

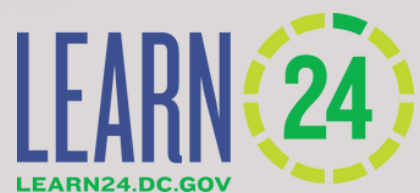
COMMISSION ON OUT OF  
SCHOOL TIME GRANTS  
AND YOUTH OUTCOMES



2023-2026

**STRATEGIC PLAN**

Approved: October 26, 2023



[learn24.dc.gov](https://learn24.dc.gov)



## About Learn24

Launched by Mayor Muriel Bowser in 2018, Learn24 is a network of before—and after—school and summer programs, also called out-of-school time (OST) programs, government agencies, the Commission on Out of School Time Grants and Youth Outcomes, The Institute for Youth Development, the Office of Out of School Time Grants and Youth Outcomes (OST Office), and other stakeholders to ensure that youth in Washington, DC 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;
- lower dropout rates;
- stronger academic performance; and
- improved positive behaviors and work habits.

## About the 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 and advised by the OST Commission. The OST Office implements the strategic plan and stewards the Learn24 network.

[1] Youth is used throughout the document to include children and adolescents in Kindergarten through 12th grade.

# Universal OST Access: Afterschool for All 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 through OST grant-funded competitions and through new OST initiatives (e.g., *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 (e.g., Afterschool for All) that promote Universal OST access for all children, youth, and families across the District.

## Mission

The OST Office 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

- School Year OST Grant Competitions
- Summer Strong Grant Competitions
- Year-Round Grant Competitions
- My Afterschool DC\*
- Special Competitions (e.g. Mentorship, Youth Scholarship, Students in the Care of DC, etc.)
- *Summer in the City* (annual event)\*
- *Afterschool in the City* (annual event)\*

\*New initiative

*“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

# Core Values and Functions

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



## COMMUNITY VOICE

The communities served 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.



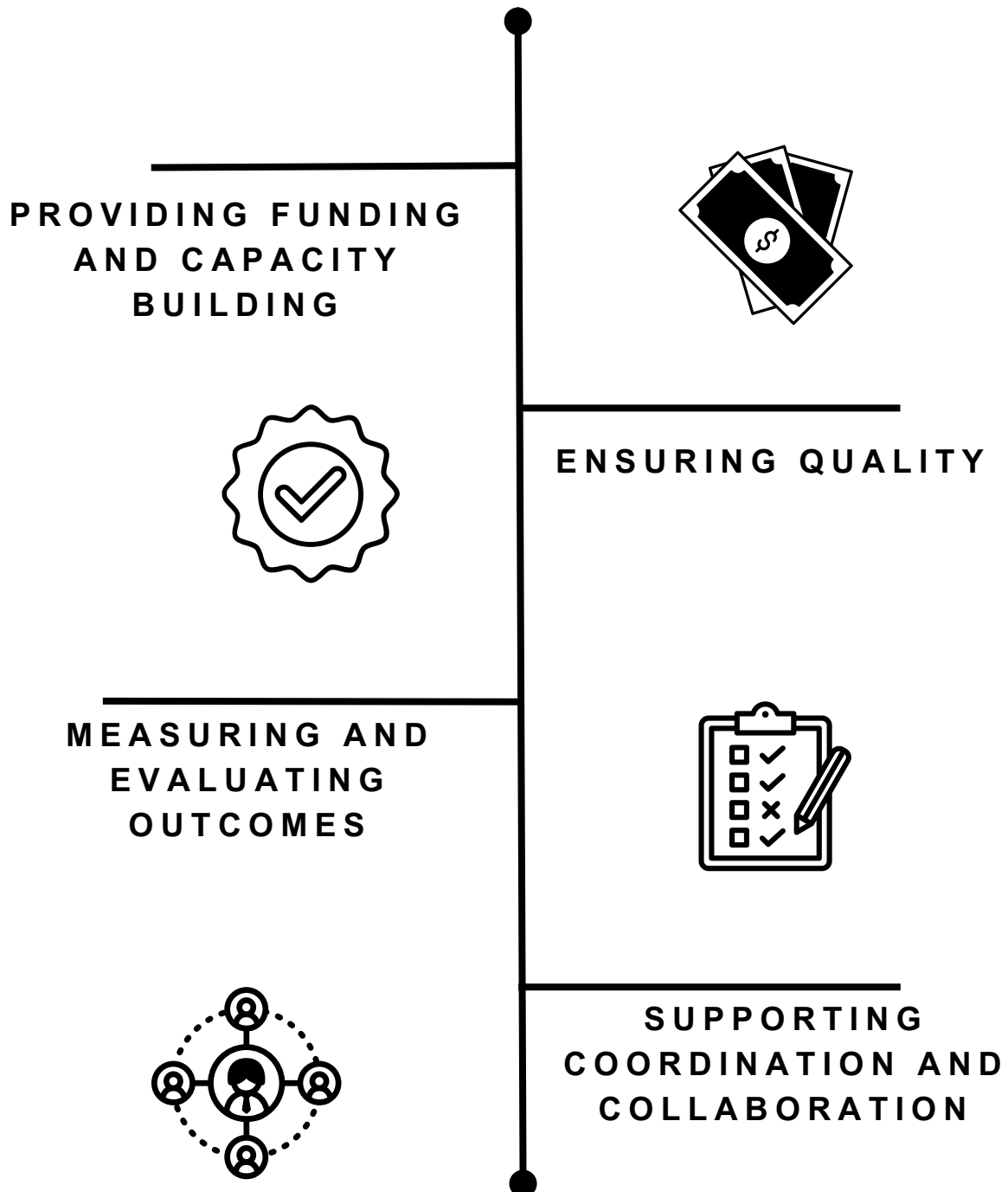
# Commission on Out of School Time Grants and Youth Outcomes (OST Commission)

## ABOUT THE OST COMMISSION

The 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 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 will provide resources and support to ensure a citywide system of high-quality OST programs.

# OST COMMISSION SUBCOMMITTEES

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:

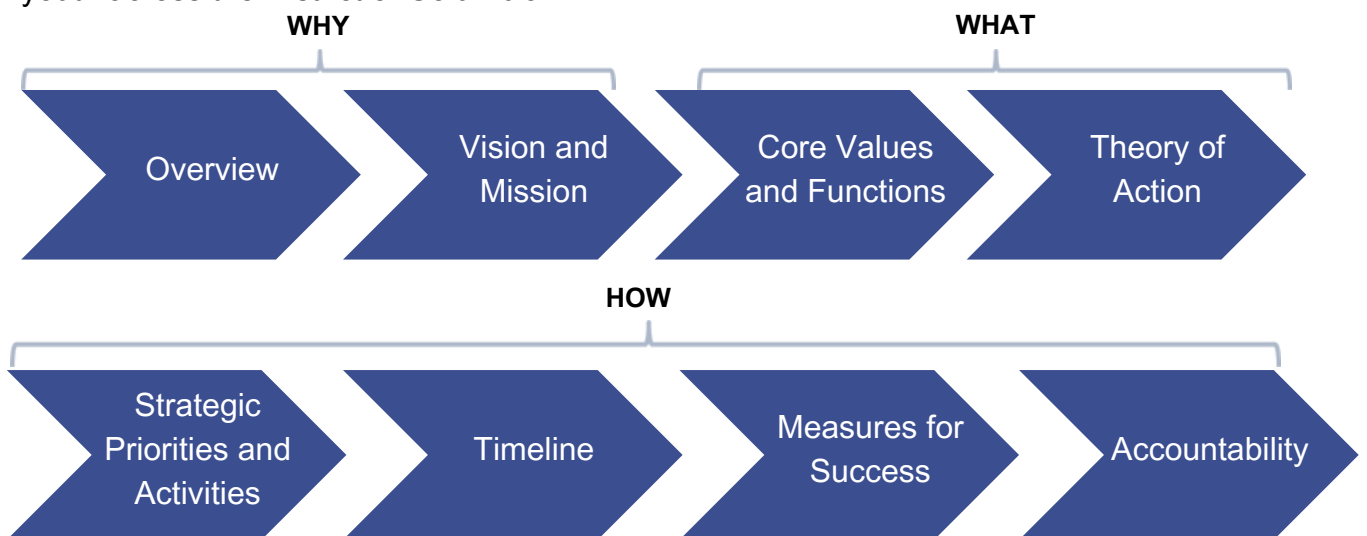




## Strategic Plan Overview

The Office of Out of School Time Grants and Youth Outcomes (OST Office) Strategic Plan is grounded in the umbrella vision of Universal Out of School Time (OST) access inclusive of Afterschool for All, the findings from the DC Policy Center’s OST Needs Assessment, and ongoing stakeholder input collected by the OST Office, including but not limited to community members, the OST Commission, the OST Commission Committees, and the DME and OST Office staff.

NOTE: At the request of the OST Commission, this plan may be subject to updates on an annual or biennial basis, based on the current and evolving needs of children and youth across the District of Columbia.



For more details on the Needs Assessment findings, see [here](#). For more information on the overarching OST vision of Universal OST access, beginning with Afterschool for All, please see page 3.

# STRATEGIC PLAN ENGAGEMENT OVERVIEW

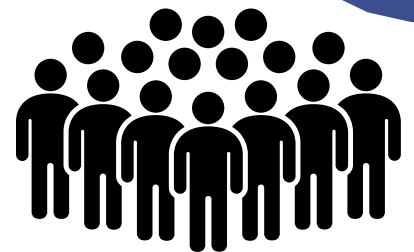
The Office of Out of School Time Grants and Youth Outcomes' (OST Office) Strategic Plan is grounded in the umbrella vision of Universal Out of School Time Access, the findings from the DC Policy Center's OST Needs Assessment, and ongoing stakeholder input collected by the OST Office, including but not limited to community members, the OST Commission, the OST Commission Committees, and the DME and OST Office staff.



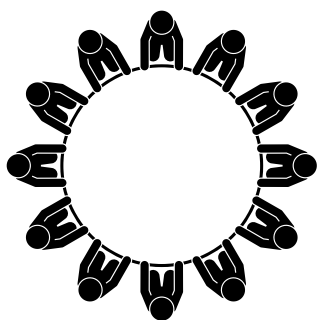
**DC Policy Center  
(OST Needs  
Assesment)**



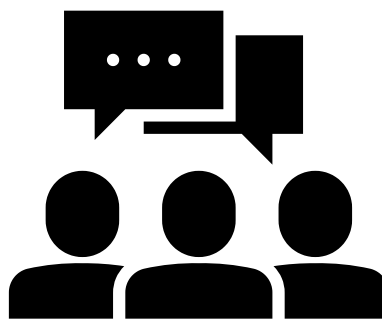
**DC Community  
Members**



**OST Office-funded  
providers**



**OST Commissioners**



**OST Commission  
Committees**



**DME and OST Office  
Staff**

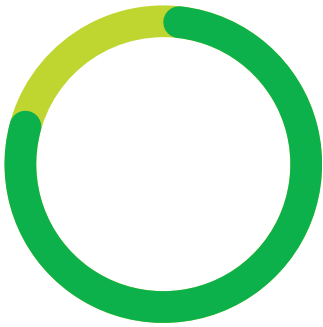


# Theory of Action

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

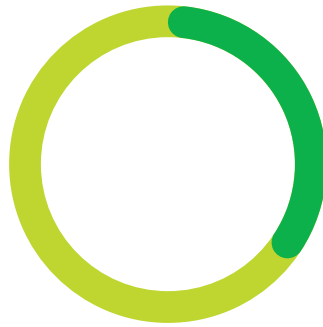
If the OST Office	And the OST Office commits to	The OST Office will
<p><b>Implements the Vision for Afterschool for All, in support of Universal OST access</b></p>	<ul style="list-style-type: none"> <li>• Prioritizing youth voice in decision making</li> <li>• Making decisions to dismantle structural racism</li> <li>• Continuous improvement and learning to inform systems and programs</li> <li>• Respecting the insights, resources, and contributions of all stakeholders</li> </ul>	<p>Increase access, promote inclusion, and minimize barriers to OST opportunities through effective grantmaking, capacity building, quality assurance, ongoing professional growth and development, and accountability.</p>
<p><b>Expands Summer OST Programming</b></p>		
<p><b>Improves Access for Students with Special Needs</b></p>		
Improves Systems and Processes	And the OST Commission supports and holds the OST Office accountable for ...	So that...
<p><b>Strengthens the OST Team</b></p>	<ul style="list-style-type: none"> <li>• Funding and Capacity Building</li> <li>• Quality</li> <li>• Outcomes</li> <li>• Coordination and Collaboration</li> </ul>	<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>
<p><b>Implements Continued Commitment to Quality</b></p>		

# Strategic Priorities



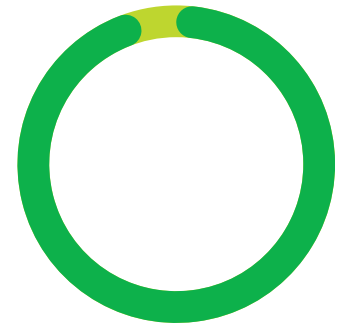
## Strategy 1

Implement the Vision of Afterschool for All in support of Universal OST access: 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.



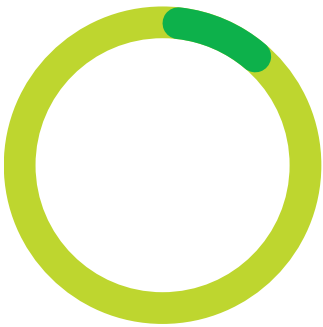
## Strategy 2

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



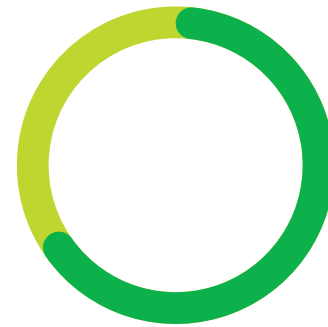
## Strategy 3

Improve Access for Students with Special Needs: Ensure students with special needs have access to and can participate in out of school time programming.



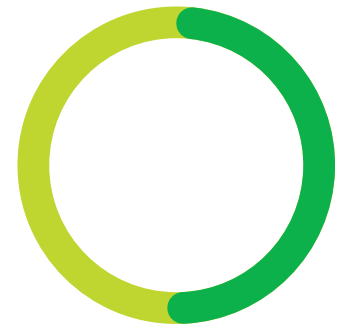
## Strategy 4

Implement Continued Commitment to Quality and Capacity Building: Across all opportunities and efforts, prioritize the continued commitment to high quality and strong OST programming and experiences, and the capacity building of OST program providers.



## Strategy 5

Improve OST Systems and Processes: Improve provider experience through centralized and refined systems and processes.



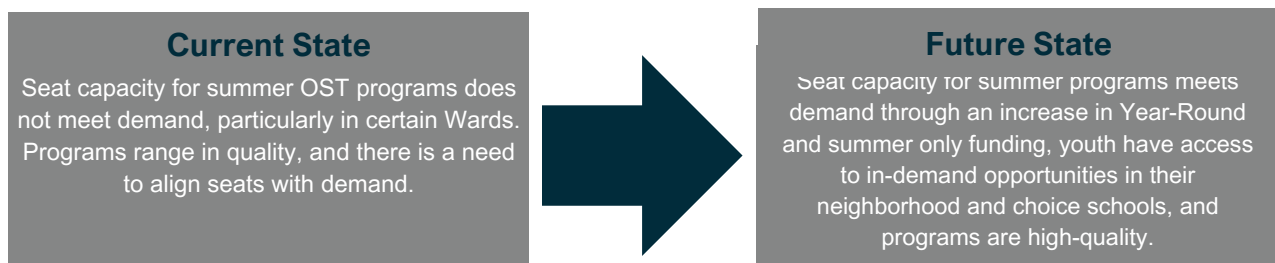
## Strategy 6

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 1 - Overview and Activities: Implement the Vision for Afterschool for All, in Support of Universal OST Access

With a gap of at minimum 53,000 seats for universal K-12 afterschool, according to the DC Policy Center's 2023 needs assessment of out-of-school time programs in the District of Columbia, we commit to providing and expanding 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.



### To achieve this, the OST Office will:

**1.1** Support the expansion of the OST Office, to grow from 15,318 projected seats in FY24 to 19,148 in FY25, and 23,935 in FY26 (25% annual increase for afterschool budget of \$21,542,500 by the end of FY26), in alignment with the growing portfolio of grants and bodies of work coming out of the OST Office, and to support the scaling, capacity building, and expansion of afterschool programs and OST providers.

**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 and by using OST provider feedback (qualitative) & expertise when structuring the RFA and making changes, to promote access, inclusion, and expansion of OST services, and to assess the OST Office's successes.

**1.3** Provide strategic grants to fill programmatic gaps in Ward 4 (largest ELL population), 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 whilst prioritizing 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.

**1.5** Conduct bi-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, through the updating and refinement of funding priorities, to promote equity and a focus on youth most in need and without access to programs.

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

# Strategy 1 - Timeline: Implement the Vision for Afterschool for All in Support of Universal OST Access

Activity	FY24	FY25	FY26
<p><b>1.1</b> Support the expansion of the OST Office, to grow from 15,318 projected seats in FY24, to 19,148 in FY25, and 23,935 in FY26 (25% annual increase for afterschool budget of \$21,542,500 by end of FY26), in alignment with the growing portfolio of grants and bodies of work coming out of the OST Office, and to support the scaling, capacity building, and expansion of afterschool programs and OST providers.</p>	<ul style="list-style-type: none"> <li>• Solidify additional needed roles/functions and hire</li> </ul>	<ul style="list-style-type: none"> <li>• Increase FTEs to support increase grants caseload and quality assurance need</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate additional staffing needs and adjust as needed</li> </ul>
<p><b>1.2</b> 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 and by using OST provider feedback (qualitative) &amp; expertise when structuring the RFA and making changes, to promote access, inclusion, and expansion of OST services, and to assess the OST Office's success.</p>	<ul style="list-style-type: none"> <li>• Create and build a My Afterschool DC Operations Team</li> <li>• Develop SOW and hire vendor</li> <li>• Initial development of system and MADC portal launch</li> </ul>	<ul style="list-style-type: none"> <li>• System iteration based on portal launch</li> <li>• Marketing, branding, communication, and training on system</li> <li>• Full system launch</li> </ul>	<ul style="list-style-type: none"> <li>• System iteration based on Year 1, 2</li> <li>• Additional communication and training</li> <li>• Ongoing monitoring</li> </ul>
<p><b>1.3</b> Provide strategic grants to fill programmatic gaps in Wards 4, 5, 6, 7, and 8, and for children and youth with special needs</p>	<ul style="list-style-type: none"> <li>• Design and launch specialized grant competitions</li> <li>• Evaluate remaining need</li> </ul>	<ul style="list-style-type: none"> <li>• Support additional grants based on qualitative and quantitative data evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain current competitions and support additional grant competitions based on data evaluation &amp; assessment</li> </ul>
<p><b>1.4</b> Continue the implementation of the current OST-funded grant competitions to maintain current levels of access to OST programs whilst prioritizing 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</p>	<ul style="list-style-type: none"> <li>• Implement currently established grant competitions with metrics that encourage inclusive OST programs that serve youth with the greatest needs</li> </ul>	<ul style="list-style-type: none"> <li>• Expand funding for currently established grant competitions with metrics that encourage inclusive OST programs that serve youth with the greatest needs</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain funding for currently established grant competitions with metrics that encourage inclusive OST programs that serve youth with the greatest needs</li> </ul>

## Strategy 1 - Timeline: Implement the Vision for Afterschool for All in Support of Universal OST Access (continued)

Activity	FY24	FY25	FY26
<p><b>1.5</b> 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, through the updating and refinement of funding priorities, to promote equity and a focus on youth most in need and without access to programs.</p>	<ul style="list-style-type: none"> <li>• Develop and launch annual needs assessment</li> <li>• Evaluate and act on learnings</li> <li>• Begin the blueprint creation process</li> </ul>	<ul style="list-style-type: none"> <li>• Design and launch new grant competition</li> <li>• Evaluate remaining need</li> <li>• Build on established blueprint for the purpose of replication</li> </ul>	<ul style="list-style-type: none"> <li>• Support additional grants, as needed, based on evaluation</li> <li>• Solidify established blueprint to scale</li> </ul>
<p><b>1.6</b> 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</p>	<ul style="list-style-type: none"> <li>• Audit of current information on website</li> <li>• Identify owners/timeline for updates and begin process</li> </ul>	<ul style="list-style-type: none"> <li>• Continue and complete updates</li> <li>• Ongoing monitoring and revision of system based on community/user feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing monitoring and revision of system based on community/user feedback</li> </ul>

# Strategy 1 - Metrics: Implement the Vision for Afterschool for All in Support of Universal OST Access

## KEY MILESTONE:

Increase the number of afterschool seats by 25% by the end of each FY, with \*75% in Wards 4 to 8.

*This is based on current FY24 seat projections by end of year of 15,318 youth = 3,830 additional seats/year (average. rate of \$2,500/student = \$9,575,000 projected additional funding need for FY25)*

Activity	Metrics
<p><b>1.1</b> Support the expansion of the OST Office, to grow from 15,318 projected seats in FY24, to 19,148 in FY25, and 23,935 in FY26 (25% annual increase for afterschool budget of \$21,542,500 by end of FY26), in alignment with the growing portfolio of grants and bodies of work coming out of the OST Office, and to support the scaling, capacity building, and expansion of afterschool programs and OST providers</p>	<p># of grants awarded                      # of OST seats                      # of OST staff                      % increase year over year for funding and # of seats</p>
<p><b>1.2</b> 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 and by using OST provider feedback (qualitative) and expertise when structuring the RFA and making changes, to promote access, inclusion, and expansion of OST services, and to assess the OST Office's success.</p>	<p># of applications submitted                      # of grantees                      % of grantees assessing grant application process as fair                      # of applications that secure an OST seat</p>
<p><b>1.3</b> Provide strategic grants to fill programmatic gaps in Ward 4 (largest ELL population), 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.</p>	<p># of afterschool seats by Ward and by special need</p>
<p><b>1.4</b> Continue the implementation of the current OST-funded grant competitions to maintain current levels of access to OST programs whilst prioritizing 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.</p>	<p># of grantees awarded                      # of OST seats and programs</p>
<p><b>1.5</b> 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, through the updating and refinement of funding priorities, to promote equity and a focus on youth most in need and without access to programs</p>	<p># of responses to assessment                      # of additional grants awarded                      # of additional seats created                      # of new and direct services grant competitions in service to DC youth</p>
<p><b>1.6</b> 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.</p>	<p>Family satisfaction rating (upon completion of online application-prompt for a survey)</p>

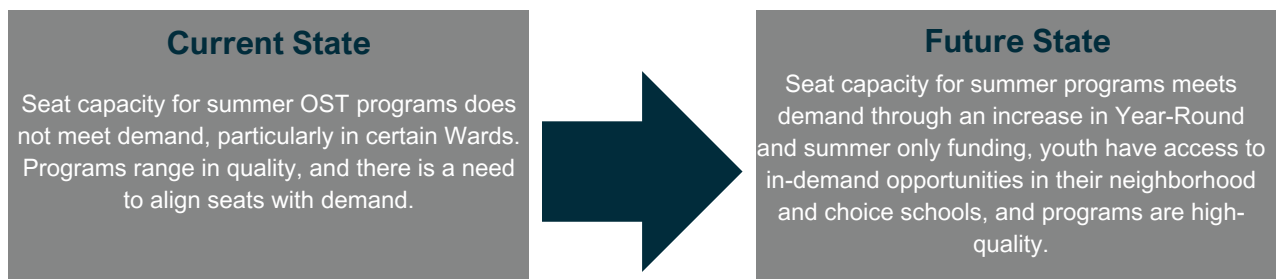
*The OST Commission Committee on Funding & Capacity Building will provide support and oversight for this strategy.*

*\*PK3-8 Seats – CBOs 13,936; CBOs, schools, DPR 30,360 seats*



## Strategy 2 - Overview and Activities: Expand Summer OST Programming

With a gap of at minimum 58,000 seats for universal K-12 summer programs, according to the DC Policy Center's 2023 needs assessment of out-of-school time programs in the District of Columbia, we commit to expanding access to quality, in-demand summer OST programming, and improving OST families' access and experiences with summer programs.



### 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 the least amount of engagement, to 1) communicate identified strengths and gaps to citywide agencies, 2) to inform funding and support decisions to ensure that citywide, organizational, and programmatic outcomes are met, and 3) to expand summer grant and year-round competitions to fill the programmatic gaps. The needs assessment will also be leveraged to facilitate quarterly public and community conversations, led by the OST Office and to promote the Office's continuous improvement.

**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 and use current education legislation to provide targeted support for organization's serving student populations with the greatest needs, providing support to organizations to measure goals using research-based youth development practices.

**2.4** Increase the number of summer seats available for youth across the District of Columbia through increased funding available for Summer Strong and Year-Round grant competitions and through partnership with citywide agencies to collect data and to establish system-wide information that identifies gaps on programs receiving government funding.

## Strategy 2 - Timeline: Expand Summer OST Programming

Activity	FY24	FY25	FY26
<p><b>2.1</b> Conduct annual needs assessment to identify program areas and communities with the greatest OST needs and the least amount of engagement, to 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, and to expand summer grant and year-round competitions to fill the programmatic gaps. The needs assessment will also be leveraged to facilitate quarterly public and community conversations, led by the OST Office and to promote the Office’s continuous improvement.</p>	<ul style="list-style-type: none"> <li>Identify communities with the greatest needs and identify the programmatic gaps</li> </ul>	<ul style="list-style-type: none"> <li>Establish programs and grant competitions that fill the gaps</li> </ul>	<ul style="list-style-type: none"> <li>Expand on, through OST funding and seats, programs and grant competitions that fill the identified gaps</li> </ul>
<p><b>2.2</b> 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.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>Develop SOW and hire vendor</li> <li>Initial development of system and MADC portal launch</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>



## Strategy 2 - Timeline: Expand Summer OST Programming (continued)

Activity	FY24	FY25	FY26
<p><b>2.3</b> Continue the implementation of the current OST-funded Summer Strong grant competitions to maintain current levels of access to OST-funded summer programs and use current education legislation to provide targeted support for organization’s serving student populations with the greatest needs, providing support to organizations to measure goals using research-based youth development practices.</p>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<p><b>2.4</b> Increase the number of summer seats available for youth across the District of Columbia through increased funding available for Summer Strong and Year-Round grant competitions and through partnership with citywide agencies to collect data and to establish system-wide information that identifies gaps on programs receiving government funding.</p>	<ul style="list-style-type: none"> <li>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 &amp; cost/child of approx. \$5,000 (264 additional seats)</li> </ul>	<ul style="list-style-type: none"> <li>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 and year-round allocation funding increase/year)</li> </ul>	<ul style="list-style-type: none"> <li>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 and year-round allocation funding increase/year)</li> </ul>

## Strategy 2 - Metrics: Expand Summer OST Programming

### KEY MILESTONE:

Increase the number of OST summer seats year-over-year by 2,000\*, with 75% of new seats in Wards 4, 5, 6, 7, and 8.

*\*based on DC Policy Center OST Needs Assessment gaps in Universal Access to OST coverage - see Appendix 1; FY23 summer cost/child of approx. \$5,000 (a cost of approx. \$10M for 2,000 additional seats/yr- includes SS and YR summer providers)*

Activity	Metrics
<p><b>2.1</b> Conduct annual needs assessment to identify program areas and communities with the greatest OST needs and the least amount of engagement, to 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, and to expand summer grant and year-round competitions to fill the programmatic gaps. The needs assessment will also be leveraged to facilitate quarterly public and community conversations, led by the OST Office and to promote the Office's continuous improvement.</p>	<p>Number of responses to assessment            Number of additional grants awarded            Number of additional summer seats created            Number of new direct services summer grant competitions in service to DC youth            Completion of annual needs assessment</p>
<p><b>2.2</b> 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.</p>	<p>Number of event attendees            Number of CBOs that table the event            Number of government agencies that table the event</p>
<p><b>2.3</b> Continue the implementation of the current OST-funded Summer Strong grant competitions to maintain current levels of access to OST-funded summer programs and use current education legislation to provide targeted support for organization's serving student populations with the greatest needs, providing support to organizations to measure goals using research-based youth development practices.</p>	<p>Number of grantees awarded            Number of grantees partnered with            Number of OST summer seats            % increase in summer seats and awarded grants</p>
<p><b>2.4</b> Increase the number of summer seats available for youth across the District of Columbia and in target wards, through increased funding available for Summer Strong and Year-Round grant competitions and through partnering with citywide agencies to collect data and to establish system-wide information that identifies gaps on programs receiving government funding.</p>	<p>Number of wards represented through each competition            Number of seats for the Summer Strong and Year-Round competitions            Number of grantees awarded</p>

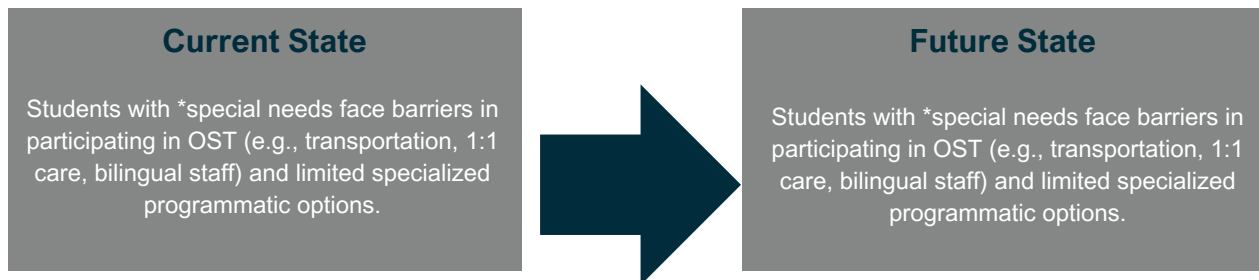
*The OST Commission Committee on Outcomes will provide support and oversight for this strategy.*

*The above metrics will be evaluated to understand progress across activities.*



## 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.



### To achieve this, the OST Office will:

**3.1** Utilize the ongoing data collected to identify needed supports and 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** Leverage identified supports needed to establish citywide OST agency objectives to fill the identified gaps and 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 high-need students

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

**3.4** Define and strengthen OST governmental agency partnerships through the creation of a citywide network of OST agency funding providers to align on common outcomes, and grant funding needs and opportunities through RFAs and through the supporting of the elimination of transportation barriers via data sharing, collaboration, and partnership with other government agencies and Local Education Agencies, to improve accessibility and transportation efforts, and in alignment with the Universal OST access beginning with the Afterschool for All OST Office vision (Strategy 1)

**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- DC Policy Center OST Needs Assessment p. 94*

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

Activity	FY24	FY25	FY26
<p><b>3.1</b> Utilize the ongoing data collected to identify needed supports and 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</p>	<ul style="list-style-type: none"> <li>• Identify gaps in services for students with special needs, in partnership with OSSE/DCPS</li> <li>• Determine cost to meet unmet needs</li> <li>• Design and launch (or revise existing) grant competition to increase capacity of providers to meet these needs</li> </ul>	<ul style="list-style-type: none"> <li>• Launch grant competition focused on mentorship expansion, targeting special needs populations</li> <li>• Launch grant competition for teenaged/high school-aged stipend attached internships and/or workforce development experiences</li> <li>• Evaluate remaining need</li> <li>• Support additional grants based on evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate remaining need</li> <li>• Support additional grants based on evaluation</li> </ul>
<p><b>3.2</b> Leverage identified supports needed to establish citywide OST agency objectives to fill the identified gaps and 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 high-need students</p>	<ul style="list-style-type: none"> <li>• Identify gaps in programming for students with special needs, in partnership with OSSE/DCPS/D CPCS</li> <li>• Design and launch (or revise existing) grant competition to increase identified programs</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate remaining need</li> <li>• Support additional grants based on evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate remaining need</li> <li>• Support additional grants based on evaluation</li> </ul>
<p><b>3.3</b> Implement required trainings for OST program providers to serve youth with special needs</p>	<ul style="list-style-type: none"> <li>• Identify areas for additional training</li> <li>• Design series of trainings</li> <li>• Launch series and collect feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Revise series based on feedback and best practices</li> <li>• Launch updated series and continue to collect feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Revise series based on feedback and best practices</li> <li>• Launch updated series and continue to collect feedback</li> </ul>

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

Activity	FY24	FY25	FY26
<p><b>3.4</b> Define &amp; strengthen OST governmental agency partnerships through the creation of a citywide network of OST agency funding providers to align on common outcomes, and grant funding needs and opportunities through RFAs and through the supporting of the elimination of transportation barriers via data sharing, collaboration, and partnership with other government agencies and Local Education Agencies, to improve accessibility and transportation efforts, and in alignment with the Universal OST access, beginning with the Afterschool for All OST Office vision (Strategy 1)</p>	<ul style="list-style-type: none"> <li>• Identify transportation barriers</li> <li>• Convene cross-agency group to share transportation barriers</li> <li>• Support DDOT, OSSE, DCPCS, and DCPS response strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate monthly cross-agency transportation network collaboration to assess current/future needs and support transportation agencies response</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate monthly cross-agency transportation network collaboration to assess current and future student needs and to support transportation agencies response</li> </ul>
<p><b>3.5</b> Improve communications to families by ensuring online information is ADA accessible and translated</p>	<ul style="list-style-type: none"> <li>• Identify communication materials that are currently not accessible</li> <li>• Create timeline for updates and begin to make changes</li> <li>• Design and launch (or revise existing) grant competition to increase identified programs</li> </ul>	<ul style="list-style-type: none"> <li>• Create standards/system for vetting accessibility of new communication materials</li> <li>• Continue to update materials</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct audit of materials and engage stakeholders to assess accessibility</li> </ul>

# Strategy 3 - Metrics: Expand Access for Students with Special Needs

## KEY MILESTONE:

Increase the number of seats for students with special needs each fiscal year, by 20%\*.

*\*this population within DCPS is approximately 20% based on SY 21-22, includes students with disabilities, ELLs, etc.*

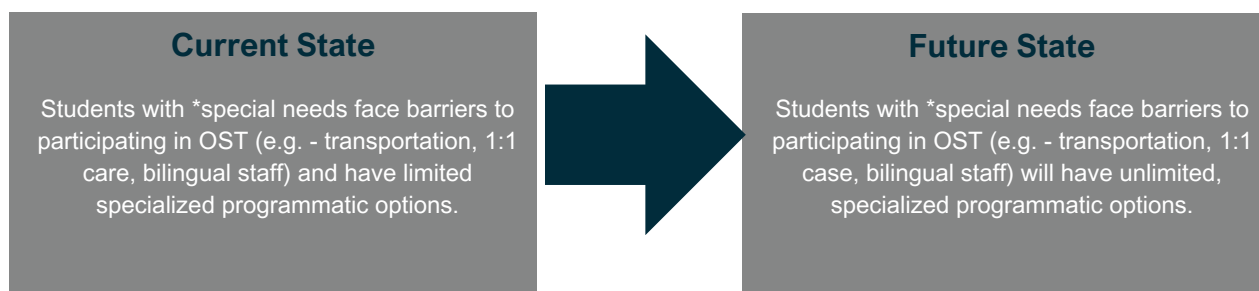
Activity	Metrics
<p><b>3.1</b> Utilize the ongoing data collected to identify needed supports and provide targeted funding through a grant competition and an expanded youth scholarship program to support existing providers in making programs accessible to students with special needs, with a focus on wards with more unmet need</p>	<p># of grants awarded # of increased seats for target wards and students with special needs</p>
<p><b>3.2</b> Leverage identified supports needed to establish citywide OST agency objectives to fill the identified gaps and 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 high-need students</p>	<p># of grants awarded # of increased seats in specialized programs # of new special competitions</p>
<p><b>3.3</b> Implement required trainings for OST program providers to serve youth with special needs</p>	<p># 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</p>
<p><b>3.4</b> Define and strengthen OST governmental agency partnerships through the creation of a citywide network of OST agency funding providers to align on common outcomes, and grant funding needs and opportunities through RFAs and through the supporting of the elimination of transportation barriers via data sharing, collaboration, and partnership with other government agencies and Local Education Agencies, to improve accessibility and transportation efforts, and in alignment with the Universal OST access, beginning with the Afterschool for All OST Office vision (Strategy 1)</p>	<p>Decrease in transportation barriers via surveys/focus groups Increase in number of at-school OST-funded programs provided</p>
<p><b>3.5</b> Improve communications to families by ensuring online information is ADA accessible and translated</p>	<p># of ADA compliant materials available online in multiple languages</p>

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



## Strategy 4 - Overview and Activities: Implement Continued Commitment to Quality and Capacity Building

Across all opportunities and efforts, prioritize the continued commitment to high quality and strong OST programming and experiences, and the capacity building of OST program providers.



### To achieve this, the OST Office will:

**4.1** 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 OST improvement plans organizationally.

**4.2** Establish and engage with a Youth Assessor Corps.

**4.3** Provide opportunities and support for OST youth development practitioner skill development (e.g.- enhanced focus on ongoing coaching), to promote highly skilled OST program providers, to support organizations with building capacity, to support providers in implementing program quality, to share best practices for youth development practitioners, and to support partnerships across organizations and agencies.

**4.4** 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, to build an expansive OST network of program providers who learn from and strengthen each other, and to increase the skills of practitioners whilst developing career pathways.

**4.5** \*Refine and enhance the domains of capacity building through grants and technical assistance workshops led by both the Institute and Learn24 grantees \*See Appendix 2 and 3

**4.6** In service to the dismantling of structural racism and inequities, provide enhanced support to small nonprofits through targeted funding, to increase their organizational capacity and program quality.

## Strategy 4 - Timeline: Implement Continued Commitment to Quality and Capacity Building

Activity	FY24	FY25	FY26
<p><b>4.1</b> 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 OST improvement plans organizationally.</p>	<ul style="list-style-type: none"> <li>• Expand quality assurance team and key roles/responsibilities</li> <li>• Develop and implement framework to evaluate quality for all grantees</li> </ul>	<ul style="list-style-type: none"> <li>• Review framework based on launch</li> <li>• Communication and training on framework</li> <li>• Phased launch of applying framework</li> </ul>	<ul style="list-style-type: none"> <li>• Framework iteration based on Year 1, 2</li> <li>• Additional communication and training</li> <li>• Ongoing monitoring</li> </ul>
<p><b>4.2</b> Establish and engage with a Youth Assessor Corps</p>	<ul style="list-style-type: none"> <li>• Create vision for Corps and activities</li> <li>• Recruit participants</li> <li>• Kickoff of Corps</li> </ul>	<ul style="list-style-type: none"> <li>• Engage Corps to understand OST offerings current and desired future state</li> <li>• Integrate learnings into work</li> </ul>	<ul style="list-style-type: none"> <li>• Engage Corps to understand OST offerings current and desired future state</li> <li>• Integrate learnings into work</li> </ul>
<p><b>4.3</b> Provide opportunities and support for OST youth development practitioner skill development (e.g.- enhanced focus on ongoing coaching), to promote highly skilled OST program providers, to support organizations with building capacity, to support providers in implementing program quality, to share best practices for youth development practitioners, and to support partnerships across organizations and agencies.</p>	<ul style="list-style-type: none"> <li>• Identify areas for additional training</li> <li>• Design series of trainings</li> <li>• Launch series and collect feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Revise series based on feedback and best practices</li> <li>• Launch updated series and continue to collect feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Revise series based on feedback and best practices</li> <li>• Launch updated series and continue to collect feedback</li> </ul>



## Strategy 4 - Timeline: Implement Continued Commitment to Quality and Capacity Building (continued)

Activity	FY24	FY25	FY26
<p><b>4.4</b> 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, to build an expansive OST network of program providers who learn from and strengthen each other, and to increase the skills of practitioners whilst developing career pathways.</p>	<ul style="list-style-type: none"> <li>Expand quality assurance team and key roles/responsibilities</li> <li>Develop and implement framework to evaluate quality for all grantees</li> </ul>	<ul style="list-style-type: none"> <li>Review framework based on launch</li> <li>Communication and training on framework</li> <li>Phased launch of applying framework</li> </ul>	<ul style="list-style-type: none"> <li>Framework iteration based on Year 1, 2</li> <li>Additional communication and training</li> <li>Ongoing monitoring</li> </ul>
<p><b>4.5</b> Refine and enhance the domains of capacity building through grants and technical assistance workshops led by both the Institute and Learn24 grantees.</p>	<ul style="list-style-type: none"> <li>Develop criteria for new capacity building grant program, contingent on additional OST funding earmarked for capacity building, in service of DC children and youth.</li> </ul>	<ul style="list-style-type: none"> <li>Launch capacity building grant program based on the criteria established by Quality Committee, and contingent on additional OST funding that is earmarked for capacity building, in service of DC children and youth.</li> </ul>	<ul style="list-style-type: none"> <li>Continue capacity building grant program based on the criteria established by the Quality Committee, and contingent on additional OST funding that is earmarked for capacity building, in service of DC children and youth.</li> </ul>
<p><b>4.6</b> In service to the dismantling of structural racism and inequities, provide enhanced support to small nonprofits through targeted funding, to increase their organizational capacity and program quality.</p>	<ul style="list-style-type: none"> <li>Use qualitative and quantitative data to identify OST – funded providers support needs, with an emphasis on small nonprofits.</li> </ul>	<ul style="list-style-type: none"> <li>Increase capacity building initiatives for OST-funded partners in a way that supports the development of children and youth, and that promotes results that focus on program quality and accountability, and positive youth outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Assess and increase capacity building initiatives for OST-funded partners in a way that supports the development of children and youth, and that promotes results that focus on program quality and accountability, and positive youth outcomes.</li> </ul>

# Strategy 4 - 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:*

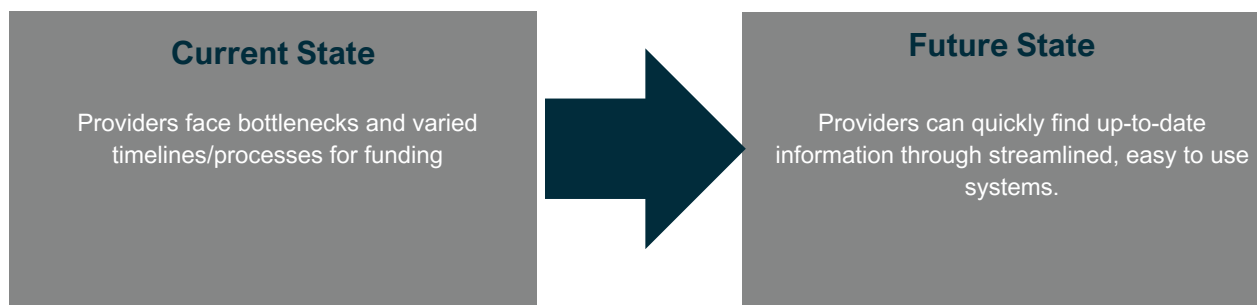
Activity	Metrics
<p><b>4.1</b> Expand the Quality Assurance Team within The Institute, as they conduct quality assessments, to expansively work with programs, to deliver trainings in support of their continuous growth and improvement as OST providers, and to ensure OST providers are held accountable through robust continuous OST improvement plans organizationally.</p>	<p>% of grantees that meet or exceed quality bar            # of members of Quality Assurance team members            # of grantees that meet or exceed capacity building grantee requirements            # of grantees in compliance with quality assurance metrics</p>
<p><b>4.2</b> Establish and engage with a Youth Assessor Corps</p>	<p>Youth Assessor Corps rating of OST program quality</p>
<p><b>4.3</b> Provide opportunities and support for OST youth development practitioner skill development (e.g. - enhanced focus on ongoing coaching), to promote highly skilled OST program providers, to support organizations with building capacity, to support providers in implementing program quality, to share best practices for youth development practitioners, and to support partnerships across organizations and agencies.</p>	<p># of trainings provided unduplicated practitioner participation numbers            Satisfaction ratings of practitioner participants            # of OST grantee cross-organizational partnerships</p>
<p><b>4.4</b> 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, to build an expansive OST network of program providers who learn from and strengthen each other, and to increase the skills of practitioners whilst developing career pathways.</p>	<p># of OST Mentorship Network opportunities            # of OST Mentorship Network members            Satisfaction of OST Mentorship Network members with the initiative            # of trainings attended by practitioners</p>
<p><b>4.5</b> Refine and enhance the domains of capacity building through grants and technical assistance workshops led by both the Institute and Learn24 grantees*see <i>Appendix 3</i></p>	<p># of workshops and capacity building trainings facilitated by the OST Office in support of DC children and youth            # of OST Office-funded grant competitions to support capacity building in service to DC children and youth</p>
<p><b>4.6</b> In service to the dismantling of structural racism and inequities, provide enhanced support to small nonprofits through targeted funding, to increase their organizational capacity and program quality.</p>	<p># of small nonprofits funded by the OST Office            % increase in awards allocated to small nonprofits year by year            Program quality assessment of small nonprofits by The Institute</p>

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



## Strategy 5 - Overview and Activities: Improve Systems and Processes

Improve provider experience through improved, streamlined systems and processes.



### To achieve this, the OST Office will:

**5.1** Streamline funding processes for government agencies through the strengthening of OST partnerships between agencies, through partnership application mapping to meet organizational needs, by minimizing duplication of procedural and process efforts by CBOs, and to 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

**5.2** Review and improve process requirements, e.g.- insurance requirements, the clearance process through the partnering with DCHR on improved background clearance process to enable providers to efficiently hire additional staff, and the OST grant competitions application window

**5.3** Support organizations/service providers as they engage with families to ensure they deepen connections, ensuring year-round access, meaningful experiences, and resources necessary to provide support, through the improvement in the dissemination of information via regular communications with schools and more direct community engagement events for families and OST providers

**5.4** \*Strategically coordinate and collaborate with OST-funded providers, to build capacity of all OST-funded providers, with a special emphasis on small nonprofits that offer more limited/enrichment services, to work with larger organizations in communities of need (develop systems for collaboration/partnership).

*\*based on OST Commission feedback- see Appendix 4*

# Strategy 5 - Timeline: Improve OST Systems and Processes

Activity	FY24	FY25	FY26
<p><b>5.1</b> Streamline funding processes for government agencies through the strengthening of OST partnerships between agencies, through partnership application mapping to meet organizational needs, by minimizing duplication of procedural and process efforts by CBOs, and to 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</p>	<ul style="list-style-type: none"> <li>Partner with vendor on launching of expanded grants management system</li> <li>Internal and external training on new system</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and improve upon centralized system through continuous evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Additional communication and training</li> <li>Ongoing monitoring and continuous evaluation of system for improvement</li> </ul>
<p><b>5.2</b> Review and improve process requirements, e.g.- insurance requirements, the clearance process through the partnering with DCHR on improved background clearance process to enable providers to efficiently hire additional staff, and the OST grant competitions application window</p>	<ul style="list-style-type: none"> <li>Audit current background process</li> <li>Identify areas for improvement and make recommendations for an updated and streamlined system</li> <li>Inform staff of new system when approved and launched</li> <li>Ensure that the OST RFA process is released 6 weeks in advance, giving OST providers a minimum of 6 weeks between RFA release date and RFA due date.</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of updated process</li> <li>Ongoing monitoring and recommend improvement revision of system where applicable</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring and suggested revisions to improve system and process</li> </ul>
<p><b>5.3</b> Provide opportunities and support for OST youth development practitioner skill development (e.g.- enhanced focus on ongoing coaching), to promote highly skilled OST program providers, to support organizations with building capacity, to support providers in implementing program quality, to share best practices for youth development practitioners, and to support partnerships across organizations and agencies.</p>	<ul style="list-style-type: none"> <li>Identify areas for additional training</li> <li>Design series of trainings</li> <li>Launch series and collect feedback</li> </ul>	<ul style="list-style-type: none"> <li>Revise series based on feedback and best practices</li> <li>Launch updated series and continue to collect feedback</li> </ul>	<ul style="list-style-type: none"> <li>Revise series based on feedback and best practices</li> <li>Launch updated series and continue to collect feedback</li> </ul>

## Strategy 5 - Timeline: Improve OST Systems and Processes (continued)

Activity	FY24	FY25	FY26
<p><b>5.3</b> Support organizations/service providers as they engage with families to ensure they deepen connections, ensuring year-round access, meaningful experiences, and resources necessary to provide support, through the improvement in the dissemination of information via regular communications with schools and more direct community engagement events for families and OST providers</p>	<ul style="list-style-type: none"> <li>• Identify additional communication opportunities with schools</li> <li>• Identify additional community engagement events</li> <li>• Launch additional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement additional opportunities</li> <li>• Collect feedback to continue to revise approach</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement additional opportunities</li> <li>• Collect feedback to continue to revise approach</li> </ul>
<p><b>5.4</b> *Strategically coordinate and collaborate with OST-funded providers, to build capacity of all OST-funded providers, with a special emphasis on small nonprofits that offer more limited/enrichment services, to work with larger organizations in communities of need (develop systems for collaboration/partnership). *based on OST Commission feedback-see Appendix 4</p>	<ul style="list-style-type: none"> <li>• Use qualitative and quantitative data to identify needed supports and areas of strength for all OST-funded partners</li> </ul>	<ul style="list-style-type: none"> <li>• Support the facilitation of community events that foster networking and partnerships between OST-funded program providers</li> </ul>	<ul style="list-style-type: none"> <li>• Support the facilitation of community events that foster networking and partnerships between OST-funded program providers</li> </ul>

# Strategy 5 - 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:*

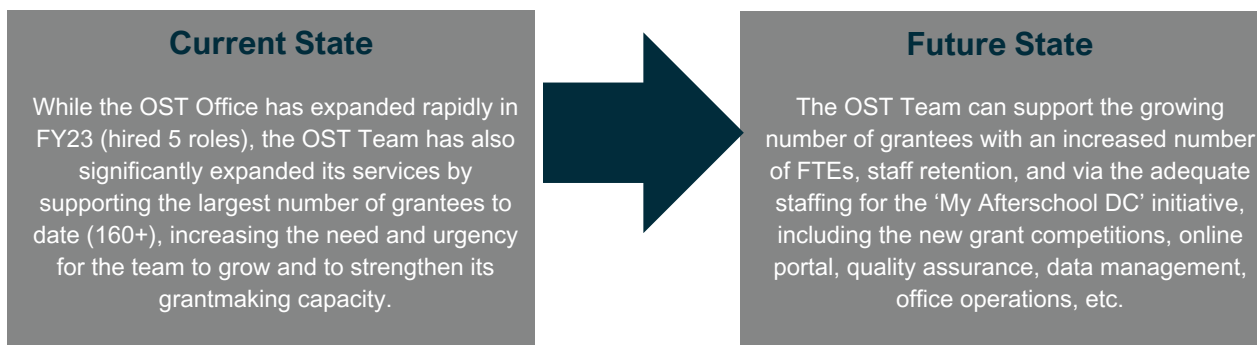
Activity	Metrics
<p><b>5.1</b> Streamline funding processes for government agencies through the strengthening of OST partnerships between agencies, through partnership application mapping to meet organizational needs, by minimizing duplication of procedural and process efforts by CBOs, and to build on/expand current grants management system to centralize and streamline grants management, RFA, and internal invoicing process system, for a better OST provider and family experience</p>	<p>OST provider satisfaction rating Establishment of a 30-day public commentary period to gather input, feedback and qualitative data from OST stakeholders before making major changes to upcoming RFAs</p>
<p><b>5.2</b> Review and improve process requirements, e.g.- insurance requirements, the clearance process through the partnering with DCHR on improved background clearance process to enable providers to efficiently hire additional staff, and the OST grant competitions application window</p>	<p>Average time for providers to make new hires OST provider annual survey feedback on insurance process # of weeks providers have to apply for grant competitions OST provider general feedback on OST systems and process improvements</p>
<p><b>5.3</b> Support organizations/service providers as they engage with families to ensure they deepen connections, ensuring year-round access, meaningful experiences, and resources necessary to provide support, through the improvement in the dissemination of information via regular communications with schools and more direct community engagement events for families and OST providers</p>	<p># of OST informational events for families Family ratings of OST events # of communications disseminated to schools # of schools OST communications are shared with</p>
<p><b>5.4</b> *Strategically coordinate and collaborate with OST-funded providers, to build capacity of all OST-funded providers, with a special emphasis on small nonprofits that offer more limited/enrichment services, to work with larger organizations in communities of need (develop systems for collaboration/partnership). <i>*based on OST Commission feedback-see Appendix 4</i></p>	<p># of OST-funder partner collaboration events # of OST partner providers serving on the OST Commission Coordination and Collaboration Committee Provider satisfaction in annual OST Provider survey # of larger OST-funded providers that partner with OST-funded small nonprofits Youth outcomes for OST-funded partners' collaboration</p>

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



## Strategy 6 - Overview and Activities: Strengthen the OST Office

Strengthen and build the capacity of the team to deliver on the OST vision in support of Universal OST access, beginning with the Afterschool for All initiative, through continuous growth and improvement.



### To achieve this, the OST Office will:

- 6.1** Provide trainings, resources, professional development opportunities, and career growth pathways to support the growth, development, and continual improvement of OST Team members
- 6.2** Develop and implement improved internal and external communications and knowledge management systems to create more OST operational efficiencies and to promote transparency, e.g.- continue the public sharing out of the Grant Summary for each competition and the streamlining of the grant application process to ensure a shared understanding of how grant awards are made and how funding allocations are determined.
- 6.3** Create and implement a talent recruitment, retention, and career growth plan for each OST Office team member
- 6.4** Evaluate and determine the next phase of evolution and continuous improvement for the OST Office by leveraging and utilizing existing qualitative data, e.g.- OST provider feedback, Roundtable discussions, Surveys, Testimonies, Parent Discussion, Site Visits to identify gaps, needs, and to provide additional capacity building opportunities.

## Strategy 6 - Timeline: Strengthen the OST Office

Activity	FY24	FY25	FY26
<p><b>6.1</b> Provide trainings, resources, professional development opportunities, and career growth pathways to support the growth, development, and continual improvement of OST Team members</p>	<ul style="list-style-type: none"> <li>• Identify areas of training needs for each team member and partner with them to develop a performance plan</li> <li>• Design annual professional development plan with each team member</li> <li>• Implement professional growth plan and collect feedback annually</li> </ul>	<ul style="list-style-type: none"> <li>• Revise performance plan based on feedback and need</li> <li>• Implement revised plan</li> </ul>	<ul style="list-style-type: none"> <li>• Revise performance plan based on feedback and need</li> <li>• Implement revised plan</li> </ul>
<p><b>6.2</b> Develop and implement improved internal and external communications and knowledge management systems to create more OST operational efficiencies and to promote transparency, e.g.- continue the public sharing out of the Grant Summary for each competition and the streamlining of the grant application process to ensure a shared understanding of how grant awards are made and how funding allocations are determined.</p>	<ul style="list-style-type: none"> <li>• Audit current internal communications and knowledge management system</li> <li>• Identify areas for improvement and create owners/timeline for updated systems</li> </ul>	<ul style="list-style-type: none"> <li>• Begin to update internal communications and systems</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize updates on internal communications and systems</li> </ul>
<p><b>6.3</b> Create and implement a talent recruitment, retention and career growth plan for each OST Office team member</p>	<ul style="list-style-type: none"> <li>• Identify staffing needs for the OST Office</li> <li>• Develop retention and recruitment plan to meet staffing needs</li> </ul>	<ul style="list-style-type: none"> <li>• Implement retention and recruitment plan</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing monitoring and evaluation of plan</li> <li>• Revise plan based on evaluation</li> </ul>
<p><b>6.4</b> Evaluate and determine the next phase of evolution and continuous improvement for the OST Office by leveraging and utilizing existing qualitative data, e.g.- OST provider feedback, Roundtable discussions, Surveys, Testimonies, Parent Discussion, Site Visits to identify gaps, needs, and to provide additional capacity building opportunities.</p>	<ul style="list-style-type: none"> <li>• Draft and implement plan on driving continuous improvement for the OST Office and stakeholders' experiences with it both internally and externally</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation and updating (as needed) of plan</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation and updating (as needed) of plan</li> </ul>



## Strategy 6 - 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
<p><b>6.1</b> Provide trainings, resources, professional development opportunities, and career growth pathways to support the growth, development, and continual improvement of OST Team members</p>	<p>OST team member retention, satisfaction, and promotion rates</p>
<p><b>6.2</b> Develop and implement improved internal and external communications and knowledge management systems to create more OST operational efficiencies and to promote transparency, e.g.- continue the public sharing out of the Grant Summary for each competition and the streamlining of the grant application process to ensure a shared understanding of how grant awards are made and how funding allocations are determined.</p>	<p>OST team member satisfaction rates</p>
<p><b>6.3</b> Create and implement a talent recruitment, retention and career growth plan for each OST Office team member</p>	<p># of OST team members retained # of OST team members promoted</p>
<p><b>6.4</b> Evaluate and determine the next phase of evolution and continuous improvement for the OST Office by leveraging and utilizing existing qualitative data, e.g.- OST provider feedback, Roundtable discussions, Surveys, Testimonies, Parent Discussion, Site Visits to identify gaps, needs, and to provide additional capacity building opportunities.</p>	<p># of plan metrics completed Progress on implementation of plan's metrics</p>

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

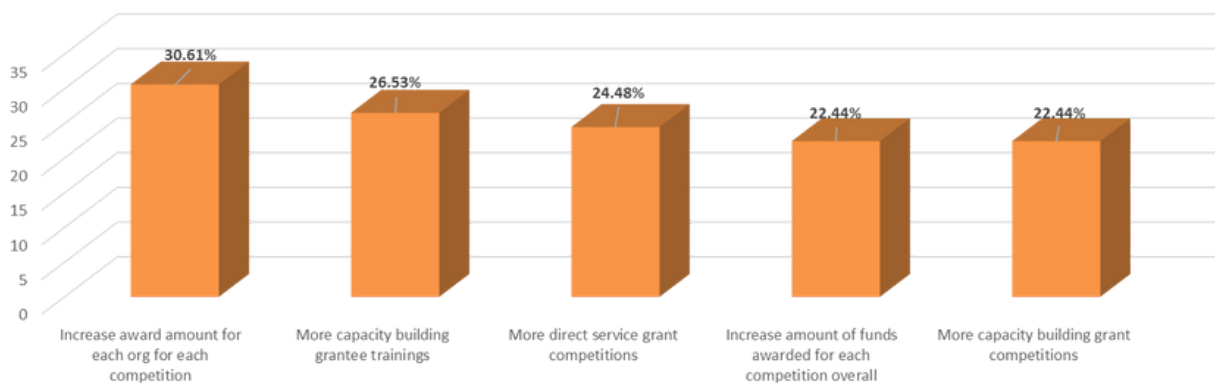
# DC Policy Center 2023 OST Needs Assessment, Seat Need

Goal	Afterschool		Summer	
	PK3-Grade 8	Grades 9-12	PK3-Grade 8	Grades 9-12
Universal coverage	(39,528)	(12,927)	(53,454)	(3,974)
Broad income targeting	(24,777)	(8,923)	(38,708)	116
At-risk	(3,332)	(,3029)	(17,258)	5,924
Narrow income targeting	2,334	1,235	(1,592)	10,288

# OST Office 2023

## \*Provider Feedback on desired OST Office Priorities

What should the OST prioritize this coming fiscal year?



*\*Data pulled from p. 10 of hyperlinked document*

# OST Office 2023

## \*Provider Feedback on desired OST Office Trainings

**11. What kinds of thematic (content) trainings would you like the OST Office's Institute for Youth Development to implement this fiscal year? (For example - more youth development trainings, trainings focused on \_\_\_\_)**

- a. Capacity Building
- b. Capacity Building
- c. Capacity Building for small organizations
- d. Collecting/Analyzing Youth Data classroom/youth management trainings
- e. First Aid, Grant Writing, Financial, Non-Profit governance
- f. Guide to writing successful Grants.
- g. Engaging children and youth with clinical special needs along with those who have emotional special needs from trauma in the home."
- h. How to foster leadership skills among the youth? Youth engagement in their communities.
- i. I have not personally participated in OST trainings yet, though I look forward to learning more about OST's youth development trainings in the future.
- j. I think, overall, the program works well. I have always been able to get assistance from our Grant Manager whenever needed.
- k. Informed-Trauma
- l. It would be helpful to address students with disabilities because OST may not be funded to deal with students with Individualized Education Plan and may not have this information.

*\*Data pulled from p. 6, 7 of hyperlinked document*

# OST Office 2023

## \*Provider Feedback on desired OST Office Trainings

- m. It would be nice to receive report due dates at the beginning of the grant period. As well as having a form to fill out that captures the previous report's information. We currently complete a Word document and the questions are not always consistent. I am very happy to see the grant management process being captured in CitySpan. I hope that we can continue to use the platform for other compliance areas and deliverables.
- n. More Advanced Youth Development workshops, Implement a workshop on conflict Resolution and Community Service for youth Workshops
- o. More Advancing Youth Development trainings
- p. More training on Students with Special Needs.
- q. More training related to finance, programming, and operational development to ensure we meet the needs required from our grantee.
- r. More youth development and retention
- s. More youth development training
- t. More youth development trainings on how to navigate children who suffer from behavioral issues.
- u. None, all are comprehensive.
- v. Our staff would benefit from training such as:
  - i. How to support LGBTQ+ youth
  - ii. Self-Care for Youth Development Professionals
  - iii. Supporting growth mindset and self-efficacy
  - iv. Navigating transitions and building resilience

*\*Data pulled from p. 6, 7 of hyperlinked document*

# OST Office 2023

## \*Provider Feedback on desired OST Trainings (continued)

### PROGRAM EVALUATION

- Training that talks about student engagement.
- Trainings focused on addressing microaggressions from volunteers
- Trainings focused on Retention
- Trainings focused on technical support, navigating all of the requirements
- Trainings focused on youth mental health support.
- Trainings on mental health support for children and families
- Trainings on Peer mediation
- Trainings focused on building self esteem
- Trainings focused on Communication
- Trauma-informed design, outcomes and evaluation, parent and school relations, youth leadership development, curriculum alignment between DCPS and OST.
- We would like for conflict resolution to be a priority when dealing with the youth. We have found that our conflict resolution manual really helped develop the youth and received great praise from the parents and the youth.
- Youth Development training would be ideal that staff can participate in.
- Youth development trainings focused on student engagement. I also think some support with creating and implementing effective PBIS systems in the OST context would be helpful.
- Youth development, restorative justice, social emotional learning

# **Appendix 4: OST Commissioner Feedback & OST Office Deliberation**

*Please note: Document is hyperlinked*

# Draft OST Commission Committee Documents

Highlighted = incorporated into final OST Strategic Plan



# OST Commission Committee

## Support & Accountability Strategies

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.

## 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.

*Updated Funding & Capacity Building Committee Recommendations, with commentary on what has been incorporated into the plan, can be found [here](#).*

Objectives	Strategies
<p>Support organizations through targeted capacity-building supports, enabling organizations to strengthen organizational systems &amp; deepen their presence in the community, to produce positive youth outcomes in service of the vision of Universal OST access, beginning with Afterschool for All.</p>	<ul style="list-style-type: none"> <li>• Refine and enhance the domains of capacity building through grants and technical assistance workshops led by both the Institute and Learn24 grantees</li> <li>• 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</li> <li>• Support nonprofits through ongoing annual capacity building grants that are released annually, starting in FY24 and continuing through FY26</li> <li>• Leverage and utilize existing qualitative data, e.g.- OST provider feedback, Roundtable discussions, Surveys, Testimonies, Parent Discussion, Site Visits to identify gaps, needs, and to provide additional capacity building opportunities.</li> <li>• 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</li> <li>• 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.</li> <li>• 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).</li> <li>• Use OST provider feedback and expertise when structuring the RFA and making changes, to promote access, inclusion, and expansion of OST services.</li> <li>• 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</li> </ul>

## OST Commission Support & Accountability Strategies: Funding and Capacity Building (continued)

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.

*Updated Funding & Capacity Building Committee Recommendations, with commentary on what has been incorporated into the plan, can be found [here](#).*

Objectives	Strategies
<p>Prioritize equity in the distribution of funds to organizations that work with underserved youth*</p>	<ul style="list-style-type: none"> <li>• Update and refine funding priorities, to promote equity and a focus on youth most in need and without access to programs</li> <li>• 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</li> <li>• 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</li> <li>• 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.</li> <li>• Support the equitable distribution of funds that reflect the prioritization of underserved communities</li> <li>• 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</li> <li>• 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:             <ul style="list-style-type: none"> <li>◦ 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</li> <li>◦ 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</li> </ul> </li> </ul>

## 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
<p>Define measurable outcomes, and identify citywide supports for achieving the outcomes at the systems level</p>	<ul style="list-style-type: none"> <li>• Partner with citywide agencies to collect data and to establish system-wide information that identifies gaps on programs receiving government funding.</li> <li>• Utilize the ongoing data collected to identify the needed supports</li> <li>• Leverage identified supports needed to establish citywide OST agency objectives to fill the identified gaps</li> <li>• Create a citywide network of OST agency funding providers to align on common outcomes, and grant funding needs and opportunities through RFAs</li> <li>• Leverage the Learn24 network to establish a system for measuring grantees progress towards achieving established programmatic outcomes</li> </ul>
<p>Define and support organizational outcomes, to promote organizational growth and positive youth development</p>	<ul style="list-style-type: none"> <li>• Use current education legislation to provide targeted support for organization's serving student populations with the greatest needs</li> <li>• Provide support to organizations to measure goals using research-based youth development practices</li> </ul>
<p>Define and support program level outcomes to promote the continuous growth &amp; development of children &amp; youth across the District</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>Provide guidance on changes to the OST Office's ongoing priorities</p>	<ul style="list-style-type: none"> <li>• Use a bi-annual needs assessment and introduce quarterly public and community conversations, led by the OST Office to promote the Office's continuous improvement</li> <li>• 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</li> </ul>

## 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	<ul style="list-style-type: none"> <li>• Establish youth assessor corps</li> </ul>
Support organizations to improve the quality of the program and to build organizational capacity	<ul style="list-style-type: none"> <li>• Support providers in implementing program quality</li> <li>• Support organizations with capacity building</li> <li>• Share best practices for youth development practitioners</li> <li>• Support partnerships across organizations and agencies</li> </ul>
Define and support program level outcomes to promote the continuous growth & development of children & youth across the District	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Support practitioners with skill development	<ul style="list-style-type: none"> <li>• Increase the skills of practitioners</li> <li>• Develop career pathways</li> </ul>

## 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
<p>Support agency &amp; nonprofit operations: Identify needs, barriers and consider options to processes and strategies to reduce duplication of requirements among DC agencies and organizations</p>	<ul style="list-style-type: none"> <li>• Partnership application mapping to meet organizational needs and minimize duplication of procedural and process efforts by CBOs</li> <li>• Streamline funding processes across government agencies (applying through reporting)</li> <li>• Review and improve process requirements, including clearance process, facility usage and insurance requirements</li> </ul>
<p>Support Strong Cross-Sector Partnerships: Support partnership among all OST stakeholders and users</p>	<ul style="list-style-type: none"> <li>• Define and strengthen OST partnerships between agencies</li> <li>• 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</li> <li>• 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</li> <li>• Examine the facility usage requirements across agencies, including DCHA, DCPS, DGS, DPR, OSSE; with an eye to streamlining access</li> </ul>
<p>Increase District-wide Coordination: develop a District-wide OST schedule and program to ensure equitable access focused on reaching underserved youth*</p>	<ul style="list-style-type: none"> <li>• Convene agencies to identify program structure and services to meet community needs</li> <li>• Identify gaps and needs; consider transportation issues, and potential solutions, including safety measures to be supported by DC agencies</li> <li>• Identify gaps for service and unmet needs for programming</li> </ul>

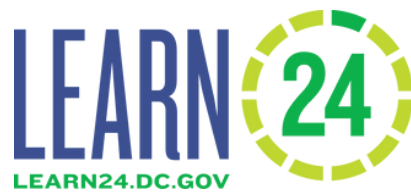
# **Appendix 6: Community Engagement and Feedback**

*Please note: Document is hyperlinked*

# **Appendix 7:** **OST Commissioners** **Final Draft Plan** **Feedback From** **9/28/2023**

*Please note: Document is hyperlinked*





# Thank You!



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<https://learn24.dc.gov>