

DRAFT & DELIBERATIVE THREE YEAR STRATEGIC WORKPLAN

Funding and Capacity Building

The OST Commission prioritizes closing the gap in OST program capacity; this is achieved when all Washington, DC youth have equitable access to diverse, high-quality programs in locations convenient to them. The Commission will support Learn24 in closing the gap in OST program capacity by guiding the OST Office in its mission to provide financial, technical, and educational resources to a wide range of OST providers, large and small, who have established trust with their communities and have experience meeting the needs of their communities.

Overview of Goals	Strategy	Tactics	Timeline (Completion Date)	Success/Targets
Support OST nonprofits with capacity building	Enhance support to small nonprofits	Work with the Coordination and Collaboration Committee on creating a nonprofit version of the "Certified Business Enterprise" (CBE)		
		Increase coordinating entity model for small Community Based Organizations (CBO) to have back office support		
	Define and enhance the domains of capacity building	Define the domains of capacity building		
		Consider a mentorship program for organizations who are not funded		
		Create a project based capacity building program in partnership with the Funding and Capacity Building Committee		
	Use data as performance measures and to identify supports			
Focus on equity and distribution of funds to organizations who serve at-risk youth	Define funding priorities to promote equity			
	Focus on youth most in need without access to programs	Identify youth at-risk by geographic boundary defined by the Needs Assessment Committee		
		Consider increased funding for specific target population such as special needs, ELL, homeless, housing sites		
	Improve grant application process	Consider site visits as part of the grant process		
		Clarify roles between United Way NCA and OST Office		
		Collect OST grant application through an online application format		
	Support OST nonprofits with access to funding	Publish old awarded proposals		

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<div>Quality</div> <div>High-quality programs engage youth in the authentic expression of voice and choice by providing safe and supportive environments, caring adults, and structured activities. The Commission prioritizes ensuring that all Washington, DC youth have equitable access to high-quality OST programs. The Commission will set guidelines for the OST Office on how to define, measure, assess and increase program quality.</div>				
Overview of Goals	Strategy	Tactics	Timeline (Completion Date)	Success/Targets
Define quality	Define quality statement for general public and youth	Engage the community (youth, parents, general public, providers, agencies) on a draft quality statement	Sept. – Dec. 2019: Community Input Feb. 2020: Commission approves	
		Develop, define, and evaluate the potential for an organization level “stamp of approval” for commitment to quality	Dec. 2021	
Establish youth Assessor corps	Use Weikart assessment and model to establish youth as assessors	Identifying potential partners to manage a youth corps; design implementation plan and budget	September 2020	
		Engage OST providers and youth on the interest and feasibility of youth assessors		
	Use video capturing as part of feedback loop for youth development practitioners	Research the Simple Interaction model from the University of Pittsburgh and consider adaptation for local implementation		
		Research, review and design a feedback loop		
Support organizations to improve the quality of the program and build organizational capacity	Support providers in implementing program quality	Create and deliver an orientation on OST quality that defines the YPQI framework, domains, measures, program improvement plans, and corresponding workshops	Dec. 2019	
		Work with the Outcomes Committee on the value of the “Adult who cares” measure from SAYO-Y results as a standard measure across organizations	Aug. 2020	Baseline data for August 2020
		Follow and implement changes in OST program quality and new research on SEL	TBD	TBD
		Scale and align YPQI as the OST program quality measure	Annual Incremental growth	Full sites YPQI implementation goals: FY20: 30 FY21: 35 FY22: 40
		Implement summer YPQI	Sept. 2020	Full sites YPQI implementation goals: FY20: 5 FY21: 7 FY22: 10
	Support organizations with capacity building	Consider Training of Trainers (TOT) for larger organizations to deliver training with front line staff and volunteers	Apr. 2020	
		Create a project based capacity building program in partnership with the Funding & Capacity Building Committee	Dec. 2019	

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		Offer supports to organizations on succession planning & leadership development for Directors and Board in alignment with Funding & Capacity Building Committee	Dec. 2020	
		Offer trainings or resources to organizations on how to apply for grants across different agencies in alignment with Funding & Capacity Building Committee	Dec. 2020	
		Develop some common OST templates consistently across CBO's and agencies such as incident reporting, field trips, bullying, etc. (share results with Coordination & Collaboration Committee)	Dec. 2019	
		Develop plan for OST programs access to school based emergency or safety plans (medication, sports, etc.)	June 2020 – Ongoing	
	Share best practices and resources for youth development practitioners	Resource sharing of Professional Development opportunities available (landscape document) such as NASA, NAA, online training, etc.	September 2019	
		Add a best practice block in the Learn24 newsletter highlighting a best practices, ex. Kevin's Corner which highlights and organization and best practices	October 2019	
	Support partnership across organizations and agencies	Create and offer training as defined by the Coordination & Collaboration Committee to increase partnership	Dec. 2020	
Support practitioners with skill development	Increase the skills of practitioners	Continue to deliver the Youth Development Series and Weikart Method Series as the foundational set of workshops for OST frontline staff		FY20: Train at least 450 youth practitioners FY21: Train at least 550 youth practitioners FY22: Train at least 650 youth practitioners
		Create, deliver, partner to continue to offer relevant and enhanced workshops such as Trauma-informed practices and self-care for practitioners, cultural competencies, and managing staff, etc.	Special Education by Dec. 2019 Trauma by Dec. 2020	
		Align professional development requirements across agencies and organizations	Apr. 2021	
		Create a scholarship program to encourage practitioners to present at national workshops and conferences to spotlight the great work in DC	Sept. 2020	At least two practitioners present at a national conference each fiscal year
	Develop career pathways	Work towards creating a Youth Development Certificate at UDC-CC in partnership with OSSE, UDC, and CBOs	Dec. 2021	Number of students who complete the certificate program
		Work with CBO's on hiring staff with Youth Development Certificate	Dec. 2022	Number of certificate earners who receive a wage increase as a result of completing the program

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Outcomes

Outcomes are the strides the Commission expects youth will make through participation in OST programs. Outcomes must evolve with young people as they grow physically, socially, emotionally, and cognitively. The Commission prioritizes supporting Learn24 in ensuring that all DC youth have access to programs that allow them to achieve outcomes. The Commission will guide the OST Office on how to define, measure, and assess outcomes.

Overview of Goals	Strategy	Tactics	Timeline (Completion Date)	Success/Targets
Define and support system level outcomes	Align to citywide goals	Support OST providers with measuring in-school attendance and OST attendance		
		Measure OST impacts on youth outcomes		
	Encourage agencies that provide, or fund, OST programs to align on common OST outcomes	Map outcomes that are currently being tracked. Identify gaps or data fields that might be useful		
		If possible, examine existing agency data sources that could be used for outcomes. Work with agencies to come to common definitions. Define outcomes or how to measure those outcomes.		
		Acknowledge sub-populations and align citywide priorities to meet most at risk		
Define and support organizational outcomes	Provide support to organizations to measure goals	Work with organizations on plan to measure organizational goals		
	Align with all relevant OST committees	Analyze data from capacity building needs assessment		
		Identify outcomes from organizational capacity building plans in partnership with the Funding & Capacity Building Committee		
		Develop an evaluation plan to measure the impact of the capacity building efforts partnership with the Quality and Funding & Capacity Building Committee		
		Provide on-going training and support for organizations to use Cityspan		
Define and support program level outcomes	Support programs with defining outputs and outcomes	Update the 12 developmental outcomes and create guidance, tools, or resources to providers on how to assess those outcomes		
		Provide a list of evaluators to support programs in measuring outcomes beyond those measured by OST Office		
		Support the Quality Committee in developing or delivering a logic model and evaluation training		
	Support the tracking and use of program outcomes and working with all relevant committees	Crosswalk the 12 developmental outcomes with the YPQI assessment program quality measures		
		Continue to use the SAYO-Y to measure some program outcomes and provide some basic analysis of the results		

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Provide guidance on changes to outcomes framework based on the annual needs assessment	Focus on reducing the gap and ensuring equity	Define gaps and translate to organization or site level outcomes		
	Set goals for the OST Commission	Review the workplan for each committee and ensure related measures are attainable and realistic and provide an annual summary to the OST Commission		
	Identify and communicate gaps to relevant stakeholders			

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Coordination and Collaboration

To build a strong and sustainable system that supports high-quality OST programs, the OST Office will rely on the help and input of youth, families, OST providers, experts, and government agencies. To achieve this goal, the Commission will encourage connection among various stakeholders including: the OST Office, District of Columbia government agencies, non-profit entities, parents, and youth.

The vision is to coordinate services and opportunities so that no matter the day of the week, time of the year, or location a child lives they have access to safe, nurturing places to learn, play, and grow.

Overview of Goals	Strategy	Tactics	Timeline Completion Date	Success/Targets
Support agency & nonprofit operations: Identify processes and strategies to reduce duplication of efforts among DC agencies and organizations	Partnership application mapping	Crosswalk partnership application process, requirements, and deadline between DPR, DOES, DCPS, DCPL and other agencies	December 2019	
		Create a partnership process map (work with the Quality Committee on a training to CBOs and agencies on the partnership process)	February 2020	
		Align processes and timeline as able	May 2020	
	Streamline funding processes across government agencies (applying through reporting)	Crosswalk funding application process between OST Office, OSSE, and DOES	May 2020	
		Crosswalk reporting process between OST Office, DOES, and OSSE	May 2020	
		Work toward a common application, processes, known timeline/deadlines, and reporting	October 2020	
		In partnership with Funding &Capacity Building Committee, develop and share list of government (local and federal) funding sources for OST that includes deadline, link to site, short summary of grant, information, etc.	January 2020	
	Review and improve process requirements	Review CBO staff/volunteer clearance requirements between OST Office, OSSE, DPR, DCPL, DOES, DCPS, DCHA, and DHS to understand who needs to know what, when they need it, how frequently it's updated, costs, timelines, and any areas to reduce duplication/streamline background checks	Year 2	
		Develop an annual list of offices and key individuals at the agencies that CBOs can ask questions or seek guidance at each agency for various OST related issues	August 2020 and Annual Update	
		Map the DCPS, DPR, DOES, and CBOs youth enrollment form		
		If possible, develop a common application for youth enrollment in OST programming or permit sharing of youth information across agencies and organizations.	April 2020	
Support Strong Cross Sector Partnerships: Support partnership among all OST stakeholders and users	Define CBO partnership responsibilities and roles with youth, families, other CBOs	Establish CBO partnership expectations – common expectations, responsibilities of CBOs to government agencies. (what they provide, what they need)	Fall 2019	Biennial survey for OST CBOs about change in partnership. Improvement in partnership? Is it better? Is it easier? Satisfaction with system work?
		Integrate with agency to create agreements (agency wide/CBO wide) with clear understanding of partner responsibility and expectations.	Year 2	
		Create decision tree or process guide for CBO's to understand partnership process with different agencies	Year 2	

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		Establish pathways between OST programs with warm referrals or hand-offs for youth; provide training and resources to facilitate this process	Begins November 2019	Parent survey: Are families seeing a clear transition or hand off process?
		Support space utilization across District property in partnership with the Public Space Committee Have a conversation about possible OST hub locations	Urgent - Ongoing	
		Convene and engage OST Providers about possible OST hub locations		
	Define OST partnerships for agencies	Relevant agencies define partnerships types and differences between in-kind, sponsor, partner, provider, contractor, etc. and the expectations on both parties	2020	
		Relevant agencies develop agency partnership expectations – common expectations, responsibilities of agencies to CBOs/other partners (what they provide, what they need based on partner type identified in previous work	2020	
		Coordinate OST programming information, schedule, and location to meet need/maximize access (coordination should happen between agencies and Learn24 Grantees)	Year 2 – Ongoing revisit every 6 months	Parent survey: Ease of access
		Work with Dept. of Small and Local Business Development (DSLBD) on creating a non-profit version of the “Certified Business Enterprise” in partnership with Funding & Capacity Building Committee	Year 2 +	
	Engage families	Identify gaps in communication and ways to maximize reach with families	Year 2	Build a survey every two years into the regular needs assessment survey.
		Create communication tools for families – tip sheets, fact sheets, calendars	Year 2	
		Map current agency communication to parents on program options, enrollment timeline (in future how to access navigators) to minimize confusion and maximize reach to parents/families/caregivers	Year 1	
		Define role of OST navigators, where they live, how they connect to families and if feasible, implement navigator strategy	Year 2 +	Number of calls or types of challenges that the navigator is managing. Annual check-in with the navigators.
		Consider tactics on how families access OST programs	December 2020	Parent Survey Results
Increase District-wide Coordination: develop District-wide OST schedule and program to ensure equitable access focused on reaching at-risk youth	Create support for common program structure and services	Work toward developing a consistent schedule of afterschool hours, summer hours, and intentional programming during intersessions	Ongoing – Check in every 6 month	
	Consider transportation solutions	Discuss and consider transportation solutions by researching and understanding the landscape of the transportation work across the district. Pool existing efforts to address transportation issues in partnership with the Needs Assessment Committee	Year 2 plus	Wait to see what the problems are, perhaps from the needs assessment. Work with the needs assessment committee to have a better understanding about what the barrier is.