

## Statewide Afterschool Network: Theory of Change

### NETWORK NAME

Kentucky Out of School Alliance

### NETWORK VISION

The Kentucky Out of School Alliance aspires to help children and youth succeed through effective out-of-school time experiences.

### Contextual Factors: What circumstances or factors may support/inhibit achieving the vision?

#### Inhibit Achievement

- Economic climate, nationally and state. Kentucky state budget is currently in deficit of over \$456,000,000
- Elected officials consider national and state economy a top priority over other pressing issues
- Purpose, function, and results of quality out of school time programs not well understood by elected officials
- Collaborating state agencies are experiencing scrutiny for any expenditures and priorities, including limited travel
- Kentucky is a predominantly rural and agricultural state that has not transitioned well to attract industry
- Kentucky ranks 5<sup>th</sup> in the nation in poverty; 33% of the population live 185% below the federal poverty level; 56.3% of students qualify for free and reduced lunch
- Educational attainment is not valued, 24.9% of adults over the age of 25 years do not have a high school diploma nor a GED.
- Only 7% of Kentucky's Kindergarten through 12th grade participates in afterschool programs
- Public will for afterschool programming is growing, but not yet strong enough
- Considerable reduction in state funds for Extended School Services

#### Support Efforts

- Access to ATAC as a resource
- Several State agencies and organizations are key stakeholders in the effort for a statewide network
- The YMCA, Boys and Girls Clubs, 21st Century Community Learning Centers (21st CCLCs), Girl Scouts, Save the Children, Family Resource and Youth Services Centers (FRYSC), Community Education, private day care and faith-based centers, all provide afterschool programs
- Strong support from within the Kentucky Department of Education
- Strong partnership and support from the Division of Child Care, including resources and a referral system
- Kentucky Child Now has IT and Marketing coordinators on staff
- Growing interest in quality out of school programs; the Alliance has grown to over 350 members in eleven months
- Over 100 members serve on one of four standing committees
- Increased focus on the high number of student dropouts; 1 in 4 ninth graders do not graduate 4 years later with their peers

**Overarching Mott Goal:**

**Goal 1: Create a sustainable structure of statewide, regional, and local partnerships, particularly school-community partnerships, focused on supporting policy development at all levels.**

**Specific Network Goal:**

Establish an infrastructure to support the continued growth, development and accessibility of quality out-of-school programs to promote the success of children and youth.

**Long Term Outcomes:**

- The Kentucky Out of School Alliance serves as the infrastructure to support the continued growth, development and accessibility of quality out-of-school programs to promote the success of children and youth.
- Sustainable network structure in place
- Well-informed and actionable network
- Coordinated policy development
- Network presence in policy development
- State-level support for OST programs
- Secure, long term funding
- School day and OST collaboration
- Best practices shared
- Network coordination and communication with stakeholders
- Effective school age regulations in place
- Local and regional capacity to support programming
- Expansion and physical presence of network into state regions
- Strong data and tracking systems in place
- Key stakeholders support the network
- Media tracking system in place
- Recognize and honor state champions for OST

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### Short Term Outcomes:

- Mission and Vision developed
- Governance structure developed
- Governing Guidelines approved
- Organizations, agencies, and individuals identified for participation and/or membership recruitment
- Committees and sub-committees established
- Meetings schedule developed
- Communication strategies developed
- Committees further develop goals and action steps to achieve outcomes
- Strategic Plan developed by a diverse group of people from various areas of the Commonwealth
- Alliance has own identity but is connected to other key organizations
- Vision and Mission shared with a wide range of stakeholders
- Increased stakeholder awareness of Alliance and knowledge of activities
- Increased participation in OST activities
- Alliance sustainability plan created and implemented
- Evaluation results of OST programs available to increased audience

### Network Elements:

- Create network leadership and advisory structures
- Develop and support a statewide OST network
- Enhance and expand Alliance relationships with other stakeholder organizations
- Recruit additional partners
- Identify Kentucky champions for OST
- Implement a collaborative system that alleviates specific gaps in services, such as vocational programs and middle school summer programs
- Educate stakeholders and public about OST
- Develop public support for OST
- Identify key policy makers to educate on OST
- Conduct outreach to educate policy makers
- Create marketing plan and implement effective communication strategies
- Align Alliance and collaborative partner training activities
- Conduct a statewide needs and services assessment

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**Overarching Mott Goal:**

**Goal 2: Support the development and growth of statewide policies that will secure the resources that are needed to sustain new and existing afterschool programs.**

**Specific Network Goal:**

Develop and propose recommendations and support for policies to increase positive outcomes for youth and After-school programs.

**Long Term Outcomes:**

- A policy is in place that will assess, identify and establish quality afterschool programs for all school-age youth across the state.
- Increase of quality OST programs across the Commonwealth
- Coordinated OST funding, policies, and practices
- Identification of new OST champions
- Increase of federal OST funds; increased advocacy; increase in public support
- State-wide coordinated system recognized and endorsed by key state officials

**Short Term Outcomes:**

- Agreement of decision-makers to support increased collaboration that provides for more effective use of state and community resources for OST is facilitated
- Key legislators and policymakers are advised about the outcomes and benefits of OST programs
- Adequate funding is secured for OST through networking with active stakeholders and elected officials, in multiple community and state agencies, to maintain sustainability of effective OST programs
- Legislative processes at the federal and state levels are monitored, in collaboration with Research & Evaluation Committee, in order to determine impact on OST programs
- Marketing and public communication campaigns and strategies in place
- Partners more knowledgeable of OST
- Increased public will and support
- Increase of Alliance membership; expansion of collaborative partners

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### Network Elements:

- Identify and enlist legislative afterschool champion
- Identify and enlist support of agency heads
- Identify key policymakers for support
- Mandate coalitions of afterschool program providers and sustainers
- Plan and support better integrations of state services
- Educate our elected officials and stakeholders
- Gain support of state legislators
- Refer to juvenile justice rates
- Allocate and earmark funds for a variety of afterschool programs, especially for transportation (i.e., ESS Funds)
- Devise a plan to gain additional funding from external sources
- Provide necessary transportation
- Support and plan for increased state funding
- Utilize Network funding to generate support for additional OST funding
- Identify and prioritize policy areas to focus on
- Monitor legislative process at federal and state levels (and the impact on afterschool programs)

### Overarching Mott Goal:

**Goal 3: Support statewide systems to ensure programs are of high quality.**

### Specific Network Goal:

Develop and propose ongoing recommendations and supports for high quality programs accessible to all out of school children, youth and families through a UNITED Network.

### Long Term Outcomes:

- Program quality has improved: an OST credential is in place and training is widely available throughout the state
- Professional development and technical assistance provided
- Increased funding for OST
- State standards developed
- Endorsement of Evaluation tools

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### Short Term Outcomes:

- Collaboration created among stakeholders to ensure high quality programs during out of school time
- Developed and proposed recommendations and supports for high quality professional development for out of time staff
- Developed and recommended a cohesive summary of evaluation tools
- Influenced regulations for all Kentucky school-age out of school time programs
- Best practices and state standards disseminated to providers
- Self-assessments conducted
- Improved coordination of technical assistance for OST
- School-age licensing and regulations in place that are school friendly
- OST programs monitor progress and implement improvement strategies
- Improved partner coordination of training and technical assistance

### Network Elements:

- Connect existing systems (i.e., DJJ)
- Consistency in school and non-school based programs or training
- Define High Quality and TA
- Involve all stakeholders
- Measure pulse at local level, then develop plan
- Encourage communication between the Office of Teaching & Learning communicate and Student & Family Support
- Develop user-friendly communication (no jargon, acronyms)
- Core Content Training for OST online
- Create trainings to support KY core content to Afterschool
- Develop training tracks for all K-12 groups
- Ongoing, up-to-date training of personnel / staff using programs linked to Kentucky Core Content
- Partner with other training entities
- School Age Credential / CDA
- School Age Training Network by regions
- Seek qualified and credentialed trainers to provide trainings across the state
- Offer a variety of training times and location
- Form a committee to crosswalk (compare) current evaluation instruments
- Conduct local needs assessment (use 40 assets)

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- Coordinate cafeteria program with appropriate evaluation instruments
- Create afterschool program crosswalks
- Create school age quality self-assessment
- Use cross referencing types of assessment
- Have a data bank that pours into KYOSA – need to crunch our numbers to use data to show our work
- Develop a statewide cafeteria plan of quality assessments
- Establish benchmark evaluation tools for specific programs
- Gather evaluation resources and crosswalk
- Identify Quality Indicators
- Identify what makes a “Best Practice”
- Propose benchmarks for positive outcomes
- Form a sub-group for Quality Control to meet ongoing to gather information on identifying a system of evaluation
- Research and use up-to-date brain research that has identified successful teaching / learning strategies
- Research Army’s assessment tool
- Stress all areas of achievement – not just academics
- Build off the Early Childhood Professional Development System
- Develop funding avenues (i.e., Service Learning Grant)
- Develop Research & Referral specific for OST
- Gather information internationally on works
- Develop website with links – best practices, blogs, training resources, etc.
- KYOSA can coordinate OST professional development opportunities