

COMMISSION ON OUT OF SCHOOL TIME GRANTS AND YOUTH OUTCOMES



Fiscal Year 2027–2029 OST STRATEGIC PLAN

DRAFT

*Public Feedback (May 2026)
OST Commission Discussion and Vote (May and June 2026)*

The Commission on Out of School Time

About the OST Commission

The Commission on Out of School Time (OST Commission) is a public body composed of engaged residents, youth, and representatives from government agencies. Established under the Office of Out of School Time Grants and Youth Outcomes Establishment Act of 2016, the Commission supports equitable access to high-quality OST programs for District of Columbia youth through coordination among government agencies, targeted grant-making, data collection and evaluation, and the provision of training, capacity building, and technical assistance to OST providers. The Commission provides guidance, resources, and support to the Learn24 Network, to ensure a citywide system of high-quality OST programs.

OST Commission Standing Committees

As the public body responsible for advising on funding and quality for high-quality out-of-school-time opportunities, the Commission's work is grounded in five committees that together hold the OST Office accountable for the coordination of the implementation of the strategies in this plan and the Learn24 Network members for implementing the applicable components of the plan:

OST COMMISSION COMMITTEES	
FUNDING & CAPACITY	
	QUALITY
OUTCOMES & NEEDS	
	COORDINATION & COLLABORATION
GOVERNANCE	

DESCRIPTION OF OST COMMISSION COMMITTEES

FUNDING & CAPACITY

Works to ensure that all District of Columbia youth have equitable access to diverse, high-quality programs in locations that meet the current demand for OST seats across the District. To achieve this goal, the Committee works with OST providers (small, medium, and large) to support their financial, organizational, technical, and educational growth and development, through the identification of and referral to capacity building resources.

QUALITY

Works with the Learn24 Office of Out of School Time Grants and Youth Outcomes' (OST Office) Institute for Youth Development (The Institute) on the implementation of program quality assessments, quality improvement planning, youth surveys, training, and coaching, in support of the continuous growth and improvement of OST providers. This Committee works in partnership with The Institute to identify and to determine trainings that provide high quality support, in alignment with the needs of DC's youth.

OUTCOMES & NEEDS

Guides the OST Commission in establishing priorities for the use of out-of-school time funding based on current OST program needs. The Committee assesses the outcomes and impact of OST affiliated government agencies providing programming and services to K-12 children and youth across the District. The OST Office shall conduct a biennial OST Needs Assessment and a biennial progress report (alternating years of the Needs Assessment), working across District agencies to identify the needs for out-of-school time programs, and the progress made towards meeting the targeted needs. The Committee informs decision-makers (DC Council, other government agencies, etc.) on funding needs.

COORDINATION & COLLABORATION

Builds a strong and sustainable out of school time framework, grounded in youth development best-practices, and that rely on the input of youth, families, OST providers, experts, and government agencies. The Committee works to ensure strategic collaboration among various stakeholders, including: the Deputy Mayor for Education/OST Office, DC Public Schools, DC Public Charter Schools, the Office of the State Superintendent of Education, the Department of Parks and Recreation, the Department of Employment Services, DC Public Libraries, and other District of Columbia government agencies, OST providers, families, and youth.

GOVERNANCE

On an ongoing basis, reviews, revises, and updates the bylaws, examines conflicts of interest, makes changes or additions to committees, and acts on behalf of the OST Commission in addressing urgent matters that cannot wait for the next OST Commission meeting, ensuring alignment with its best judgment of the OST Commission members' likely decisions given the circumstances.

Core Values

The Learn24 Network is committed to a set of core values that define and guide our work.

<p>COMMUNITY VOICE</p> <p>The communities served: Youth, families, and providers, contribute directly to decisions that impact their lives.</p>	<p>EQUITY</p> <p>Decisions are made recognizing structural racism, with a determined focus on dismantling those systems and achieving equitable outcomes for youth.</p>
<p>COMMITMENT TO LEARNING</p> <p>Continuous improvement and learning lead to stronger and more effective systems, organizations, and programs.</p>	<p>MUTUAL RESPECT & RESPONSIBILITY</p> <p>Respecting the unique insights, resources, and contributions of all stakeholders leads to the realization of a shared and collective vision.</p>

The Learn24 Network

Launched by Mayor Muriel Bowser in 2018, Learn24 is a network of before, after-school, and summer programs (also called out-of-school time, or OST programs), District government agencies, the Commission on Out of School Time Grants and Youth Outcomes (OST Commission), the Office of Out of School Time Grants and Youth Outcomes (OST Office), which serves as the Coordinating Entity for the Network, and other OST stakeholders working together to ensure that youth in Washington, DC have access to high quality educational and enrichment activities beyond the school day.

The District agencies involved in the Network include but are not limited to:

- Commission on the Arts and Humanities (CAH)
- DC Council
- DC Public Charter Schools (DCPCS)
- DC Public Library (DCPL)
- Department of Employment Services (DOES)
- Department of Parks and Recreation (DPR)

- Department of Youth Rehabilitation Services (DYRS)
- Deputy Mayor for Education's OST Office
- District of Columbia Public Schools (DCPS)
- Office of the State Superintendent of Education (OSSE)

The Coordinating Entity for OST in District Government

Research continues to confirm that youth who regularly participate in quality OST programs benefit in their academic performance, social and emotional development, and health and wellness including:

- Improved school attendance and reduced chronic absenteeism;
- Higher graduation rates;
- Stronger academic performance;
- Improved positive behaviors and work habits; and
- Safer afternoons during the 3–6 PM window when youth-involved incidents peak.

The Office of Out of School Time Grants and Youth Outcomes Establishment Act of 2016, also known as D.C. Law 21-261, was signed into law by Mayor Bowser in February of 2017. The act's purpose was to support the equitable distribution of high-quality out-of-school-time programs for District of Columbia youth. It also established the Office of Out of School Time Grants and Youth Outcomes (OST Office) and the Commission on Out of School Time Grants and Youth Outcomes (OST Commission).

The mission is to provide resources and support to ensure a citywide system of high-quality programs. Since 2017, the Office of Out of School Time Grants and Youth Outcomes (OST Office), has served as the Coordinating Entity for OST across District government. As the Coordinating Entity, the OST Office partners with all members of the Learn24 Network to implement the Strategic Plan. The OST Office also partners with agencies and OST stakeholders across the District to improve both the quantity and quality of OST programs through targeted grant-making for service providers, as well as coordinating OST efforts across OST-affiliated government agencies.

The OST Office works with the OST Commission, a public body made up of government agency representatives and engaged residents, to coordinate among government agencies, collect and evaluate data, and to provide technical assistance to service providers.

Learn24 Network

Vision and Mission

VISION

All children, youth, and families across the District of Columbia will have access to universal, high-quality, and inclusive OST programs and will gain the skills, competencies, and knowledge necessary to achieve and thrive in school, the workplace, and in their communities, through initiatives that promote Universal OST access for all children, youth, and families across the District.

MISSION

The Learn24 Network, anchored by the OST Office and guided by the OST Commission, will apply an equity lens to increase OST access for all children and youth, promote inclusion, and minimize barriers to OST opportunities through strategic grantmaking, capacity building, quality assurance, ongoing professional growth and development, and accountability.

KEY INITIATIVES

Commission on the Arts and Humanities:

- The Arts and Humanities Education Projects (The Commission on the Arts and Humanities)
- The East Arts Program (The Commission on the Arts and Humanities)
- The Capital Projects (The Commission on the Arts and Humanities)

DC Public Library:

- Dance, Music, Poetry, Photography, Storytelling, etc. programs for children age 5-12
- The Discovery Summer Program – free activities focused on reading and community engagement

Department of Employment Services:

- Career Ready Early Scholars Program (CRESP)
- Marion Barry Summer Youth Employment Program (MBSYEP)
- Marion Barry Youth Leadership Institute (MBYLI)

Department of Parks and Recreation:

- Summer camps, afterschool programs, and teen programs
- Late Night Hype, Late Night Drip (extended hours initiatives)
- Junior Lifeguard Academy
- Recreation for All Community Grant Program

Department of Youth Rehabilitation Services:

- Achievement Centers

Mayor's Office of Community Affairs:

- Grants for programs focused on education, public safety, and the arts
- AmeriCorps grants to DC-based organizations

Office of the Attorney General:

- Leaders of Tomorrow Youth Violence Prevention Grant Program- funds community organizations supporting preventive measures to curtail youth violence and foster positive youth development.

Office of the State Superintendent of Education:

- The Nita M. Lowey 21st Century Community Learning Centers (21CCLC) initiative (federal)
- The Advanced Internship Program (AIP)- places high school youth in paid internships
- The Career Ready Internships (CRI) Program- places high school juniors in six-week paid summer internships.

- Childcare subsidies- to support children’s attendance at child development facilities licensed for school-aged care.

Office of Out of School Time Grants and Youth Outcomes (OST Office):

- OST Grant Competitions (School Year, Year-Round, Summer, Special Competitions). Click [here](#) to learn more
- OST Office’s Institute for Youth Development — citywide quality, training, and capacity building, supports program quality through professional development (trainings, workshops, program quality cohorts), quality improvement assessments, and technical assistance
- OST Youth Assessor Corps (NEW in FY26)
- OST Office Youth Advisory Committee (NEW in FY26)
- My Out of School Time DC (MOST-DC) Portal (most.dc.gov)- launched in Fiscal Year 2025 - a family-facing online portal through which District families can access 1,000+ OST programs. Click [here](#) to learn more.

Other Agencies:

- DC Public Schools and individual D.C. Public Charter Schools also fund OST programming from school-level budgets.

"With Learn24, we are ensuring that more young Washingtonians have access to high-quality educational and enrichment activities beyond the school day."

— Mayor Muriel Bowser
(Learn24 Network launch, February 2018)

The Strategic Plan’s Formulation Process

The OST Commission established a Special Strategic Planning Committee, which was charged with establishing the Strategic Priorities for the Learn24 Network for the proposed plan. The Priorities were then shared with the five (5) established OST Commission Committees for the purpose of determining the activity priorities for the duration of the plan (FY27-FY29), which are captured in summary form in this document. Members of the Committees, including the Special Strategic Planning Committee, comprised of District government agency representatives from the OST Office, the DME, DPR, DCPS, OSSE, DYRS, DCPCSB, the DC Charter School Alliance, DC Council, DC Action, DC parents and community members, nonprofit organization representatives, youth, current and prospective District agency OST grantees, and more.

NOTE: All recommendations in the proposed plan are for the Learn24 Network to implement as a collective, with the OST Office serving as the Coordinating Entity for the Learn24 Network

Strategic Plan Overview

The OST Commission’s FY27–29 Strategic Plan is grounded in the umbrella vision of Universal Out-of-School Time access for all DC youth. The preliminary findings from the FY25 OST Needs Assessment (publication pending) and ongoing stakeholder input from members of the Learn24 Network, the OST Commission, the OST Commission Committees, and the DME and OST Office staff, informed this plan’s formulation.

NOTE: At the request of the OST Commission, this plan may be updated on an annual or biennial basis in response to current and evolving needs of children and youth across the District including any administrative transitions and changes to federal funding for afterschool programs.



Theory of Action

The Theory of Action codifies a path to realize our vision for children and youth in DC.

If the Learn24 Network...	And the Network commits to...	The Learn24 Network will...
<ul style="list-style-type: none"> • Unifies Districtwide systems & processes • Drives equity-based decisions with data • Diversifies program types & access • Strengthens fiscal sustainability • Prioritizes youth safety 	<ul style="list-style-type: none"> • Prioritizing youth voice in decision-making • Making decisions to dismantle structural racism • Continuous improvement and learning to inform systems and programs • Respecting the insights, resources, and contributions of all stakeholders • Centering data, transparency, and shared accountability 	<p>Streamline access, accelerate equity, and minimize barriers to OST opportunities through unified systems, integrated data, diversified programs, sustainable funding, and a citywide commitment to youth safety, program quality, and city-wide continuous improvement.</p>
	<p>And the OST Commission supports and holds the Network accountable for...</p>	<p>So that...</p>
	<ul style="list-style-type: none"> • Coordination & Collaboration • Outcomes & Needs • Funding & Capacity • Quality • Governance 	<p>All youth across the District of Columbia have the seats, skills, attitudes, and knowledge necessary to achieve and thrive in school, the workplace, and their communities.</p>

Strategic Priorities

The FY27–29 Strategic Plan organizes our work into five strategic priorities. Each is overseen by a Commission Committee and grounded in measurable outcomes.

1

Strategy 1: Systems-Level Transformation

Increase unification of Districtwide OST systems and processes via strategic cross-agency coordination — including a centralized background-check clearinghouse, unified facility-use agreement, shared quality framework, and a District-recognized OST Credential.

Oversight: Coordination & Collaboration Committee

2

Strategy 2: Data-Driven Decision-making

Use data to drive equity-based decision making and OST access — through a synchronized Districtwide data system, a citywide validated youth survey, and a Universal Application on the MOST-DC portal.

Oversight: Outcomes & Needs Committee

3

Strategy 3: Program Type & Diversification

Prioritize program diversity by ensuring priority neighborhoods have at least one high-quality program in every grade band, expanding interest-based pathways for middle and high schoolers, and investing in small-nonprofit leadership development.

Oversight: Funding & Capacity Committee

4

Strategy 4: Fiscal Sustainability

Incorporate diverse and sustainable funding strategies including evaluating the transition of the OST Office to a standalone, cabinet-level agency and maintaining a centralized catalog of Learn24 grant opportunities.

Oversight: Funding & Capacity Committee

5

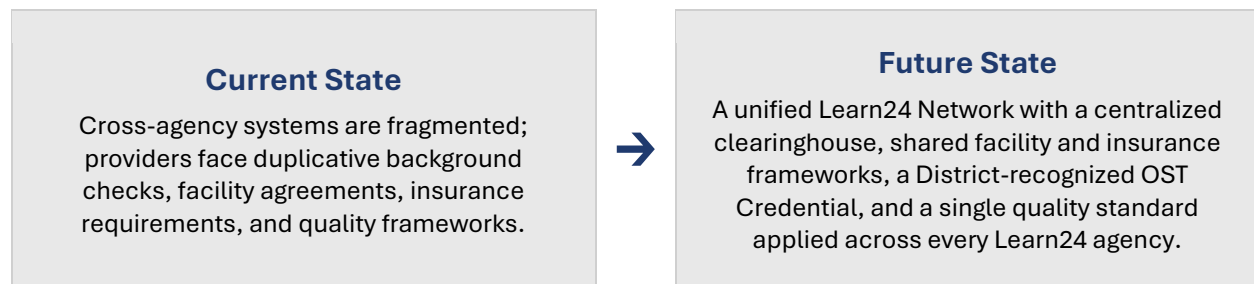
Strategy 5: Youth Safety

Prioritize youth safety and well-being through a Districtwide Gold Standard for OST safety, expanded youth leadership opportunities, and increased operational capacity for programs serving at-risk and underserved populations.

Oversight: Quality Committee

Strategy 1 — Overview & Activities: Systems-Level Transformation

In FY26, OST programs in DC are funded and operated by at least seven different District agencies, each with its own intake, clearance, facility, and reporting process. The Learn24 Network commits to unifying these systems so that providers spend less time on paperwork and more time with young people, and so that families experience a single, coherent District front door for OST.



To achieve this, the Learn24 Network will:

- 1.1** By the end of FY29, the Learn24 Network will launch a centralized background-check clearinghouse that integrates all relevant government agency data to ensure compliance for OST providers and reduce average processing times.
- 1.2** By the end of FY29, the Learn24 Network will increase the total number of District-funded OST seats hosted in public facilities through implementation of a Unified Facility Use Agreement and a centralized booking portal, ensuring that District-funded OST programs in priority wards have access to no-cost or low-cost high-quality program space.
- 1.3** The Learn24 Network will determine alignment opportunities for a centralized and streamlined DC Office of Risk Management (ORM)/Insurance Authorization for OST providers.
- 1.4** By FY29, the Learn24 Network will broadly champion across all agencies the Learn24 Network brand and each agency's role in the network.
- 1.5** By the end of FY29, the Learn24 Network will implement a Districtwide unified Continuous Quality Improvement (CQI) framework, establishing a single "high-quality" standard for training and program outcomes.
- 1.6** By the end of FY29, the Learn24 Network will implement a Districtwide unified Quality Assessment System to evaluate all District-funded OST programs annually, resulting in an increase in average Program Quality Assessment (PQA) scores.
- 1.7** By the end of FY29, the Learn24 Network will professionalize the OST workforce through the implementation of a District-recognized OST Credential in partnership with the UDC School of Education.

Strategy 1 — Timeline: Systems-Level Transformation

Activity	FY27	FY28	FY29
1.1 Centralized background-check clearinghouse	Map current agency-specific processes; convene cross-agency working group with DCHR; identify shared data fields and legal authorities.	Pilot a unified clearinghouse with a small cohort of Learn24 agencies; track average processing-time baseline.	Full launch across Learn24 Network; publish reduction in average background-check processing time vs. FY27 baseline.
1.2 Unified Facility Use Agreement & booking portal	Inventory facility agreements across DCPS, DGS, DPR, DCHA, and DC Public Library; draft a Unified Facility Use Agreement template.	Pilot the Unified Facility Use Agreement with selected agencies; begin development of a centralized booking portal.	Full deployment of Unified Facility Use Agreement; centralized booking portal live; report on additional seats hosted in public facilities in priority wards.
1.3 Centralized DC ORM / Insurance Authorization	Convene DC ORM, OCFO, and Risk Management to assess feasibility and identify shared authorization pathways.	Pilot a streamlined insurance authorization with a cohort of OST providers.	Full implementation; report on average time and cost savings for OST providers.
1.4 Champion the Learn24 Network brand	Refresh Learn24 brand standards; train all Learn24 agency communications staff; launch unified social and web presence.	Each Learn24 agency adopts standardized brand language and visual identity in OST communications.	Annual brand audit; Learn24 Network brand consistently used across all agency communications and family-facing materials.

Strategy 1 — Timeline: Systems-Level Transformation (continued)

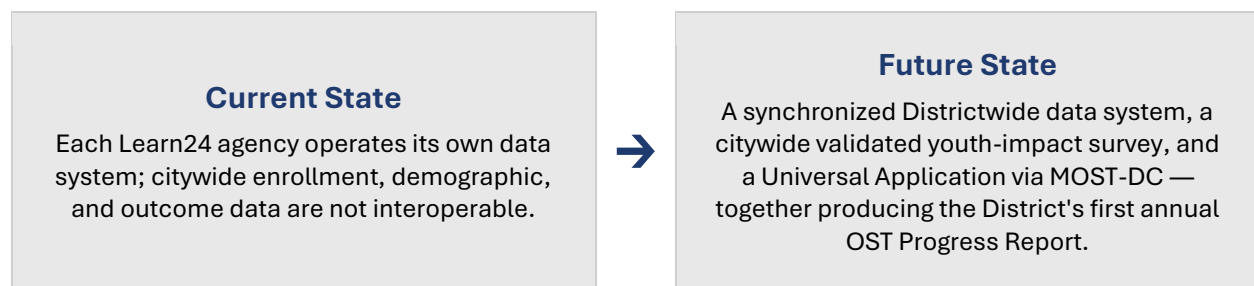
Activity	FY27	FY28	FY29
1.5 Unified Continuous Quality Improvement framework	Q1: Survey all Learn24 agencies to catalog OST staff trainings. Q2: Identify common and unique offerings. Q3: Convene cross-agency focus group on a quality framework. Q4: Finalize report on quality training norms/standards.	Q1–2: Convene cross-agency task force to draft a shared "Learn24 Quality Standard." Q2–3: Launch a centralized Learn24 PD portal with certified high-quality trainings. Q3–4: Pilot unified standards with a Learn24 agency cohort.	Q1–4: Integrate unified quality standards across all Learn24 agencies. Q4: Publish first DC OST Quality Report comparing citywide outcomes against the FY27 baseline.
1.6 Unified Quality Assessment System	Q1: Survey all Learn24 agencies on how they evaluate OST quality. Q2: Identify commonalities. Q3: Cross-agency focus group develops a unified PQA tool. Q4: Finalize unified PQA tool.	Q1–2: Launch trainings through the Institute for Youth Development; train and certify a cohort of 30 cross-agency Quality Assessors. Q3–4: Conduct first round of standardized assessments.	Q1–2: Expand training series. Q3–4: Conduct second round of assessments. Q4: Publish a report demonstrating improvements in citywide quality scores since the FY28 baseline.
1.7 District-recognized OST Credential (UDC)	Q1: Research existing youth-development credentialing models in DC and nationally. Q2–4: Establish a Steering Committee with UDC and stakeholders to determine course design and curricula.	Q1–2: Finalize "OST Professional Certificate" curriculum, including SPED and EL modules. Q3: Establish MOA with UDC including tuition-reimbursement or credit-waiver. Q4: Formalize the District-recognized OST Credential Program; recruit FY29 cohort.	Q1–4: Implement Year 1 of the Credential Program through OST Office and UDC. Q4: Publish Year 1 outcomes; recruit FY30 cohort.

Strategy 1 — Measures for Success: Systems-Level Transformation

KEY MILESTONE	
<p>A unified Learn24 Network operating system, single quality standard, single facility framework, single credential pathway adopted by every Learn24 Network agency by FY29.</p> <p><i>Baseline established in FY27; year-over-year progress reported in the Annual OST Progress Report.</i></p>	
Activity	Metrics
1.1 Centralized background-check clearinghouse	# of Learn24 agencies integrated; average background-check processing time; % reduction in processing time vs. FY27 baseline; provider satisfaction rating.
1.2 Unified Facility Use Agreement & booking portal	# of facilities included in centralized portal; # of OST seats hosted in public facilities; % growth in priority-ward seat capacity; # of agencies adopting the unified agreement.
1.3 Centralized DC ORM / Insurance Authorization	# of providers using streamlined authorization; average authorization time; OST provider survey feedback on insurance burden.
1.4 Learn24 Network brand	Annual brand audit score; # of Learn24 agencies using standardized brand assets; Districtwide family awareness of Learn24 (survey).
1.5 Unified CQI framework	FY27: Completion of training audit for Learn24 agencies. FY28: "High-Quality" standard benchmarks; Learn24 PD portal live. FY29: Learn24 agency-funded programs report data through the unified framework.
1.6 Unified Quality Assessment System	FY27: Unified PQA tool. FY28: % of programs receiving standardized baseline assessment; # of technical-support trainings delivered; # of OST staff attending; % of programs demonstrating improved performance. FY29: Same metrics + year-over-year improvement vs. baseline.
1.7 District-recognized OST Credential	FY27: Steering Committee outcomes. FY28: OST Credential Program established. FY29: OST Credential Outcomes Report; # of credentialed practitioners.
<p><i>The OST Commission Coordination & Collaboration Committee will provide support and oversight for this strategy.</i></p>	

Strategy 2 — Overview & Activities: Data-Driven Decision-making

The FY25 OST Needs Assessment (E7Strategies, April 2026) provides the most current citywide picture of OST supply and demand. In SY 2024–25, publicly funded OST programs collectively served 53,169 youth against a total public-school enrollment of 100,160 which is a participation-to-enrollment ratio of approximately 53%, leaving an estimated 47,000 enrolled students not currently reached by publicly funded programs. Access gaps are sharpest for middle and high school youth (estimated coverage of 48% and 43%, respectively), students with disabilities (approximately 11% of OST participants versus 18% of enrollment), and English Learners (approximately 9% of OST participants versus 13% of enrollment). To accelerate progress, the Learn24 Network must move from an annual snapshot to a live, integrated data system that tracks every District-funded OST seat, identifies service gaps in real time, and surfaces the youth voice through a validated annual survey.



To achieve this, the Learn24 Network will:

- 2.1** By the end of FY29, the Learn24 Network will synchronize Districtwide data and grant-management systems to track enrollment across all District-funded OST programs, monitor equity metrics in real time, and identify service gaps across wards reducing seat shortfalls for at-risk youth populations.
- 2.2** By the end of FY29, the Learn24 Network will establish a standardized citywide impact assessment system that uses a validated youth survey to measure youth development outcomes across all Learn24-funded programs.
- 2.3** By the end of FY29, the Learn24 Network will implement a Universal Application system via the MOST-DC portal, allowing families to apply for any District-funded OST program through a single profile driving increased enrollment from high-need wards.

Strategy 2 — Timeline: Data-Driven Decision-making

Activity	FY27	FY28	FY29
<p>2.1 Synchronized Districtwide data system</p>	<p>Q1–4: Socialize benefits of a centralized repository across all Learn24 agencies. Q1–2: Cross-agency task force; OST data assessment; map current systems; feasibility study. Q3: Finalize Learn24 Unified Data Standard. Q4: Design centralized repository schema.</p>	<p>Q1–4: Continued socialization of buy-in. Q1: Build out system; establish API set-up. Q2: Finalize and execute Data Sharing Agreements with first cohort. Q3: Test and finalize centralized data repository. Q4: Pilot Districtwide integration of enrollment data with first cohort for summer 2028.</p>	<p>Q1–4: Continue integration with first cohort. Q1–3: Execute Data Sharing Agreements with second cohort. Q4: Pilot Districtwide integration with second cohort for summer 2029; publish first OST Annual Progress Report.</p>
<p>2.2 Citywide youth impact survey</p>	<p>Q1: Establish unified survey schedule; integrate into a unified Learn24 data dashboard. Q2: Outreach to Learn24 agencies and OST-affiliated agencies. Q3: Train provider representatives on survey administration (≥85% youth completion target). Q4: Launch first citywide survey cycle for school-year and summer programs; establish baseline.</p>	<p>Q1: Develop framework aligning Youth Survey results with PQA results; identify "Best Practice" benchmarks. Q2: Publish first Learn24 Citywide Youth Impact Report; deploy specialized Technical Assistance (TA) to programs with low impact scores. Q2–3: Continue training. Q3–4: Targeted TA. Q4: Launch second citywide survey cycle.</p>	<p>Q1–4: Continue using low-impact scores to deploy specialized TA. Q2–3: Continue training. Q4: Launch third citywide survey cycle; complete a three-year longitudinal study assessing growth in average youth agency and competency scores.</p>
<p>2.3 Universal OST Application via MOST-DC</p>	<p>Q1: Establish Task Force to review MOST-DC and recommend a universal application process. Q2: Review all Learn24 agency</p>	<p>Q1: Finalize design with multilingual access; draft Data Sharing Agreements. Q2: Parent/User Experience testing including with</p>	<p>Q1–4: Continue One App Marketing Campaign. Q1–2: Add additional Learn24 agencies' summer programs for 2029 enrollment.</p>

Activity	FY27	FY28	FY29
	<p>applications; recommend standard eligibility. Q3: Draft "OST Universal Application" with primary-language translations. Q4: Present draft; seek agency feedback.</p>	<p>multilingual learners. Q3: Adjust design; execute Data Sharing Agreements. Q4: Pilot with 2028 Summer Strong DC grantees; require all FY29 OST Office grantees to use MOST-DC; launch One App Marketing Campaign.</p>	<p>Q3: Add school-year programs for FY30 enrollment. Q4: Establish "Access Hubs" at high-traffic facilities for in-person registration support.</p>

Strategy 2 — Measures for Success: Data-Driven Decision-making

KEY MILESTONE

By the end of FY29, the District publishes its first Annual OST Progress Report — drawn from a synchronized data system, a citywide validated youth survey, and the MOST-DC Universal Application.

≥85% youth survey completion rate among qualifying participants; ≥75% of Learn24-funded seats filled via MOST-DC by FY29.

Activity	Metrics
<p>2.1 Synchronized Districtwide data system</p>	<p>FY27: Learn24 Unified Data Standard; centralized data system schema. FY28: # of agencies with data integrated; % of program enrollment data tracked. FY29: # of agencies integrated; % enrollment data tracked; Annual OST Progress Report published.</p>
<p>2.2 Citywide youth impact survey</p>	<p>FY27: % of Learn24 agencies/providers participating in training; % adopting and administering the survey; % youth completion rate; baseline developmental outcomes. FY28: % adopting; % completion; % cumulative growth in target outcomes. FY29: same metrics + three-year longitudinal study results.</p>
<p>2.3 Universal Application</p>	<p>FY27: Draft of the OST Universal Application. FY28: System adoption; # of providers onboarded; % of pilot programs syncing internal rosters with MOST-DC; # of parent applications. FY29: # of providers onboarded; % of pilot programs syncing rosters; % of all Learn24-funded seats filled via MOST-DC; # of parent applications.</p>

The OST Commission Outcomes & Needs Committee will provide support and oversight for this strategy.

Strategy 3 — Overview & Activities: Program Type & Diversification

Subsidized OST seats in DC are not evenly distributed across grade bands, neighborhoods, or program types. Wards 7 and 8 carry the highest at-risk populations, middle and high-school enrollment in OST drops sharply, and small nonprofits, often the closest to the highest-need communities, are the most under-resourced. Strategy 3 brings targeted equity to the OST portfolio and ecosystem.



To achieve this, the Learn24 Network will:

- 3.1** By the end of FY29, the Learn24 Network will conduct a comprehensive analysis of the OST ecosystem citywide and identify diversification needs across program types and subcategories.
- 3.2** By the end of FY29, the Learn24 Network will increase equitable OST program access by ensuring that priority neighborhoods have at least one high-quality and accessible publicly funded OST program for every grade band (K–5, 6–8, 9–12).
- 3.3** By the end of FY29, the Learn24 Network will increase the diversity of OST program types (e.g., STEM, workforce readiness, creative arts, leadership), ensuring Learn24-funded secondary programs offer distinct interest-based pathways to drive middle and high-school enrollment.
- 3.4** By the end of FY29, the Learn24 Network will enhance the capacity of small nonprofit OST providers through a Leadership Development cohort and curriculum.

Strategy 3 — Timeline: Program Type & Diversification

Activity	FY27	FY28	FY29
3.1 Comprehensive OST ecosystem analysis	Q1-4: Scope analysis methodology in coordination with DC Policy Center; integrate findings into the next OST Needs Assessment update.	Q1-4: Conduct comprehensive ecosystem analysis; identify diversification needs across program types and subcategories.	Q1-4: Publish findings; integrate into FY30 grant solicitations.
3.2 Equitable access across grade bands	Q1: Identify criteria for a Districtwide OST Gap Analysis. Q2: Complete Gap Analysis overlaying youth population density with current seat capacity; identify and rank ≥ 5 Priority Neighborhoods. Q3: Inventory potential host spaces and confirm partnerships. Q4: Publish FY27 Equity in OST resource document.	Q1-4: Embed priority points in new Learn24 grant solicitations for providers in priority neighborhoods. Q2: Offer training, technical support, and resources. Q4: Mid-Point Census of priority-neighborhood coverage by grade band.	Q1-4: Analyze 3-year data to verify increase in equitable access for youth in priority neighborhoods.
3.3 Diversify program types	Q1: Survey secondary youth on program interests. Q2: Landscape analysis of program types by ward and neighborhood cluster. Q3: National research scan. Q3-4: Develop OST Program Diversity Assessment Report.	Q1-4: Embed priority points in grant solicitations for underrepresented service types and middle/high-school programming. Q1-4: Identify and market training opportunities. Q2: Identify exemplar OST providers and external vendors. Q3: Contract with vendors for additional trainings.	Q1-4: Continue marketing and offering trainings. Q3-4: Host citywide expo at the annual OST Conference where youth showcase mastery. Q4: Analyze 3-year data; include in OST Needs Assessment.

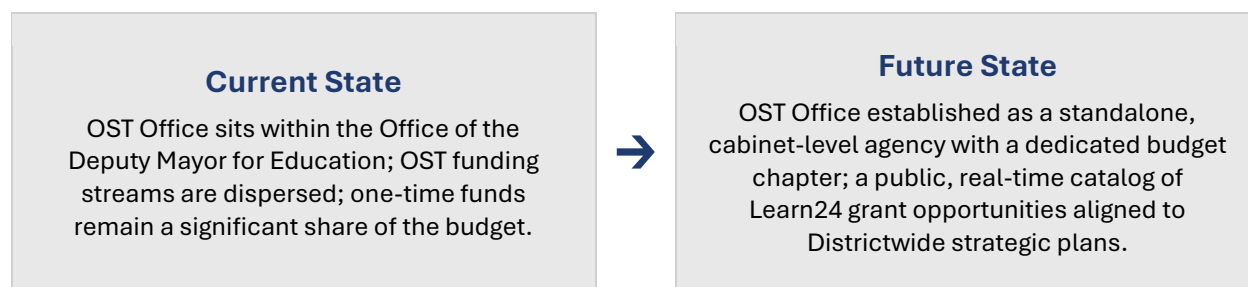
Activity	FY27	FY28	FY29
<p>3.4 Small Nonprofit Leadership Development</p>	<p>Q1–2: Conduct needs assessment to identify leadership gaps among small nonprofit partners. Q3: Identify PD vendor(s); develop tailored Small Nonprofit Leadership Development Curriculum. Q4: Establish assessment tool for evaluating capacity gains.</p>	<p>Q1–3: Launch pilot Small Nonprofit Leadership Cohort with ≥5 organizations; facilitate training series. Q4: Evaluate cohort participants on staff retention, new funding streams, and organizational systems.</p>	<p>Q1–3: Expand cohort based on pilot feedback. Q4: Final evaluation; publish Small Nonprofit Capacity Impact Report.</p>

Strategy 3 — Measures for Success: Program Type & Diversification

KEY MILESTONE	
<p>100% of identified Priority Neighborhoods have at least one high-quality publicly funded OST program in every grade band (K–5, 6–8, 9–12) by the end of FY29.</p> <p><i>Year-over-year measurable increase in secondary youth enrollment and program-type diversity.</i></p>	
Activity	Metrics
3.1 Comprehensive OST ecosystem analysis	# of program types and subcategories mapped; gap analysis published; findings integrated into FY30 grant priorities.
3.2 Equitable access across grade bands	FY27: Priority neighborhoods established; FY27 Equity Map. FY28: # of new programs opened in priority neighborhoods; # of additional seats; % of priority neighborhoods with coverage across 3 grade bands. FY29: same metrics + three-year change.
3.3 Program-type diversification	FY27: OST Program Diversity Assessment Report. FY28: # of OST staff completing ≥1 training focused on program diversification. FY29: same + % increase in program variety; % increase in secondary youth enrollment.
3.4 Small Nonprofit Leadership cohort	FY27: Needs Assessment; Curriculum; Assessment Tool. FY28: # of trainings; # of participating organizations; % improvements. FY29: same + Small Nonprofit Capacity Impact Report.
<p><i>The OST Commission Funding & Capacity Committee will provide support and oversight for this strategy.</i></p>	

Strategy 4 — Overview & Activities: Fiscal Sustainability

OST funding in DC has grown substantially since 2017, but it remains vulnerable to one-time appropriations, federal funding volatility (notably 21st Century Community Learning Centers), and competing priorities during the FY27 mayoral and administrative transition. Strategy 4 puts in motion a transition that would establish the OST Office as a standalone, cabinet-level agency and provides Learn24 with a centralized funding catalog to coordinate grant timing across agencies.



To achieve this, the Learn24 Network will:

4.1 By the end of FY29, the Learn24 Network will transition the Office of Out-of-School Time Grants and Youth Outcomes (OST Office) from its current position within the Deputy Mayor for Education's office to a standalone, cabinet-level agency.

4.2 Develop and maintain a centralized, user-friendly catalog of Learn24 agency grant opportunities. This resource will help the Network better evaluate grant timing, program alignment, provider capacity, and opportunities for cross-agency coordination — including alignment with Districtwide Strategic Plans and the needs of OST providers.

Strategy 4 — Timeline: Fiscal Sustainability

Activity	FY27	FY28	FY29
4.1 Transition OST Office to standalone, cabinet-level agency	Q1: Present FY27–29 Strategic Plan to DME and Council; engage stakeholders; form a special OST Executive Committee. Q2: Review current legislation and organizational models. Q3: Identify potential models and fiscal impacts. Q4: Develop and present a readiness report to the DME.	Q1–2: Draft revisions to the OST Establishment Act; develop recommendations to secure a dedicated "Agency-Specific" Budget Chapter in the District's FY29 proposed budget. Q3–4: Pursue legislative and Council process; develop a communication plan to share new developments with Learn24 partners.	Q1–4: Establish the OST Office as a standalone, cabinet-level agency, serving as the convener of OST across District government and the Learn24 Network.
4.2 Centralized Learn24 grant-opportunity catalog	Q1-4: Inventory all Learn24 agency grant opportunities; develop catalog framework and taxonomy; design publishing schedule.	Q1-4: Launch first version of the Learn24 grant catalog (public-facing); track first-year utilization by OST providers.	Q1-4: Refine catalog based on provider feedback; integrate with MOST-DC and the centralized data system.

Strategy 4 — Measures for Success: Fiscal Sustainability

KEY MILESTONE

OST Office is officially launched as a standalone, cabinet-level agency within the Mayor's cabinet by the end of FY29.

Centralized Learn24 grant catalog is live and used by ≥80% of OST Office grantees.

Activity	Metrics
<p>4.1 Cabinet-level OST Office</p>	<p>FY27: Strategic Plan adopted; Executive Committee meeting minutes; readiness presentation to DME. FY28: Updated legislation and Council approval; agency establishment and budget formulation at cabinet level. FY29: Official launch of OST Office in the Mayor's cabinet.</p>
<p>4.2 Centralized grant catalog</p>	<p># of Learn24 grants listed; # of unique provider visits; # of providers reporting improved grant-planning; provider satisfaction rating.</p>

The OST Commission Funding & Capacity Committee will provide support and oversight for this strategy.

Strategy 5 — Overview & Activities: Youth Safety

OST programming is one of the most reliable safety interventions for DC youth. National data continues to show juvenile crime peaking in the 2–6 PM window. DC Action research finds that a significant share of youth-involved crime on school days occurs during afterschool hours. While overall violent crime in DC fell by nearly one-third in 2024 reaching its lowest level in decades and youth-involved violent incidents declined 26% in early 2025, the FY25 OST Needs Assessment confirms that afterschool hours remain a peak period for youth-involved incidents, underscoring the continued importance of safe, supervised OST options Strategy 5 establishes a Districtwide Gold Standard for safety, expands youth leadership opportunities, and increases capacity at programs serving at-risk and underserved youth populations.



To achieve this, the Learn24 Network will:

- 5.1** By the end of FY29, the Learn24 Network will enhance youth safety across District-funded OST programs through the establishment of safety standards.
- 5.2** By the end of FY29, the Learn24 Network will enhance opportunities for youth leadership to increase "Engagement" scores on the annual OST Youth Survey across all Learn24-funded programs for youth aged 11–18.
- 5.3** By the end of FY29, the Learn24 Network will increase the operational and service capacity of District-funded programs primarily serving at-risk and underserved youth populations.

Strategy 5 — Timeline: Youth Safety

Activity	FY27	FY28	FY29
<p>5.1 OST Gold Standard for Safety</p>	<p>Q1–2: Convene a work group to develop a framework for an OST Gold Standard on Safety. Q3–4: Identify trainings for the certification series, including tier considerations. Q4: Assess "Safe Environment" scores from the Learn24 Youth Survey to serve as baseline.</p>	<p>Q1–2: Communicate Safety Standards across Learn24 agencies. Q2–4: Partner with District agencies to offer safety trainings; explore incorporation into the OST Professional Certificate at UDC. Q4: Reassess "Safe Environment" scores.</p>	<p>Q1–4: Continue partnerships and trainings; if appropriate, offer safety training via the UDC Certification Program. Q4: Reassess "Safe Environment" scores against FY27 baseline; report on year-over-year change.</p>
<p>5.2 Youth leadership & engagement</p>	<p>Q1–2: Assess existing youth leadership opportunities locally and nationally. Q3: Identify supports needed; identify trainings to be offered through the Institute for Youth Development. Q4: Assess "Engagement" scores from the Learn24 Youth Survey to serve as baseline.</p>	<p>Q1–2: Develop training curricula; identify potential vendors. Q2–3: Build a youth leader strand at the OST Conference. Q3–4: Launch Youth Leadership & Engagement trainings through IYD and other Learn24 agencies. Q4: Facilitate the inaugural Youth Leadership Summit at the OST Conference; reassess "Engagement" scores.</p>	<p>Q1–4: Continue Youth Leadership & Engagement trainings. Q4: Facilitate second annual Youth Leadership Summit; reassess "Engagement" scores against FY27 baseline; publish year-over-year change.</p>
<p>5.3 Capacity for programs serving at-risk & underserved youth</p>	<p>Q1–2: Cross-agency assessment of programs serving at-risk and underserved populations using SAMHSA's six trauma-informed principles. Q2: Partner with District agencies to offer trainings.</p>	<p>Q1: Launch capacity-building funding opportunities for specialized staff (SPED, EL, social workers, counselors, behavioral-health), bilingual/family engagement supports, and operational supports. Q2: Partner on</p>	<p>Q1: Year 2 of capacity-building opportunities. Q1–3: Develop centralized "At-Risk Support Toolkit" with ready-to-use protocols, co-developed with youth and family advisors. Q4: Launch toolkit; evaluate impact of</p>

Activity	FY27	FY28	FY29
	Q3-4: Develop "Capacity-Building Funds" criteria.	trauma-informed trainings. Q4: Evaluate impact of FY28 capacity-building grants.	FY29 capacity-building grants.

Strategy 5 — Measures for Success: Youth Safety

KEY MILESTONE

Measurable year-over-year increases in "Safe Environment" and "Engagement" scores on the Learn24 Youth Survey, and a launched centralized At-Risk Support Toolkit by end of FY29.

Targeted growth among programs serving at-risk and underserved youth populations.

Activity	Metrics
5.1 OST Gold Standard for Safety	FY27: Gold Standards Framework on Safety for OST. FY28: # of trainings offered; # of individuals completing ≥1 training. FY29: same metrics + % increase in "Safe Environment" scores on the Learn24 Youth Survey.
5.2 Youth leadership	FY27: Youth Leadership trainings developed. FY28: # of trainings offered; # of individuals completing ≥1 training; Youth Leadership Summit. FY29: same + % increase in "Engagement" scores on the Learn24 Youth Survey.
5.3 At-risk and underserved capacity	FY27: # of trainings delivered; # of OST staff attending ≥1 training. FY28: \$ amount of funds disbursed; # of trainings; # of OST staff trained; % increase in retention of at-risk/underserved youth. FY29: same metrics + At-Risk Support Toolkit launched.

The OST Commission Quality Committee will provide support and oversight for this strategy.



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