaway	K-12th grade
FIND Outdoors	Lee Henderson-Hill, Director	lee@gofindoutdoors.org	(828) 883-3463	49 Pisgah Hwy #4	Pisgah Forest	K-12th grade
Lisa's Kiddiegarten	Lauren Banda, Program Director	lisaskiddiegarten@gmail.com	(828) 877-3707	38 Old Hendersonville Hwy	Brevard	Pre-School-5th grade
Neighbors in Ministry, Inc./Rise & Shine	William Mills, Director	wmills@riseshine.org	(828) 974-2508	290 Oakdale St	Brevard	K-12th grade

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
The Cubhouse at Rosman Elementary	Bob Dinsdale, Program Director	rdinsdale@tcsnc.org	(828) 862-4431	167 Rosman School Rd	Rosman	Pre-School-5th grade
Transylvania County 4-H Youth Development	Sarah Holden, Director	seholden@ncsu.edu	(828) 884-3109	106 E Morgan St	Brevard	
Transylvania County Parks and Recreation	Jared Mull, Parks and Rec Director	jared.mull@transylvaniacounty.org	(828) 884-3156	1078 Ecusta Rd	Brevard	
Transylvania County Public Libraries	Rishara Finsel, Library Services Director	rishara.finsel@transylvaniacounty.org	(828) 884-3151	212 S Gaston St	Brevard	
Transylvania County Schools	Dr. Jeff McDaris, Superintendent	jmcdaris@tcsnc.org	(828) 884-6173	225 Rosenwald Lane	Brevard	K-12th grade
Transylvania County Schools Education Foundation	Jennifer Heatherly, Coordinator	jheatherly@tcsnc.org	828-513-0389	225 Rosenwald Ln	Brevard	
Yancey County						
Appalachian Therapeutic Riding Center	Miika Rolett, Executive Director	atrcriding@gmail.com	(828) 675-5630	176 Chimney Ridge	Burnsville	Pre-School-5th grade
Avery-Mitchell-Yancey Regional Library	Amber Westall Briggs, Library Services Director	director@amyregionallibrary.org	(828) 682-4476	289 Burnsville School Rd	Burnsville	
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Genesis Academy	Marsha McKinney, Head of School	manager@genesiscademyinc.com	(828) 536-4819	428 Georges Fork Rd	Burnsville	Pre-School-8th grade
Little Hands Learning Center	Brooke Letterman, Program Director	brooke.letterman@yanceycountync.gov	(828) 682-2469	55 Oakcrest Road	Burnsville	Preschool-K
Meme's Play and Learn	Mindy Miller, Program Director	memesplayandlearn.inc@gmail.com	(828) 284-3534	57 Pleasant Valley Road	Burnsville	0-12 years old
Yancey County 4-H Youth Development	Jordan English, Director	jordan_english@ncsu.edu	(828) 682-1872	30 E U.S. Hwy 19e Bypass	Burnsville	
Yancey County Magic Program	Teresa Stiles, Guidance Counselor	tastiles@yanceync.net	(828) 682-2535	100 Bald Creek School Road	Burnsville	K-5th grade
Yancey County Parks and Recreation	Loren Deyton, Parks and Rec Director	loren.deyton@yanceycountync.gov	(828) 682-6381	115 Mitchell Branch Rd	Burnsville	
Yancey County Public Libraries	Wayne Edwards, Library Services Director	ycpl@amyregionallibrary.org	(828) 682-2600	321 School Cir	Burnsville	
Yancey County Schools	Kathy Amos, Superintendent	kathyamos@yanceync.net	828-682-6101 ext. 102	100 School Circle	Burnsville	K-12th grade
Multi-County Organizations						
Big Brothers Big Sisters of Western NC	Leila Duncan, President/CEO	leliad@bbbswnc.org	(828) 253-1470	50 South French Broad, #213	Asheville	K-12th grade
Blue Ridge Community Action	Mattie Patterson, Executive Director	mpatterson@brcainc.org	(828) 438-6255	800 N. Green Street	Morganton	

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Boy Scouts Camp	Bud Harrelson, Camp Director	bud.harrelson@scouting.org	(336) 694-6440	3296 Boy Scout Camp Rd	Yanceyville	
Boy Scouts of America	Brian Sullivan, Executive Director	brian.sullivan@scouting.org	(615) 636-9716	175 Old Clyde Rd	Waynesville	K-5th grade (Cub Scouts)
Camp Ability of WNC	Diane Gayer & Lisa Cook, Camp Director	campability321@gmail.com	(828) 507-1809	71 Penland St	Canton	K-10th grade
Camp Illahee	Laurie Strayhorn, Camp Director	registrar@campillahee.com	828) 883-2181	500 Illahee Rd	Brevard	
Creating a Family	Dawn Davenport, Executive Director	dawn@creatingafamily.org	(828) 862-8200	874 Lambs Creek Rd	Brevard	
GEAR UP	Corinne Smith, Program Director	smithmc3@appstate.edu	(828) 262-6041	910 Raleigh Road	Chapel Hill	
GEMS (Girls Excelling in Math and Science)	Gina Barrier, Director	gina_barrier@ncsu.edu	(919) 515-6118	715 Barbour Dr	Raliegh	
Girls on the Run of WNC, Inc. (GOTRWNC)	Nicole Laughter Lowery, Program Director	nicole.lowery@girlsontherun.org	(828) 713-4290	No Main Office	Fairview	3rd-8th grade
HIGHTS	Marcus Metcalf, Executive Director	marcus@hights.org	(828) 507-7231	139 Allen Street.	Sylva	K-12th grade
Holston Camp and Retreat Center	Dace Cohn, Executive Director	info@holstoncenter.org	(844) 465-7866	6993 Hickory Nut Gap Rd	Banner Elk	1st-12th grade
John Scarlett Memorial Foundation Rotary Club	Peter Mumola, Club Director	pbmumola@sbcglobal.net	(828) 883-8678	Po Box 375	Brevard	
Lutherock Camp	Craig Rieger, Executive Director	crieger@novusway.org	(828) 209-6302	84 Camp Luther Rd	Newland	K-8th grade
Mary B Mullen Bible Camp Inc	Faye Gordon, Board President	fygordon17@yahoo.com	(828) 625-0966	281 Bible School Rd	Lake Lure	
Nantahala Regional Library	Mary Griffin, Library Services Director	mgriffin@nantahalalibrary.org	(828) 479-8796	11 Blumenthal St	Murphy	
NC Alliance of Boys & Girls Clubs	Heather Brosz White, Executive Director	hwhite@wakebgc.org	(919) 227-6291	721 North Raleigh Boulevard	Raliegh	
NC Alliance of YMCAs	Sheree Vodicka, Executive Director	sheree.vodicka@ymcatriangle.org		159 Chaney Ave	Jacksonville	
NC Principals and Assistant Principals Association	Katie Patterson, Assistant Executive Director	kpatterson@ncpapa.net	(919) 833-3205	107 Glenwood Ave	Raleigh	
NC Recreation and Park Association	Michelle Wells, Executive Director	michelle@ncrpa.net	(919)-832-5868	883 Washington St Ste A	Raleigh	
NC School for the Deaf	Mark Patrick, School Director	mark.patrick@esdb.dpi.nc.gov	(828) 432-5200	517 W Fleming Drive	Morganton	Pre-School-12th grade
North Carolina Society of Hispanic Professionals Incorporated	Carolina Díaz, Executive Director	cdiaz@thencshp.org	(919) 476-8424	8450 Chapel Hill Road, Suite 209	Cary	Pre-School-12th grade
Partners Unlimited, Inc.	Anderson Davis, Executive Director	p.unlimited18@gmail.com	(828) 281-2800	133 Livingston St #2	Asheville	

Business Name	Contact Name	Email Address	Phone	Address	City	Age Group
Partnership for Children of the Foothills	Barry Gold, Executive Director	barry@pfcfoothills.org	(828) 245-8673	338 Withrow Rd Ste B	Forest City	
Rock Fish Camp/Rock Climbing	Casey Perry, Camp Director	info@camprockfish.org	(910) 425-3529	226 Camp Rockfish Rd	Parkton	
Rutherford Outdoor Coalition	Dana Bradley, Director of Rec Services	dana@rutherfordoutdoor.org	(828) 351-3235	115 N Oak St	Spindale	
Smoky Mountain STEM Collaborative	Randi Neff, Project Coordinator	r_neff@southwesterncc.edu	(828) 366-2000	60 Almond School Rd.	Bryson City	
Southwestern Child Development Commission	Deidre McMahon, Executive Director	mcmahon.deidre@swcdcinc.org	(828) 550-3697	1528 Webster Road	Sylva	
STEM West Inc	Carol Moore, Program Director	cmoore@stemwest.org	(828) 241-5480	3951 Countryside Ln	Asheville	
Texana Community Development Club Inc	Eurial Turner	tntee549@aol.com	(678) 438-9922	115 Peachtree St	Murphy	
The Center For Native Health Inc	Trey Adcock, Executive Director	trey_adcock@centerfornativehealth.org	(828) 708-8748	25 Water Tower Ln	Whittier	
The Salvation Army	Bill Bricker, Director of Community Relations	richard.creswell@uss.salvationarmy.org	(828) 693-4181	204 Haywood St	Asheville	
The Science House Mountain Outreach Office	Michelle Benigno, Director	mtbenign@ncsu.edu	(828) 206-3014	715 Barbour Dr	Burnsville	
True Ridge	Lori Garcia-McCammon, Co-Founder	lori.trueridge@gmail.com	(828) 205-1170	204 6th Ave W	Hendersonville	
Unity In the Community	David Staley,	sdes917@aol.com	(828) 429-6635	5620 Pea Ridge Rd	Rutherfordton	
W A M Y Community Action Inc	Melissa Soto, Executive Director	melissa@wamycommunityaction.org	(828) 264-2421	225 Birch St # 2	Boone	K-5th grade
Western Carolina Rescue Ministries Inc	Micheal Woods, Executive Director	micheal@westerncarolinarescue.org	(828) 254-1529	225 Patton Ave	Asheville	
Western Youth Network	Jennifer Warren, Executive Director	warrenj@westernyouthnetwork.org	(828) 719-7143	155 Wyn Way	Boone	K-12th grade

APPENDIX B: WESTERN NC OUT-OF-SCHOOL TIME PROVIDER SURVEY

Western NC Out-of-School Time Provider Survey

Thank you for participating in this joint effort by the North Carolina Center for Afterschool Programs (NC CAP) and Dogwood Health Trust to inventory and analyze Out-of-School Time (OST) programs in Western North Carolina. Your responses to this survey will help us to identify specific gaps, strengths, and leverage points in OST program access and opportunity in the westernmost part of NC. **To thank you for your time, participants who complete the survey will be entered to win one of four \$250 Amazon Gift Cards.**

The survey should take approximately 15-20 minutes to complete. Your responses will be saved if you start the survey and need to return to complete it at a later point in time. After submission, your survey responses will be emailed to you.

This survey is intended to be completed by any Out-of-School Time (OST) provider that offers full- or part- afterschool, before school, summer, and/or transition-time programs to children and youth in grades K-12 (including school-based programs, summer camps, child care, and other programs that operate before and/or after school and during non-school days, such as holidays or summer vacation).

Any OST provider in the following counties may participate in this survey:

Avery
Buncombe
Burke
Cherokee
Clay
Graham
Haywood
Henderson
Jackson
Macon
Madison
McDowell
Mitchell
Polk
Qualla Boundary
Rutherford
Swain
Transylvania
Yancey

Please limit survey response to ONE response per program or program site. If your program operates at multiple sites, please limit survey responses to ONE response per

program site. For example, a YMCA program that operates in multiple locations within a county should fill out ONE survey per location.

Our goals for this inventory and analysis are to:

- Develop a comprehensive and up-to-date inventory of OST programs in the region
- Better understand the types of programs offered, partnerships in place, and resources currently utilized, and where there may be gaps
- Develop recommendations for how NC CAP, in Partnership with Dogwood Health Trust, can support OST providers that are grounded in provider perspectives about OST needs, strengths and opportunities, challenges, and gaps

We are grateful for your participation and for the work that you do. We look forward to connecting with you all about Out-of-School Time programming in Western North Carolina!

If you have questions about this survey or about the North Carolina Center for Afterschool Program, please contact NC CAP Director Elizabeth Anderson at eanderson@ncforum.org or (919) 781-6833 x 135.

* Required

1. Your First Name *

2. Your Last Name *

3. Organization Contact Person (if different from above)

4. Organization Contact Email Address *

5. Organization Contact Phone Number *

6. Organization Name *

7. Organization Website (if available)

8. Organization City/Town *

9. County or counties where your organization provides programs (check all counties *
in which your organization provides programs)

Check all that apply.

- Avery
- Buncombe
- Burke
- Cherokee
- Clay
- Graham
- Haywood
- Henderson
- Jackson
- Macon
- Madison
- McDowell
- Mitchell
- Polk
- Qualla Boundary
- Rutherford
- Swain
- Transylvania
- Yancey

10. Type of Organization (check all that apply) *

Check all that apply.

- Public School or District Run Program
- Non-Public School or District Run Program hosted at a Public School or District Site
- Private School Run Program
- Child Care Program
- Local Affiliate of Regional/National Organization (YMCA, Big Brothers Big Sisters, Boys & Girls Club)
- Faith-Based Program
- Home-Based Program (programs housed in a residence, such as a Family Child Care Home)
- Center-Based Program (programs housed at a central location other than a school such as a child care facility, recreation center, dance studios, etc.)
- Outreach program (programs that do not operate at a central location, but at partner sites in the community, such as Girls on the Run or other mobile afterschool enrichment programs)
- Other: _____

11. Is your program licensed by the state of NC?

Mark only one oval.

- Yes
- No

12. What type of Out-of-School Time (OST) program do you offer? (check all that apply) *

Check all that apply.

- After School
- Before School
- Summer Camp
- Intersession Programs for Year-Round Students
- Child Care
- Program for students not currently enrolled in school
- Other: _____

13. How would you describe your relationship with your local schools or school district? *

Check all that apply.

- We are a school- or district-run program
- We are an external program based at a school or district site
- We partner or collaborate with our local school or school district
- We are not partnered with our local school or district
- Other: _____

How many children and youth are currently served by your program? (If you do not know the exact number, you may include an average or estimate.)

14. Number of children/youth served in **Afterschool Programs**

15. Number of children/youth served in **Summer Programs**

16. Number of children/youth served in **Before School Programs**

17. Number of children/youth served in **Intersession Programs**

18. Number of children/youth served who are **not currently enrolled in school**

19. Grade Level(s) Served (check all that apply) *

Check all that apply.

K

1

2

3

4

5

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12

Other: _____

20. Primary Focus(es) of Program (check all that apply) *

Check all that apply.

- Academic
- Arts
- College & Career Readiness
- Leadership
- Outdoors
- Sports
- STEM
- General
- English Language Learners
- Other: _____

21. Do you partner with other youth-serving organizations partners? For example, do you partner with an outdoor program, arts agency, or athletics, like Girls on the Run? *

Mark only one oval.

- Yes
- No
- N/A or Don't Know

22. If you answered yes to the previous question, what organizations do you partner with?

23. Does your program focus on serving schools that are high-poverty? (High-poverty * schools are defined as public schools where more than 75.0 percent of the students are eligible for free or reduced-price lunch)

Mark only one oval.

- Yes
- No
- N/A or Don't Know

24. Does your program serve a high percentage (50 percent or more) low income * children and youth (low-income is defined as a household income less than twice the federal poverty level)

Mark only one oval.

- Yes
- No
- N/A or Don't Know

25. Is your program accessible to the following populations? (check all that apply) *

Check all that apply.

- Children/youth with Developmental Differences
- Children/youth with Intellectual Differences
- Children/youth with Vision, Hearing, or Mobility Impairment
- Children/youth with Behavioral Differences
- English Language Learners
- Other: _____

26. Is transportation offered to your program from school? *

Mark only one oval.

- Yes - our program provides transportation
- Yes - another organization (such as a school or other program) offers transportation
- No transportation is offered - participants and/or families arrange their own transportation
- N/A or Don't Know
- Other: _____

27. Is transportation offered from your program to home? *

Mark only one oval.

- Yes - we provide transportation to participants' homes
- Yes - we provide transportation to one or more centralized pick-up locations
- Yes - another organization (such as a school or other program) offers transportation to participants' homes
- Yes - another organization (such as a school or other program) offers transportation to one more more centralized pick-up locations
- No - no transportation is provided from the program to home
- N/A or Don't Know
- Other: _____

28. Do you allow drop-in or flexible scheduling for children who do not need a daily program? *

Mark only one oval.

- Yes
- No
- N/A or Don't Know

29. How many children/youth are currently on your waiting list? (If you do not have a waiting list, answer "0") *

30. What types of funding does your program receive? (check all that apply) *

Check all that apply.

- Tuition and Fees
- Public Funding (Federal, State, Local, or Tribal - OTHER THAN 21st Century Funding)
- 21st Century Community Learning Center Funding through NC Department of Public Instruction
- Private Funding (Grants, Donations, Philanthropy, Local Education Foundation)
- Other: _____

31. **For Afterschool Programs:** What is the fee to participate in your **afterschool program**? Please indicate if this fee is daily/weekly/monthly. (If you do not offer afterschool programs, please write "N/A") *

If your program uses a sliding scale, you can respond "sliding scale"; if there is no fee, please respond "no fee"

32. **For Summer Programs:** What is the fee to participate in your **summer program**? Please indicate if this charge is daily/weekly/monthly. (If you do not offer summer programs, please write "N/A") *

If your program uses a sliding scale, you can respond "sliding scale"; if there is no fee, please respond "no fee"

33. Does your program offer scholarships? *

Mark only one oval.

Yes

No

34. Are your fees on a sliding scale? *

Mark only one oval.

Yes

No *Skip to question 41*

Sliding Scale Information

Please share the minimum and maximum fees on your sliding scale, as well as the average fee paid by participants to participate in your program. Please indicate if this fee is daily, weekly, or monthly.

35. Minimum fee on sliding scale - **Afterschool** (If you do not offer afterschool programs, please write "N/A")

36. Maximum fee on sliding scale - **Afterschool** (If you do not offer afterschool programs, please write "N/A")

37. Average fee paid by participants - **Afterschool** (If you do not offer afterschool programs, please write "N/A")

38. Minimum fee on sliding scale - **Summer Program** (If you do not offer summer programs, please write "N/A")

39. Maximum fee on sliding scale - **Summer Program** (If you do not offer summer programs, please write "N/A")

40. Average fee paid by participants - **Summer Program** (If you do not offer summer programs, please write "N/A")

Staff Education and Training

Please indicate approximately the number of staff (including substitute staff) in your program that have each educational attainment level.

41. No High School Diploma *

42. High School Diploma or Equivalent *

43. Some College *

44. Associate Degree *

45. Bachelors Degree *

46. Graduate Degree *

47. Do you have minimum education requirements for staff? *

Mark only one oval.

Yes

No

48. If you answered yes to the previous question, what are the education requirements for staff?

49. Do you employ teens who have not yet finished High School? *

Mark only one oval.

Yes

No

50. What professional development or training does your staff typically engage in? *
(check all that apply)

Check all that apply.

- Internal Orientation and Onboarding
- Periodic Internal Training
- Skills- or Topic-based Training
- Continuing Education Units
- Conference(s)
- Opportunities through Professional Organizations or External Trainers
- Coaching and/or Technical Assistance
- N/A or Don't Know
- Other: _____

51. What professional development or training do you and/or your staff most need and want to participate in? (check all that apply) *

Check all that apply.

- Internal Orientation and Onboarding
- Periodic Internal Training
- Skills- or Topic-based Training
- Continuing Education Units
- Conference(s)
- Opportunities through Professional Organizations or External Trainers
- Coaching and/or Technical Assistance
- N/A or Don't Know
- Other: _____

52. Do you use a specific curriculum with a scope and sequence? *

Mark only one oval.

- Yes
- No *Skip to question 57*
- N/A or Don't Know *Skip to question 57*

Curriculum

53. If you answered yes to the previous question, is the curriculum (or curricula) you use aligned with the North Carolina Standard Course of Study for one or more content area?

Mark only one oval.

- Yes
- No
- N/A or Don't Know

54. What area does your curriculum support? (check all that apply)

Check all that apply.

- Arts (Dance, Music, Theater Arts, Visual Arts, etc.)
- College & Career Pathways (including Career Technical Education)
- Computer Science
- Engineering
- English Language Arts
- English Language Development
- Healthful Living
- Information and Technology
- Leadership
- Literacy
- Math
- Science
- Social and Emotional Learning
- Social Studies
- Sports/Athletics
- World Languages
- Science of Reading/LETRS
- Other: _____

55. What curriculum (or curricula) do you use?

56. Do your providers or staff receive professional development to implement the curriculum?

Mark only one oval.

Yes

No

N/A or Don't Know

Measurement of Growth or Progress

57. Do you collect data to measure student growth or progress in your program? *

Mark only one oval.

Yes

No

N/A or Don't Know

58. If yes, what kinds of tools do you use to measure growth? (ex: pre- and post tests, surveys, etc.)

59. Do you collect data to track your students' academic progress or progress toward ^{*} high school graduation or postsecondary plans?

Mark only one oval.

- Yes
- No
- N/A or Don't Know

Additional Information

60. Please rank the following challenges facing your program right now from significant challenge to not a concern. *

Mark only one oval per row.

	Significant Challenge	Challenge	Minimal Challenge	No Challenge at All
Staffing or Staff Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff Education and Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Under-enrollment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waitlist/Not enough slots	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student Academics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student Mental Health/Social and Emotional Wellbeing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordability for Families	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities/space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of Resources (money, volunteer, other)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

61. Are there other challenges you are facing, not listed above, that you would like us to be aware of?

62. What area(s) would you like to offer or grow if you had the resources to do so? *

(check all that apply)

Check all that apply.

- Arts
- Science
- Technology
- Engineering
- Math
- Literacy
- Sports/Athletics
- Music
- Social and Emotional Learning
- Leadership
- College & Career Pathways
- Mentorship
- Other: _____

63. When you consider the landscape of Out-of-School Time programs in your community, what would you say is missing?

64. Please share one thing you are excited about in your out-of-school time program - a bright spot that you would like to highlight, new opportunities, exciting accomplishments, etc.

65. Is there anything else you would like for us to know about your program?

66. Would you or someone from your organization be willing to take part in a focus group in March 2023 for a deeper exploration of the landscape of out-of-school time programming, challenges, and opportunities? *(If yes, we will contact the organization contact using the contact information provided in this survey.)* *

Mark only one oval.

Yes

No



Welcome!

Please share:

Your name

Your organization and a (brief!) description of your work/programs

What is your connection to Out-of-School Time (OST) programs & why are OST programs important to you?



Who is NC CAP?

Established in 2002, the North Carolina Center for Afterschool Programs (NC CAP) is a comprehensive statewide afterschool and expanded learning network, with key partners in a wide variety of sectors working together to increase access to high quality expanded learning programs for all children and youth in North Carolina, especially for those at-risk of education failure.



We Believe

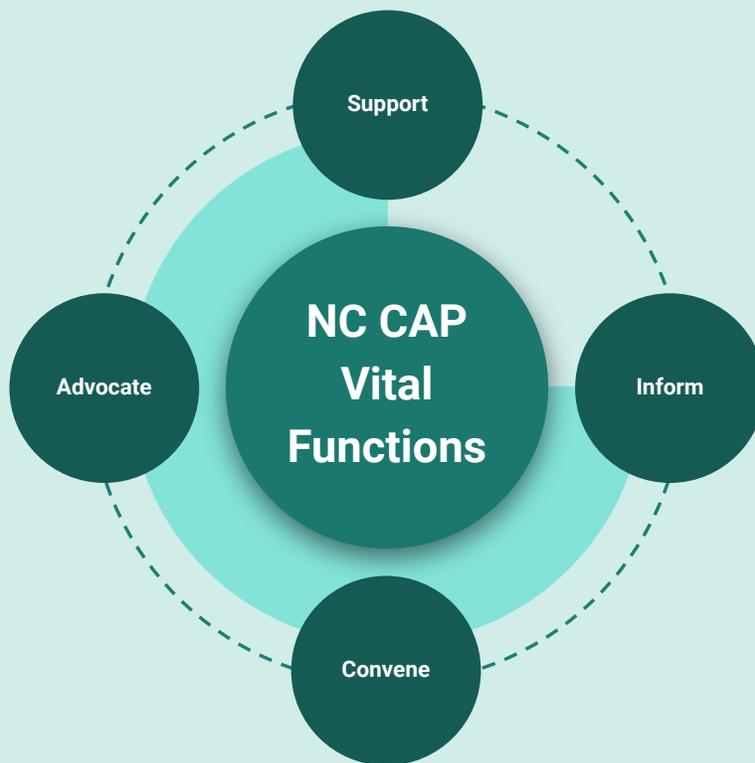
How students spend time outside of school is a determining factor for school success and in life.

Quality afterschool and expanded learning opportunities help to improve learning outcomes and provide engaging experiences after school has ended.



We Believe

Research shows that high quality afterschool and expanded learning programs improve academic performance, school-day attendance, nurture youth development, decrease juvenile crime and hinder other high-risk behaviors, while meeting the needs of working families.



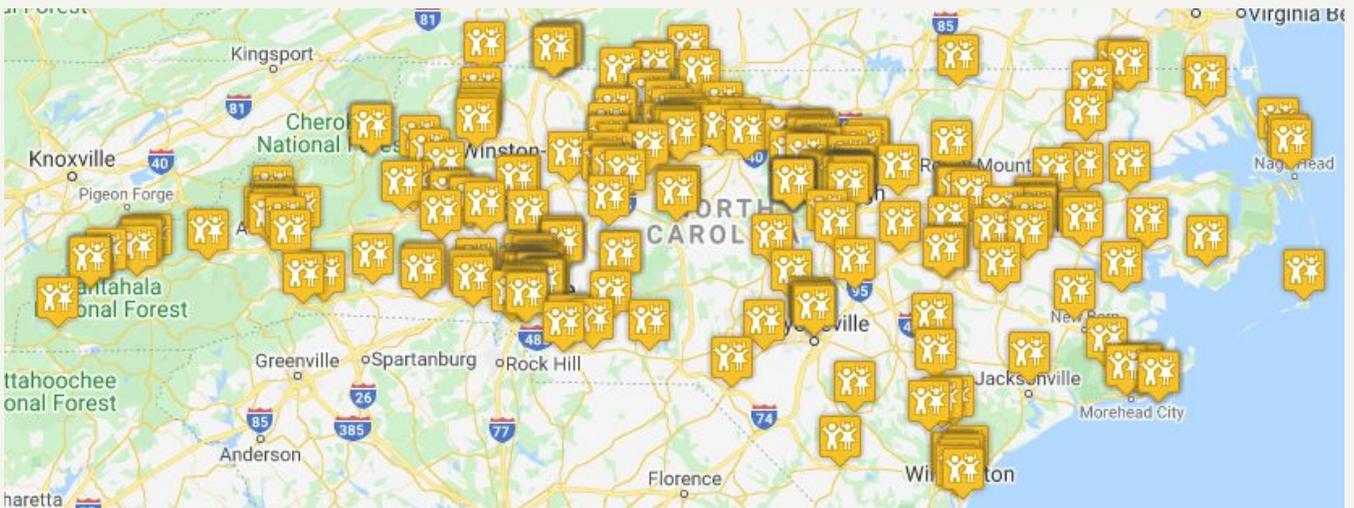
Out-of-School Time Inventory & Analysis



In Partnership with Dogwood Health Trust, NC CAP is conducting an inventory and analysis of Out-of-School Time (OST) programs in Western North Carolina. Our goals for this inventory and analysis are to:

- Develop a comprehensive and up-to-date inventory of OST programs in the region
- Better understand the types of programs offered, partnerships in place, and resources currently utilized, and where there may be gaps
- Develop recommendations for how NC CAP, in Partnership with Dogwood Health Trust, can support OST providers that are grounded in provider perspectives about OST needs, strengths and opportunities, challenges, and gaps

Inventory



Our primary goal through the analysis is to determine:

- Trends in out-of-school time programming
- Where service gaps may exist
- Opportunities for partnerships, professional development, program support, resource investment, and additional data collection & inquiry

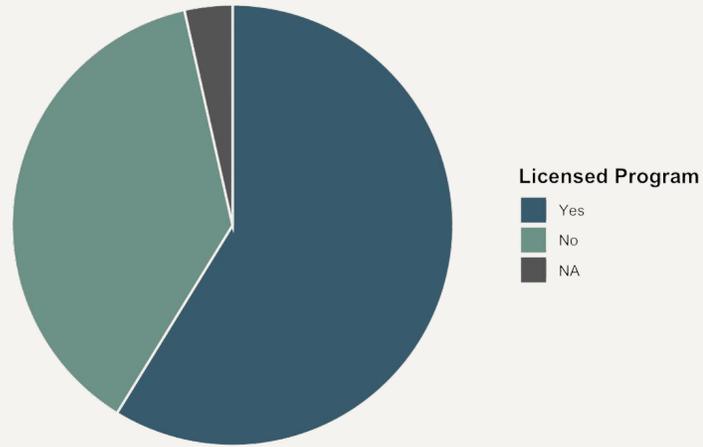
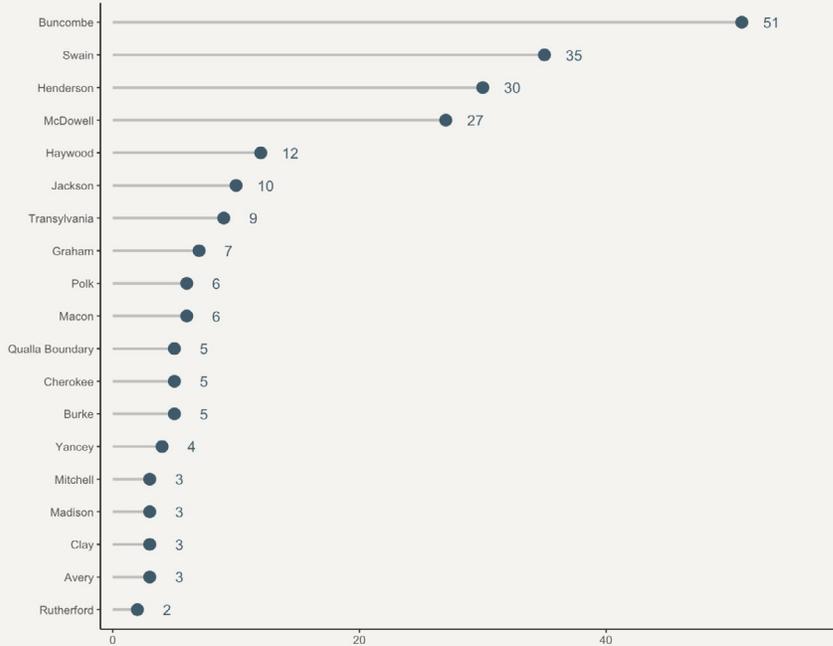
Community Engagement

The success of our project depends on authentic community engagement! We are committed to:

- Ensuring that diverse perspectives are engaged and represented
- Eliminating bias where possible in data collection, analysis, and interpretation
- Knowledge generation that mutually benefits all stakeholders
- Sharing data that is co-generated with communities
- Sharing ownership of the narrative that is being communicated about their community and/or community members

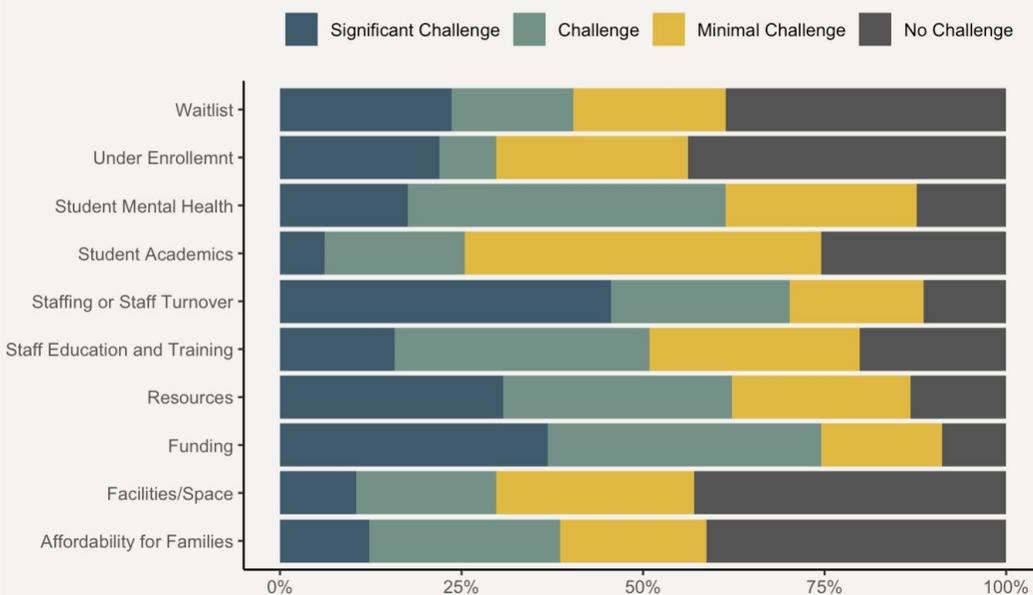
Survey Participants

How many programs are in each county?



Topic 1: Challenges Facing OST Providers

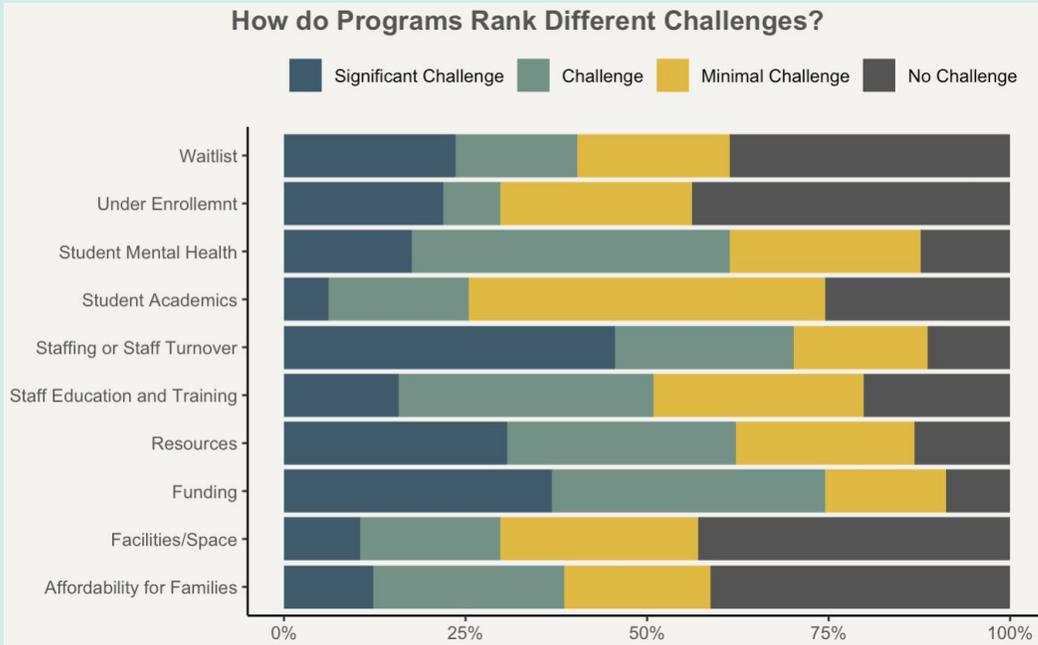
How do Programs Rank Different Challenges?



Are these challenges reflective of your experience? What is the same or different?

What do these challenges look like in practice for providers?

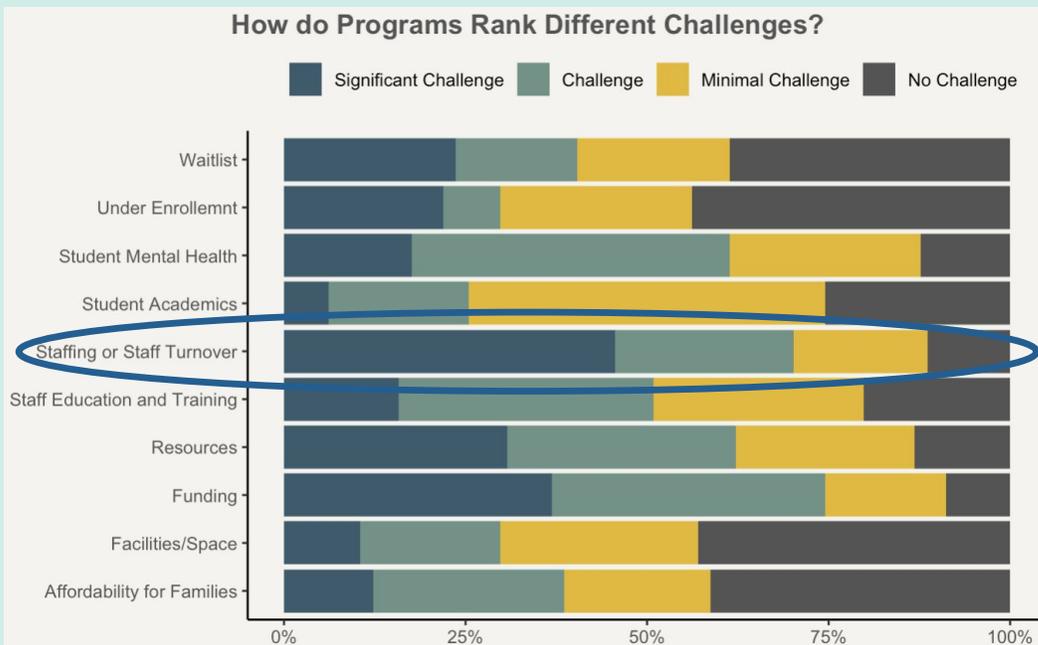
Topic 1: Challenges Facing OST Providers



What, from your perspective, is needed to solve these challenges facing OST providers?

What would your community look like or what changes do you think you would see if these problems were solved?

Topic 2: OST Workforce

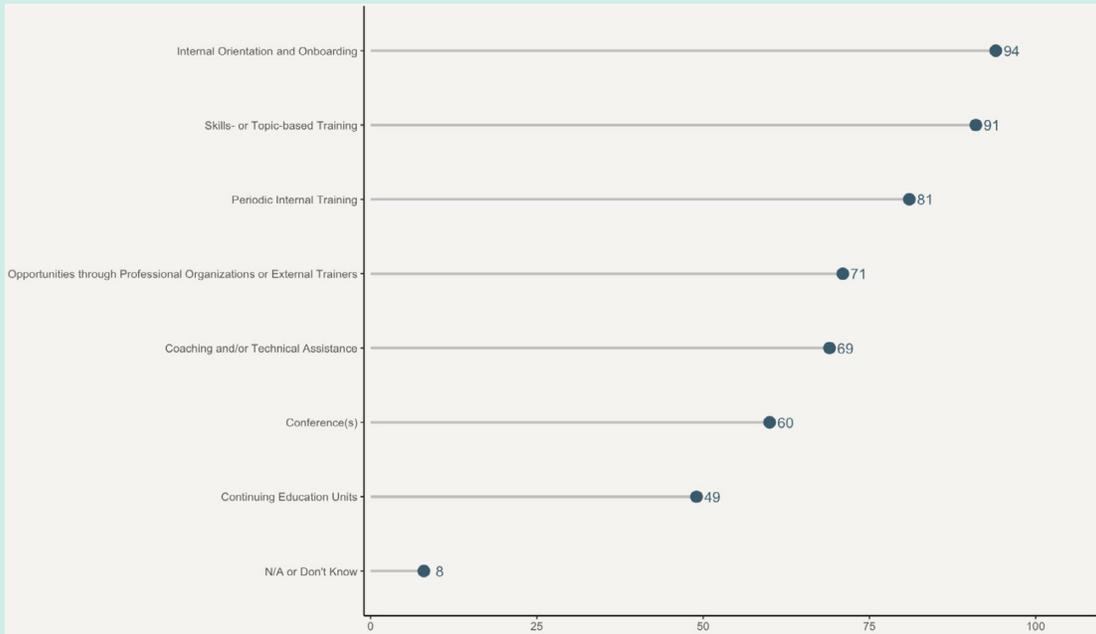


Many indicated that Staffing and Staff Turnover was a significant challenge.

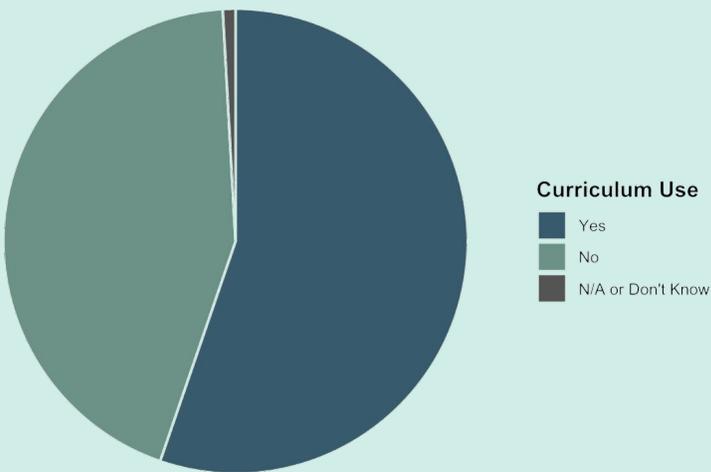
What are the biggest barriers/challenges to staffing your OST program(s)?

Topic 3: Professional Development

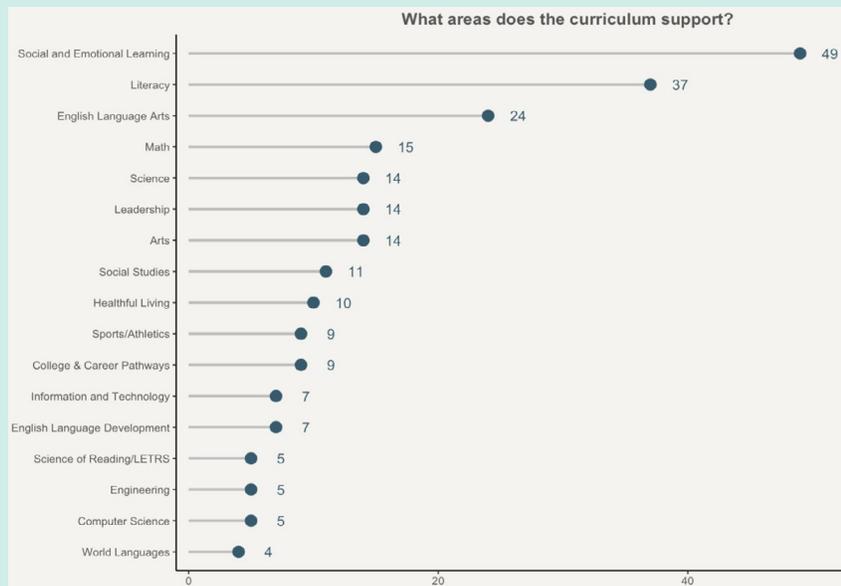
What type of professional development are programs offering?



Topic 4: Curriculum and Program Offerings



About 62% of folks that use a curriculum in their afterschool program said it was aligned with the NC Standard Course of Study.



Topic 4: Curriculum and Program Offerings

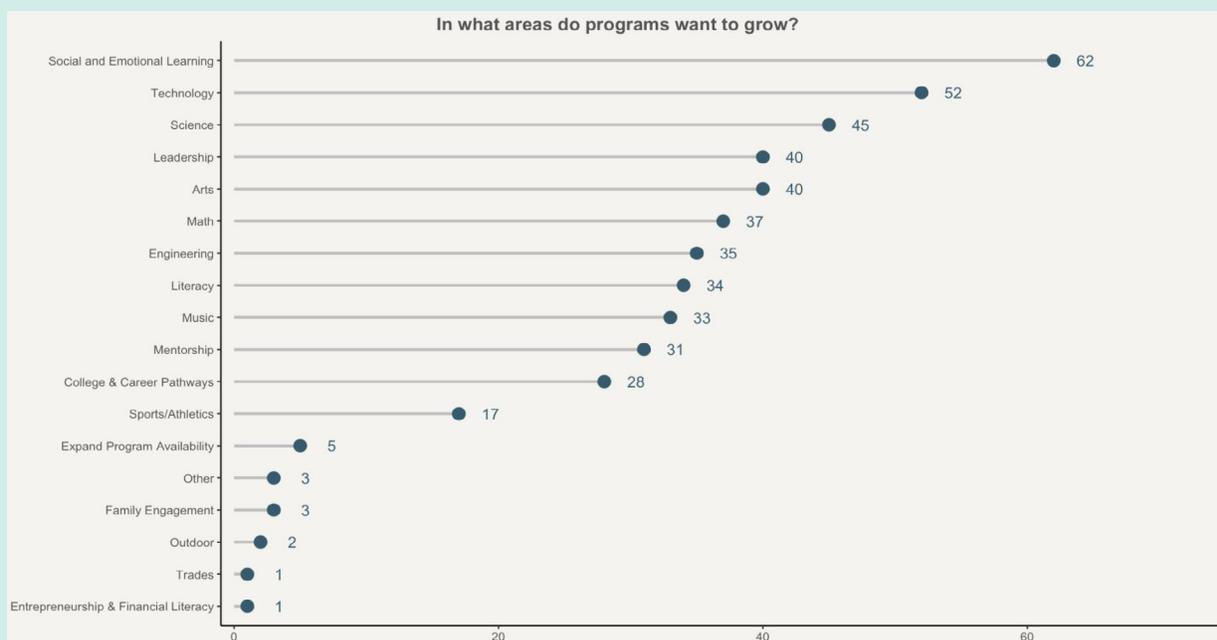
If you use a curriculum - how and why do you choose a particular curriculum? What are you looking for and why?

For those that do not - would you be interested in implementing a curriculum? Why or why not?

Are there challenges to implementing a curriculum with scope and sequence or aligning with NC Standards? Do you want curriculum support, and if yes, what support would you most like to have?

If you were offered support to align your with NC Standards, would you want to do that? Why or why not?

Topic 5: Other Support



Topic 5: Other Support

What kind of support do you need to be able to expand your program into new programmatic areas, like SEL, STEM, and Literacy? (for example, support with a needs assessment, curriculum selection, funding to hire new staff, etc.)

Topic 5: Other Support

Would you be interested in building a Regional OST Network to support collaboration, peer learning, and advocacy to address regional needs?

- Who do you think should be a part of such a network?

Topic 5: Other Support

Think about what is missing from the landscape of Out-of-School Time programs in your community. What would you say your community's greatest needs are related to OST programs?

Next, think about the good things happening in OST in your community. Are there an opportunities to deepen the impact of these bright spots?

Is there any support you need that we haven't asked about?

Next Steps:

What comes next?

March-April: Data Analysis; draft report will be written and shared for community feedback at the end of April. We will give ~ 2 weeks for community input on data and narrative.

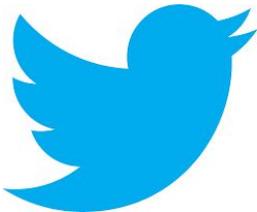
May 17: Final draft and report shared with Dogwood Health Trust board

May 24: Dogwood Health Trust will host a Community Meeting to present data and allow a chance for community Q&A

June: Dogwood Health Trust to release RFP to support OST providers based on the outcomes of the inventory and analysis

Next 4 years: NC CAP and Dogwood Health Trust will be working throughout the region to support OST providers

Contact Us



Elizabeth Anderson
Director

Wayne Capps
Manager

eanderson@ncforum.org

wcapps@ncforum.org

@ncafterschool @nc_afterschool

