Office of Out of School Time Grants and Youth Outcomes Strategic Plan 2023 to 2026
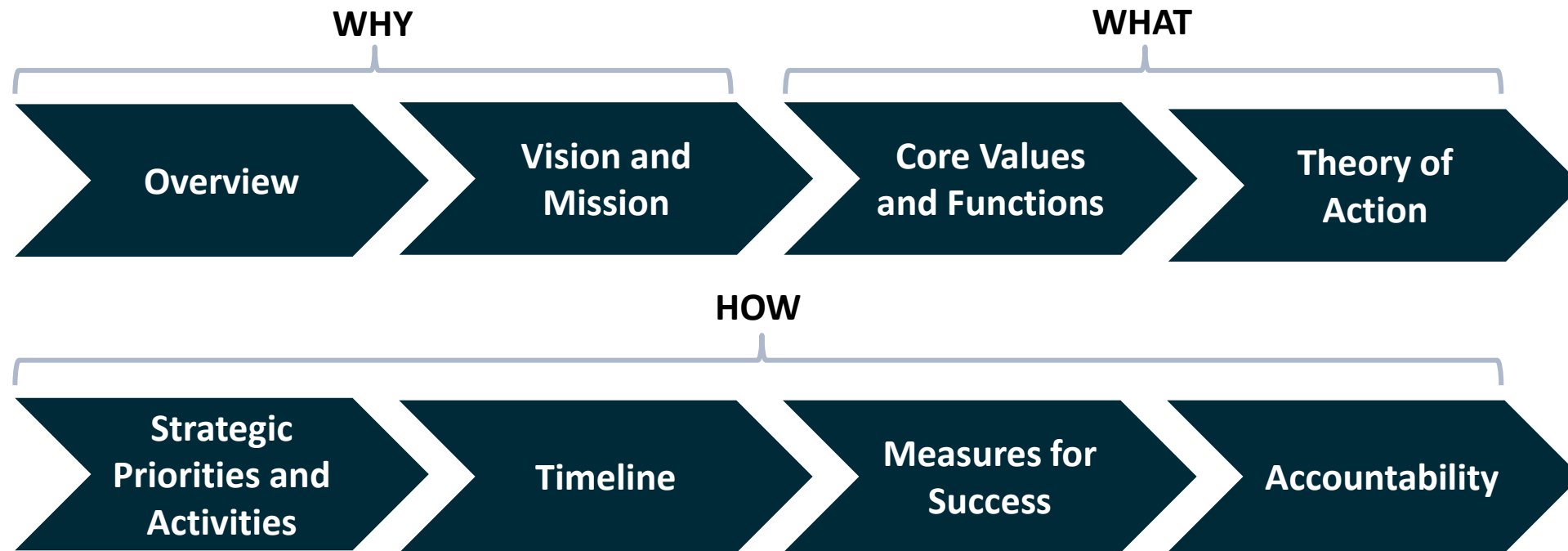
June 2023

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Strategic Plan Overview

The Office of Out of School Time Grants and Youth Outcomes (OST Office) Strategic Plan is grounded in the umbrella vision of Afterschool for All, the findings from the Needs Assessment, ongoing stakeholder input collected by the OST Office, and the work of the OST Commission.

WHY

WHAT

Overview → Vision and Mission → Core Values and Functions → Theory of Action

HOW

Strategic Priorities and Activities → Timeline → Measures for Success → Accountability

For more details on the Needs Assessment findings, see here. For more information on the overarching OST vision of Afterschool for All, please see Slide 4.

Learn24 and OST Office Overview

Learn24

Learn24 is a network of out-of-school-time (OST) programs, nonprofits, community-based organizations, government agencies, the Commission on Out of School Time Grants and Youth Outcomes (OST Commission), The Institute for Youth Development (The Institute), the Office of Out of School Time Grants and Youth Outcomes (OST Office), and other stakeholders, who work together to ensure that youth across the District of Columbia have access to quality educational and enrichment activities beyond the school day. A decade of research indicates that youth who regularly participate in quality OST programs benefit in terms of their academic performance, social and emotional development, and health and wellness. In addition, youth participation in OST programs can result in:

- Improved school attendance
- Higher graduation rates
- Stronger academic performance; and
- Improved positive behaviors and work habits

DC Office of Out of School Time Grants and Youth Outcomes

In October 2017, the OST Office was launched in the Office of the Deputy Mayor for Education. The OST Office is guided by the OST Commission (more details on Slides 26-30). The OST Office implements the strategic plan and stewards the Learn24 network.

Afterschool for All Vision and Mission

VISION

All children, youth, and families across the District of Columbia will have access to high-quality and inclusive OST programs through OST grant-funded competitions and through new OST initiatives (e.g., My Afterschool DC, Afterschool in the City) and will have the skills, competencies, and knowledge necessary to achieve and thrive in school, the workplace, and in their communities, through initiatives that promote Afterschool for All children, youth, and families across the District.

MISSION

The OST Office will apply an equity lens to increase 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

- ✓ School Year OST Grant Competitions
- ✓ Summer Strong Grant Competitions
- ✓ Year-Round Grant Competitions

- ✓ Special Competitions (e.g., Mentorship, Youth Scholarship, Students in the Care of DC)
- ✓ Summer in the City (annual event)*
- ✓ Afterschool in the City (annual event)*

New initiatives

Core Values and Functions

The OST Office is committed to a set of core values that define and guide our work:

Youth Voice: Youth contribute directly to decisions that impact their lives.

Equity: Decisions are made recognizing structural racism with a determined focus on dismantling those systems and achieving equitable outcomes for youth.

Commitment to Learning: Continuous improvement and learning leads to stronger and more effective systems, organizations, and programs.

Mutual Respect and Responsibility: Respecting the unique insights, resources, and contributions of all stakeholders leads to the realization of a shared and collective vision.

As the entity responsible for providing funding for high-quality out of school time opportunities, our work is grounded in a set of core functions:

Providing Funding and Capacity Building	Ensuring Quality	Measuring and Evaluating Outcomes	Supporting Coordination and Collaboration

Theory of Action

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

If the OST Office...

Implements the Pilot Vision for Afterschool for All

Expands Summer OST Programming

Improves Access for Students with Special Needs

Improves Systems and Processes

Strengthens the OST Team

Implements Continued Commitment to Quality

And the OST Office commits to...

- 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**

And the OST Commission supports and holds the OST Office accountable for ...

- Funding and Capacity Building
- Quality
- Outcomes
- Coordination and Collaboration

The OST Office will...

Increase access, promote inclusion, and minimize barriers to OST opportunities through effective grantmaking, capacity building, quality assurance, ongoing professional growth and development, and accountability.

So that...

All youth across the District of Columbia have the skills, attitudes, and knowledge necessary to achieve and thrive in school, the workplace, and their communities.

Strategic Priorities

To achieve its vision and mission, the OST Office will prioritize the following six strategic priorities, which remain anchored in the values and learnings from the Needs Assessment, stakeholder input, and the OST Commission:

Strategy 1	**Implement the Pilot Vision of Afterschool for All:** Provide and expand access to quality, in-demand afterschool programming through continued grantmaking, the launch of 'My Afterschool DC,' and through improving families' access and experiences with OST programs.
Strategy 2	**Expand Summer OST Programming:** Expand access to quality, in-demand summer OST programming, and improving OST families' access and experiences with summer programs.
Strategy 3	**Improve Access for Students with Special Needs:** Ensure students with special needs have access to and can participate in out of school time programming.
Strategy 4	**Improve OST Systems and Processes:** Improve provider experience through centralized and refined systems and processes.
Strategy 5	**Strengthen the OST Office:** Strengthen and build the capacity of the team to deliver on the OST vision in support of the Afterschool for All vision through continuous growth and improvement.
Strategy 6	**Implement Continued Commitment to Quality:** Across all opportunities and efforts, prioritize the continued commitment to high quality and strong OST programming and experiences.

Strategy 1 Overview and Activities: Implement the Pilot Vision for Afterschool for All

Provide and expand access to quality, in-demand afterschool programming through continued grantmaking, the launch of 'My Afterschool DC,' and through improving families' access and experiences with OST programs.

Current State	Future State
Seat capacity for afterschool programs does not meet demand, particularly in certain Wards. Programs range in quality, and there is a need to align seats with demand.	Seat capacity for elementary students meets demand, youth have access to in-demand opportunities in their neighborhood and choice schools, and programs are high-quality. Blueprint is created to scale.

To achieve this, the OST Office will:

1.1 Expand the OST Office team to support the scaling and expansion of after-school program providers and seats, through dedicated 'My Afterschool DC' staff.

1.2 Build My Afterschool DC online application system and process in partnership with diverse stakeholders to ensure positive provider and family experiences with the user interface.

1.3 Provide strategic grants to fill programmatic gaps in Wards 5 and 6 (largest gaps by school attendance), in wards 7 and 8 (largest gaps for K-8 afterschool seats), and for children and youth with special needs to improve family experiences with OST.

1.4 Continue the implementation of the current OST-funded grant competitions to maintain current levels of access to OST programs.

1.5 Conduct annual city-wide needs-assessment to identify specialized programs that need to be expanded, or that are not currently offered or accessible due to cost or location and launch grant competitions to create access to these programs.

1.6 Re-design the Learn24 website to serve as a comprehensive, up-to-date, easy to filter place for families to learn about the OST offerings and accommodations.

Strategy 1 Timeline: Implement the Pilot Vision for Afterschool for All

Activity	FY24	FY25	FY26
1.1 Expand the OST Office team to support the scaling and expansion of after-school program providers	Solidify additional needed roles/functions and hire	Increase FTEs to support increase grants caseload and quality assurance need	Evaluate additional staffing needs and adjust as needed
1.2 Build My Afterschool DC online application system and process	Create and build a My Afterschool DC Operations Team Develop SOW and hire vendor Initial development of system and pilot launch	System iteration based on pilot Marketing, branding, communication, and training on system Full system launch	System iteration based on Year 1, 2 Additional communication and training Ongoing monitoring
1.3 Provide strategic grants to fill programmatic gaps in Wards 5, 6, 7, and 8, and for children and youth with special needs	Design and launch specialized grant competitions Evaluate remaining need	Support additional grants based on evaluation	Maintain current competitions and support additional grant competitions based on evaluation and assessment
1.4 Continue the implementation of the current OST-funded grant competitions to maintain current levels of access to OST programs	Implement currently established grant competitions with metrics that encourage inclusive OST programs that serve youth with the greatest needs	Expand funding for currently established grant competitions with metrics that encourage inclusive OST programs that serve youth with the greatest needs	Maintain funding for currently established grant competitions with metrics that encourage inclusive OST programs that serve youth with the greatest needs
1.5 Conduct annual needs assessment to identify specialized programs that need to be expanded or are not currently accessible due to cost or location (e.g., STEM, athletics) and launch grant competitions to create access to these programs	Develop and launch annual needs assessment Evaluate and act on learnings Begin the blueprint creation process	Design and launch grant competition Evaluate remaining need Build on established blueprint for the purpose of replication	Support additional grants, as needed, based on evaluation Solidify established blueprint to scale
1.6 Re-design the Learn24 website to serve as a comprehensive, up-to-date, easy to filter place for families to learn about the OST offerings and accommodations	Audit of current information on website Identify owners/timeline for updates and begin process	Continue and complete updates Ongoing monitoring and revision of system based on community/user feedback	Ongoing monitoring and revision of system based on community/user feedback

KEY MILESTONE: Increase the number of after-school seats by 1,500 by the end of each FY, with 60% in Wards 5 to 8.

This is based on current FY23 seat projections by end of year of 15,000 youth, so 1,500 additional seats/year (10% increase/yr)

The following additional metrics will be evaluated to understand progress across activities:

Activity	Metrics
1.1 Expand the OST Office team to support the scaling and expansion of after-school program providers	# of Grants Awarded # of OST Seats # of OST staff
1.2 Build My Afterschool DC online application system and process	# of Applications Submitted # of applications that secure an OST seat
1.3 Provide strategic grants to fill programmatic gaps in Wards 5, 6, 7, and 8, and for students with special needs	# of After-School Seats by Ward and by special need
1.4 Continue the implementation of the current OST-funded grant competitions to maintain current levels of access to OST programs	# of grantees awarded # of OST seats and programs
1.5 Conduct annual needs assessment to identify specialized programs that need to be expanded or are not currently accessible due to cost or location (e.g., STEM, athletics) and launch grant competitions to create access to these programs	# of Responses to assessment # of Additional Grants Awarded # of Additional Seats Created
1.6 Re-design the Learn24 website to serve as a comprehensive, up-to-date, easy to filter place for families to learn about the OST offerings and accommodations	Family Satisfaction Rating (upon completion of online application- prompt for a survey)

The OST Commission Committee on Quality will provide support and oversight for this strategy. **PK3-8 Seats – CBOs 13,936; CBOs, schools, DPR 30,360 seats*

Strategy 2 Overview and Activities: Expand Summer OST Programming

Expand access to quality, in-demand summer OST programming, and improving OST families' access and experiences with summer programs.

Current State	Future State
Seat capacity for summer OST programs does not meet demand, particularly in certain Wards. Programs range in quality, and there is a need to align seats with demand.	Seat capacity for summer programs meets demand, youth have access to in-demand opportunities in their neighborhood and choice schools, and programs are high-quality.

To achieve this, the OST Office will:

2.1 Conduct annual needs assessment to identify program areas and communities with the greatest OST needs and launch summer grant competitions to fill the programmatic gaps.

2.2 Implement an annual Summer in the City event to create connections between program providers and families, to make families aware of the summer options for children and youth, and to improve upon provider and family experiences with the OST Office.

2.3 Continue the implementation of the current OST-funded Summer Strong grant competitions to maintain current levels of access to OST-funded summer programs.

2.4 Increase the number of summer seats available for youth across the District of Columbia through increased funding available for Summer Strong grant competitions.

Strategy 2 Timeline: Expand Summer OST Programming

Activity	FY24	FY25	FY26
2.1 Conduct annual needs assessment to identify program areas and communities with the greatest OST needs and launch summer grant competitions to fill the programmatic gaps.	Identify communities with the greatest needs and identify the programmatic gaps	Establish programs and grant competitions that fill the gaps	Expand on, through OST funding and seats, programs and grant competitions that fill the identified gaps
2.2 Implement an annual Summer in the City event to create connections between program providers and families, to make families aware of the summer options for children and youth, and to improve upon provider and family experiences with the OST Office.	Implement the annual Summer in the City event to expand on familial access to summer OST programs with the venue being rotational annually across wards.	Maintain the annual Summer in the City event to expand on familial access to summer OST programs, with the venue being rotational annually across wards, and increasing the number and types of programs families have access to	Maintain the annual Summer in the City event to expand on familial access to summer OST programs, with the venue being rotational annually across wards, and increasing the number and types of programs families have access to
2.3 Continue the implementation of the current OST-funded Summer Strong grant competitions to maintain current levels of access to OST-funded summer programs.	Continue to annually implement the Summer Strong grant competitions in a way that is inclusive and that creates access to an expansive palate of OST summer programs options	Continue to annually implement the Summer Strong grant competitions, and scale them, in a way that is inclusive and that creates access to an expansive palate of OST summer programs options	Expand upon the annual implementation of the Summer Strong grant competitions, and scale them, in a way that is inclusive and that creates access to an expansive palate of OST summer programs options through funding and seats.
2.4 Increase the number of summer seats available for youth across the District of Columbia through increased funding available for Summer Strong grant competitions.	Engage w/community members and other stakeholders to serve as a unified voice for OST across government agencies, for the purpose of establishing the OST network, to create a strong OST advocacy arm for funding and as a result, summer seats (10% minimum summer allocation funding increase/year-approximately $1,321,623* *based on FY23 summer total of $13,216,232 & cost/child of approx. $5,000 (264 additional seats)	Create and build upon a network of community members and other stakeholders to serve as a unified voice for OST across government agencies, to create more opportunities for expanded OST funding and OST summer seats (10% minimum summer allocation funding increase/year)	Strengthen the established OST cross-agency and functional network, to serve as a unified voice for OST across government agencies, to create more opportunities for expanded OST funding and OST summer seats (10% minimum summer allocation funding increase/year)

Strategy 2 Metrics: Expand Summer OST Programming

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> **KEY MILESTONE: Increase the number of OST summer seats by 264*, with 60% in Wards 5, 6, 7, and 8.**
>
> **based on FY23 summer total of $13,216,232 & cost/child of approx. $5,000 (264 additional seats)*

The following additional metrics will be evaluated to understand progress across activities:

Activity	Metrics
2.1 Conduct annual needs assessment to identify program areas and communities with the greatest OST needs and launch summer grant competitions to fill the programmatic gaps.	Number of Responses to assessment Number of additional grants awarded Number of additional seats created
2.2 Implement an annual Summer in the City event to create connections between program providers and families, to make families aware of the summer options for children and youth, and to improve upon provider and family experiences with the OST Office.	Number of event attendees Number of CBOs that table the event Number of government agencies that table the event
2.3 Continue the implementation of the current OST-funded Summer Strong grant competitions to maintain current levels of access to OST-funded summer programs.	Number of grantees awarded Number of grantees partnered with Number of OST summer seats
2.4 Increase the number of summer seats available for youth across the District of Columbia through increased funding available for Summer Strong grant competitions.	Number of wards represented through each competition Number of seats for the Summer Strong competition Number of grantees awarded

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

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Strategy 3 Overview and Activities: Expand Access for Students with Special Needs*

Ensure students with special needs have access to and can participate in out of school time programming.

Current State	Future State
Students with special needs face barriers in participating in OST (e.g., transportation, 1:1 care, bilingual staff) and limited specialized programmatic options.	Students with special needs can participate in OST programs that meet their needs and interest.

To achieve this, the OST Office will:

3.1 Provide targeted funding through a grant competition and an expanded youth scholarship program to support existing providers in making programs accessible to students with special needs, with a focus on wards with more unmet need

3.2 Provide targeted funding to support new providers focused on specialized programming that meets the needs of students with special needs, with a focus on wards with higher concentrations of students

3.3 Implement required trainings for OST program providers to serve youth with special needs

3.4 Support the elimination of transportation barriers through data sharing, collaboration, and partnership with DDOT, DCPS, DCPCS, and OSSE to improve accessibility and transportation efforts

3.5 Improve communications to families by ensuring online information is ADA accessible and translated

*Students with special needs defined as: English learners, Immigrants, Children and youth with disabilities, Undocumented youth, Children with individual education plans (IEPs), or 504s Children with mental health needs

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Strategy 3 Timeline: Expand Access for Students with Special Needs

Activity	FY24	FY25	FY26
3.1 Provide targeted funding through grant competitions and an expanded youth scholarship program to support existing providers in making programs accessible to students with special needs, with a focus on wards with higher concentrations of students	Identify gaps in services for students with special needs, in partnership with OSSE/DCPS Determine cost to meet unmet needs Design and launch (or revise existing) grant competition to increase capacity of providers to meet these needs	Evaluate remaining need Support additional grants based on evaluation	Evaluate remaining need Support additional grants based on evaluation
3.2 Provide targeted funding to support new providers focused on specialized programming that meets the needs of students with special needs	Identify gaps in programming for students with special needs, in partnership with OSSE/DCPS/DCPCS Design and launch (or revise existing) grant competition to increase identified programs	Evaluate remaining need Support additional grants based on evaluation	Evaluate remaining need Support additional grants based on evaluation
3.3 Implement required trainings for OST program providers to serve youth with special needs	Identify areas for additional training Design series of trainings Launch series and collect feedback	Revise series based on feedback and best practices Launch updated series and continue to collect feedback	Revise series based on feedback and best practices Launch updated series and continue to collect feedback
3.4 Support the elimination of transportation barriers through data sharing, collaboration, and partnership with DDOT, DCPS, DCPCS, and OSSE to improve accessibility and transportation efforts	Identify transportation barriers Convene cross-agency group to share transportation barriers Support DDOT, OSSE, DCPCS, and DCPS response strategies	Facilitate monthly cross-agency transportation network collaboration to assess current/future needs and support transportation agencies response	Facilitate monthly cross-agency transportation network collaboration to assess current and future student needs and to support transportation agencies response
3.5 Improve communications to families by ensuring online information is ADA accessible and translated	Identify communication materials that are currently not accessible Create timeline for updates and begin to make changes	Create standards/system for vetting accessibility of new communication materials Continue to update materials	Conduct audit of materials and engage stakeholders to assess accessibility

Strategy 3 Metrics: Expand Access for Students with Special Needs

KEY MILESTONE: Increase the number of seats for students with special needs by 15%*.

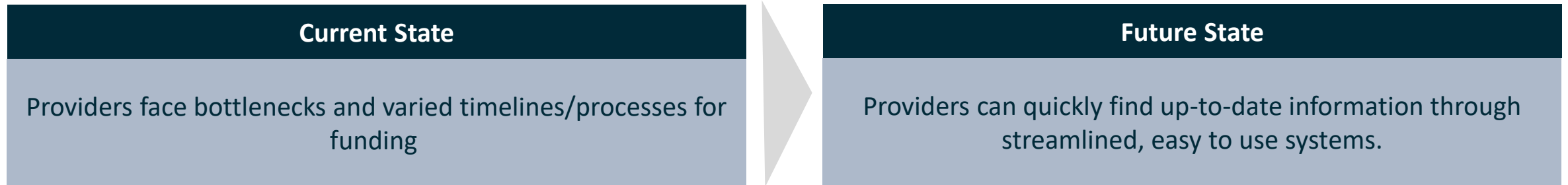*this population within DCPS is approximately 15% based on SY 21-22,*

The following additional metrics will be evaluated to understand progress across activities:

Activity	Metrics
3.1 Provide targeted funding through grant competitions to support existing providers in making programs accessible to students with special needs, with a focus on wards with higher concentrations of students	# of Grants Awarded # of Increased Seats for target wards and students with special needs
3.2 Provide targeted funding to support new providers focused on specialized programming that meets the needs of students with special needs	# of Grants Awarded # of increased seats in specialized programs
3.3 Implement required trainings for OST program providers to serve youth with special needs	# of special needs-focused trainings provided # of program providers that are well-equipped to provide programming for special needs students Participation Numbers Satisfaction ratings of participants
3.4 Support the elimination of transportation barriers through data sharing, collaboration, and partnership with DDOT, DCPS, DCPCS, and OSSE	Decrease in transportation barriers via surveys/focus groups
3.5 Improve communications to families by ensuring online information is ADA accessible and translated	# of ADA compliant materials available online in multiple languages

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

Strategy 4 Overview and Activities: Improve Systems and Processes

Improve provider experience through improved, streamlined systems and processes.

Current State	Future State
Providers face bottlenecks and varied timelines/processes for funding	Providers can quickly find up-to-date information through streamlined, easy to use systems.

To achieve this, the OST Office will:

4.1 Build on/expand current grants management system to centralize and streamline grants management, RFA, and internal invoicing process system, for a better OST provider and family experience

4.2 Partner with DCHR on improved background clearance process to enable providers to efficiently hire additional staff

4.3 Improve the dissemination of information through regular communications with schools and more direct community engagement events for families and OST providers

Strategy 4 Timeline: Improve OST Systems and Processes

Activity	FY24	FY25	FY26
41 Build on/expand current grants management system to centralize and streamline grants management, RFA, and internal invoicing process system, for a better OST provider and family experience	Partner with vendor on launching of expanded grants management system Internal and external training on new system	Maintain and improve upon centralized system through continuous evaluation	Additional communication and training Ongoing monitoring and continuous evaluation of system for improvement
4.2 Partner with DCHR on improved background clearance process to enable providers to efficiently hire additional staff	Audit current background process Identify areas for improvement and make recommendations for an updated and streamlined system Inform staff of new system when approved and launched	Maintenance of updated process Ongoing monitoring and recommend improvement revision of system where applicable	Ongoing monitoring and suggested revisions to improve system and process
4.3 Improve the dissemination of information through regular communications with schools and more direct community engagement events for families and OST providers	Identify additional communication opportunities with schools Identify additional community engagement events Launch additional activities	Continue to implement additional opportunities Collect feedback to continue to revise approach	Continue to implement additional opportunities Collect feedback to continue to revise approach

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Strategy 4 Metrics: Improve OST Systems and Processes

KEY MILESTONE: Provider satisfaction is maintained at 80% or higher.

The following additional metrics will be evaluated to understand progress across activities:

Activity	Metrics
4.1 Develop and implement a streamlined grants management, RFA, and internal invoicing process system, for a better OST provider and family experience	OST provider satisfaction rating
4.2 Implement improved background clearance process to enable providers to efficiently hire additional staff	Time for providers to make new hires
4.3 Improve the dissemination of information through regular communications with schools and more direct community engagement events for families and OST providers	School satisfaction ratings Family ratings of OST events

The OST Commission Committee on Coordination and Collaboration will provide support and oversight for this strategy.

Strategy 5 Overview and Activities: Strengthen the OST Office

Strengthen and build the capacity of the team to deliver on the OST vision in support of the Afterschool for All vision through continuous growth and improvement.

Current State	Future State
While the OST Office has expanded rapidly in FY23 (hired 5 roles), the OST Team has also significantly expanded its services by supporting the largest number of grantees to date (160+), increasing the need and urgency for the team to grow and strengthen its grantmaking capacity.	The OST Team can support the growing number of grantees with an increased number of FTEs and via the adequate staffing for the 'My Afterschool DC' initiative, including the new grant competitions, online portal, quality assurance, data management, operations, etc.

To achieve this, the OST Office will:

5.1 Provide trainings, resources, professional development opportunities, and career growth pathways to support the growth, development, and continual improvement of OST Team members

5.2 Develop and implement an improved internal communications and knowledge management system to create more OST operational efficiencies

5.3 Create and implement a talent recruitment, retention, and career growth plan for each OST Office team member

5.4 Evaluate and determine the next phase of evolution and continuous improvement for the OST Office

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Strategy 5 Timeline: Strengthen the OST Office

Activity	FY24	FY25	FY26
5.1 Provide trainings, resources, professional development opportunities, and career growth pathways to support the growth, development, and continual improvement of OST Team members	Identify areas of training needs for each team member and partner with them to develop a performance plan Design annual professional development plan with each team member Implement professional growth plan and collect feedback annually	Revise performance plan based on feedback and need Implement revised plan	Revise performance plan based on feedback and need Implement revised plan
5.2 Develop and implement an improved internal communications and knowledge management system to create more OST operational efficiencies	Audit current internal communications and knowledge management system Identify areas for improvement and create owners/timeline for updated systems	Begin to update internal communications and systems	Finalize updates on internal communications and systems
5.3 Create and implement a talent recruitment, retention and career growth plan for each OST Office team member	Identify staffing needs for the OST Office Develop retention and recruitment plan to meet staffing needs	Implement retention and recruitment plan	Ongoing monitoring and evaluation of plan Revise plan based on evaluation
5.4 Evaluate and determine the next phase of evolution and continuous improvement for the OST Office.	Draft and implement plan on driving continuous improvement for the OST Office and stakeholders' experiences with it both internally and externally	Continue implementation and updating (as needed) of plan	Continue implementation and updating (as needed) of plan

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

Strategy 5 Metrics: Strengthen the OST Office

> 🚩 **KEY MILESTONE: OST Team member satisfaction is maintained at 80% or higher.**

The following additional metrics will be evaluated to understand progress across activities:

Activity	Metrics
5.1 Provide trainings, resources, professional development opportunities, and career growth pathways to support the growth, development, and continual improvement of OST Team members	OST team member retention, satisfaction, and promotion rates
5.2 Develop and implement an improved internal communications and knowledge management system to create more OST operational efficiencies	OST team member satisfaction
5.3 Create and implement a talent recruitment, retention and career growth plan for each OST Office team member	OST team member retention and promotion rate
5.4 Evaluate and determine the next phase of evolution and continuous improvement for the OST Office	Progress on implementation plan's metrics

Strategy 6 Overview and Activities: Implement Continued Commitment to Quality

Across all opportunities and efforts, prioritize the continued commitment to high quality and strong OST programming and experiences.

Current State	Future State
Variation in program quality	All programs meet the established quality assurance continuous improvement process of the OST Office

To achieve this, the OST Office will:

6.1 Expand the Quality Assurance Team within The Institute, as they conduct quality assessments, to expansively work with programs, to deliver trainings in support of their continuous growth and improvement as OST providers, and to ensure OST providers are held accountable through robust continuous improvement plans.

6.2 Establish and engage with a Youth Assessor Corps.

6.3 Provide opportunities for OST youth development practitioner skill development (e.g.- enhanced focus on ongoing coaching), to promote highly skilled OST program providers.

6.4 Establish and build a network of providers with demonstrated expertise in specific aspects of OST programming in order to provide mentorship to other OST providers and to build an expansive OST network of program providers who learn from and strengthen each other.

Activity	FY24	FY25	FY26
6.1 Expand the Quality Assurance Team within The Institute, as they conduct quality assessments, to expansively work with programs, to deliver trainings in support of their continuous growth and improvement as OST providers, and to ensure OST providers ae held accountable through robust continuous improvement plans.	Expand quality assurance team and key roles/responsibilities Develop and pilot framework to evaluate quality for all grantees	Review framework based on pilot Communication and training on framework Phased launch of applying framework	Framework iteration based on Year 1, 2 Additional communication and training Ongoing monitoring
6.2 Establish and engage with Youth Assessor Corps	Create vision for Corps and activities Recruit participants Kickoff of Corps	Engage Corps to understand OST offerings current and desired future state Integrate learnings into work	Engage Corps to understand OST offerings current and desired future state Integrate learnings into work
6.3 Provide opportunities for OST youth development practitioner skill development (e.g.- enhanced focus on ongoing coaching), to promote highly skilled OST program providers.	Identify areas for additional training Design series of trainings Launch series and collect feedback	Revise series based on feedback and best practices Launch updated series and continue to collect feedback	Revise series based on feedback and best practices Launch updated series and continue to collect feedback
6.4 Establish and build a network of providers with demonstrated expertise in specific aspects of OST programming in order to provide mentorship to other OST providers and to build an expansive OST network of program providers who learn from and strengthen each other.	Identify areas of expertise of OST providers Invite OST practitioners to be a part of an expansive OST mentorship program. Launch OST Mentorship Network	Establish regular meeting times for the OST Mentorship Network Map out bi-monthly networking opportunities for Mentorship Network Reflect on OST Mentorship Network and how it can be continuously improved	Establish regular meeting times for the OST Mentorship Network Map out bi-monthly networking opportunities for Mentorship Network Reflect on OST Mentorship Network and how it can be continuously improved

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Strategy 6 Metrics: Implement Continued Commitment to Quality

> ⚑ **KEY MILESTONE: All programs meet the established quality and continuous growth and improvement criteria.**

The following additional metrics will be evaluated to understand progress across activities:

Activity	Metrics
6.1 Expand the Quality Assurance Team within The Institute, as they conduct quality assessments, to expansively work with programs, to deliver trainings in support of their continuous growth and improvement as OST providers, and to ensure OST providers are held accountable through robust continuous improvement plans.	% of Grantees that Meet or Exceed Quality Bar # of members of Quality Assurance and Licensing Team
6.2 Establish and engage with Youth Assessor Corps	Youth Assessor Corps Rating of OST Program Quality
6.3 Provide opportunities for OST youth development practitioner skill development (e.g.- enhanced focus on ongoing coaching), to promote highly skilled OST program providers.	# of Trainings Provided Unduplicated Practitioner Participation Numbers Satisfaction Ratings of Practitioner Participants
6.4 Establish and build a network of providers with demonstrated expertise in specific aspects of OST programming in order to provide mentorship to other OST providers and to build an expansive OST network of program providers who learn from and strengthen each other.	# of OST Mentorship Network opportunities # of OST Mentorship Network members Satisfaction of OST Mentorship Network members with the initiative

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

OST Commission: Support and Accountability

The OST Commission is a public body composed of engaged residents and representatives from government agencies to support equitable access to high-quality OST programs for District of Columbia youth, through coordination amongst government agencies, targeted grant-making and funding, quality assurance, and support in achieving outcomes, etc. **The Commission will provide resources and support to ensure a citywide system of high-quality OST programs**.

The Commission is composed of **four Committees aligned with the four core functions of the OST Office**:
1) Funding and Capacity Building
2) Quality
3) Outcomes
4) Coordination and Collaboration

The following slides articulate **how the OST Commission will support and hold accountable the OST Offic**e to achieving their vision and strategic priorities.

OST Commission Support & Accountability Strategies: Funding and Capacity Building

The OST Commission prioritizes closing the gap in OST program capacity; this is achieved when all Washington, DC children and youth have equitable access to diverse, high-quality programs in locations convenient to them. **The OST 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.**

Objectives	Strategies
Support organizations through targeted capacity-building supports, enabling organizations to strengthen organizational systems & deepen their presence in the community, to produce positive youth outcomes	▪ Refine and enhance the domains of capacity building through grants and technical assistance workshops led by both the Institute and Learn24 grantees ▪ Design and launch, starting in FY24 and continuing through FY26, enhanced and targeted support annually to small nonprofits, to obtain additional funding and to increase their organizational capacity ▪ Support nonprofits through ongoing annual capacity building grants that are released annually, starting in FY24 and continuing through FY26 ▪ Leverage and utilize existing qualitative data, e.g.- OST provider feedback, Roundtable discussions, Surveys, Testimonies, Parent Discussion, Site Visit to identify gaps, needs, and to provide additional capacity building opportunities. ▪ In partnership with the Quality Committee, we will create systems and strategies that promote community focused results to produce quality outcomes as opposed to only quantitative data driven outcomes ▪ Ensure that the OST RFA process is released by April and give OST providers a minimum of 8 weeks between RFA release date and RFA due date. ▪ **Preserve and expand funding by earmarking 90% of the reoccurring OST RFA funds for Community-Based Organizations and Small Nonprofits. 75% of newly acquired funds, such as the My Afterschool DC initiative, are earmarked for direct funding to Community Based Organizations and Small Nonprofits. *Note- Final determinations will be made by the OST Office team based on their overarching vision for resource allocation, using an equity lens. It will also have to align with what has been included in Council's BSA language, as well as decided upon (final decision) by the OST Office ED and DM Kihn (and informed by the working groups, fireside chats with ED, OST Community Advisory Network, OST Commission, etc. recommendations).* ▪ Use OST provider feedback and expertise when structuring the RFA and making changes. OST will host a 30-day public commentary period to gather input, feedback and qualitative data from OST stakeholders (providers, OST Commission Committees, etc.) before making any major changes to upcoming RFAs e.g., program dosage requirements, limiting coordinating entity sites, evidence-based research requirements

Prioritize equity in the distribution of funds to organizations that work with underserved youth*	▪ Update and refine funding priorities, to promote equity and a focus on youth most in need and without access to programs
	▪ Allocate priority grant review points for special populations and communities most in need, e.g.- Wards 5, 7, 8, Special Education, English Language Learners, At-Risk, LGBTQI+ serving organizations, etc. on future RFAs
	▪ Prioritize funding allocations and priority points for organizations with evidence of high-quality programs, authentic ties to the target community, and with a history of serving communities with the greatest needs by using the organization's address and mission statement reflecting the activities identified in previous years 990s
	▪ Continue the public sharing out of the Grant Summary for each competition and the streamlining of the grant application process, e.g., the number of awards, to ensure equity, accountability, transparency, and a shared understanding of how grant awards are made and how funding allocations are determined
	▪ Support the equitable distribution of funds that reflect the prioritization of underserved communities
	▪ As the My Afterschool DC platform/initiative is built out, the OST Office works in collaboration with diverse stakeholders, e.g.- the OST Commission, OST Leaders, Small Nonprofits, and Community Based Organizations to ensure funding equity
	▪ Invest 50% of the DC Individual Income Tax Form contributions received by Learn24 into an equity initiative/grant that reduces barriers of structural racism in OST grant making for OST-funded grantees and is distinct from (not counted as a part of) their annual OST awards. Example:
	   ○ Grant award allocations from the OST Office take multiple factors into consideration for award allocations (e.g. – grant review scores, program need, equity, tenure with the Office, prior years performance, and compliance, etc.) When reductions in grant awards amounts are necessary, the OST Office should develop an equitable process to determine how funds will be allocated that is not solely based on grant application score but with an equity lens attached. This process should be communicated to and shared with OST stakeholders
	   ○ Secure emergency supplemental funding for organizations located in Wards 5, 7, and 8 and other high priority areas, as identified in the annual Needs Assessment, to receive additional funding and support, if feasible, as early as the 2023-2024 funding year

Inclusive of at-risk youth, as defined by the DC Code for the OST Office § 2–1555.01, and other high-need populations

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OST Commission Support & Accountability Strategies: Quality

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.**

Objectives	Strategies
Include youth voice and engagement	▪ Establish youth assessor corps
Support organizations to improve the quality of the program and to build organizational capacity	▪ Support providers in implementing program quality ▪ Support organizations with capacity building ▪ Share best practices for youth development practitioners ▪ Support partnerships across organizations and agencies
Support practitioners with skill development	▪ Increase the skills of practitioners ▪ Develop career pathways

OST Commission Support & Accountability Strategies: Outcomes

Outcomes are the strides the OST 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 OST Commission prioritizes supporting Learn24 in ensuring that all DC youth have access to programs that allow them to achieve outcomes. **The OST Commission will guide the OST Office on how to define, measure, and assess outcomes.**

Objectives	Strategies
Define measurable outcomes, and identify citywide supports for achieving the outcomes at the systems level	▪ Partner with citywide agencies to collect data and to establish system-wide information that identifies gaps on programs receiving government funding. ▪ Utilize the ongoing data collected to identify the needed supports ▪ Leverage identified supports needed to establish citywide OST agency objectives to fill the identified gaps ▪ Create a citywide network of OST agency funding providers to align on common outcomes, and grant funding needs and opportunities through RFAs ▪ Leverage the Learn24 network to establish a system for measuring grantees progress towards achieving established programmatic outcomes
Define and support organizational outcomes, to promote organizational growth and positive youth development	▪ Use current education legislation to provide targeted support for organization's serving student populations with the greatest needs ▪ Provide support to organizations to measure goals using research-based youth development practices
Define and support program level outcomes to promote the continuous growth & development of children & youth across the District	▪ Expand the funding capacity of organizations that align with the OST Commission's priorities, to support their identification and acquisition of their program-level outcomes
Provide guidance on changes to the OST Office's ongoing priorities	▪ Use the annual needs assessment and introduce quarterly public and community conversations, led by the OST Office to promote the Office's continuous improvement ▪ Communicate identified strengths and gaps to citywide agencies, to inform funding and support decisions to ensure that city-wide, organizational, and programmatic outcomes are met

OST Commission Support & Accountability Strategies: Coordination and Collaboration

To build a strong and sustainable system that supports high-quality OST programs, the OST Office will promote access, accountability and play a key role in the coordination and collaboration of OST programs across the city; relying on the help and input of youth, families, OST providers, experts, and government agencies. **To achieve this goal, the OST Commission will pro-actively facilitate connection among various stakeholders including: the OST Office, government agencies, non-profit entities, parents, and youth.**

Objectives	Strategies
Support agency & nonprofit operations: Identify needs, barriers and consider options to processes and strategies to reduce duplication of requirements among DC agencies and organizations	▪ Partnership application mapping to meet organizational needs and minimize duplication of procedural and process efforts by CBOs ▪ Streamline funding processes across government agencies (applying through reporting) ▪ Review and improve process requirements, including clearance process, facility usage and insurance requirements
Support Strong Cross-Sector Partnerships: Support partnership among all OST stakeholders and users	▪ Define and strengthen OST partnerships between agencies, as possible ▪ Support organizations / service providers as they engage families to ensure they deepen connections; ensuring year-round access, meaningful experiences, and resources necessary to provide support ▪ Strengthen the role of the OST Office as a coordinating, umbrella agency to ensure effective coordination between DC agencies, OST Service providers, families and community stakeholders ▪ Examine the facility usage requirements across agencies, including DCHA, DCPS, DGS, DPR, OSSE; with an eye to streamlining access
Increase District-wide Coordination: develop a District-wide OST schedule and program to ensure equitable access focused on reaching underserved youth*	• Convene agencies to identify program structure and services to meet community needs • Identify gaps and needs; consider transportation issues, and potential solutions, including safety measures to be supported by DC agencies ▪ Identify gaps for service and unmet needs for programming

Inclusive of at-risk youth, as defined by the DC Code for the OST Office § 2–1555.01, and other high-need populations