



KYOSA Strategic Direction

Building Back Better | 2022-2025

Table of Contents:

Theory of Change | *page 2*

Strategic Direction | *pages 3-5*

The KYOSA 2022-2025 Strategic Direction was developed through an experiential and iterative process intended to expand the network and build community amongst a diverse cadre of OST professionals and advocates. Over 100 individuals participated in the process through a volunteer design team, steering team, a partner forum event, focus groups, and a field workforce survey. The KYOSA Strategic Direction Design Team, which convened for six months from October 2021-March 2022, was integral to the design process along with KYOSA Staff and Strategic Leadership Team members. The process was designed and facilitated in partnership with Corazon Catalysts with support from the Charles Stewart Mott Foundation. Refer to the Implementation Considerations section for more information on the design process.

Our Vision: All children and youth in Kentucky have access to high-quality out-of-school time programs that prepare them for success in school, work, and life.

Our Mission: To support the continued growth, development, and accessibility of quality out-of-school programs to promote the success of children and youth.

Our Values: We approach our work with a commitment to: *collaboration, transparency, fairness and belonging.*

We achieve our mission by:

- **Forging statewide, regional, and local cross-sector collaborations** that ensure out-of-school time programs are high-quality and sustainable.
- **Advancing statewide policy** that will secure the resources needed to sustain new and existing out-of-school time programs.
- **Building the capacity of the out-of-school time workforce** to lead and deliver high-quality programs and services.
- **Providing a centralized hub of data and resources** that equip the field to influence systems change, expand partnerships, strengthen the workforce, and improve programs.

We accomplish our work through the following service areas:

- **Training & Professional Development**
- **Data & Research**
- **Policy & Advocacy**

We are in direct service to: Out-of-school time* organizations and the out-of-school time workforce.

*Out-of-school time is a supervised program that young people regularly attend when school is not in session, which can include multipurpose programs (21st Century, Licensed Child Care, Boys & Girls Clubs, YMCA), academic programs (summer or expanded learning programs), or specialty activities (coding academies, sports clubs, theater programs).

KYOSA is proudly one of 50 Charles Stewart Mott Foundation State Afterschool Networks, the KY State Affiliate of the National Afterschool Association, and an initiative of Save the Children.

Building Back Better Strategic Direction | 2022-2025

TRAINING & PROFESSIONAL DEVELOPMENT PRIORITIES				
GOALS	ACTIVITIES	YR1	YR2	YR3
<p>Goal #1: Collaborate with professional development partners and technical assistance providers to elevate and align existing resources across Kentucky, increasing the accessibility of capacity building opportunities to all providers.</p>	Implement an approach to engage, cultivate, and sustain more robust and representative partnerships across the state to support strategic alignment in services, leveraging of resources, and sharing of data and approaches (i.e. convene regular quarterly meetings with partners across the state, create a statewide coalition that connects regional networks).	x	x	x
	Curate a hub of professional development and technical assistance resources offered by partner organizations regionally and statewide through a centralized events calendar on the KYOSA website (denote clear delivery and dosage options, target audiences, organization and facilitators, cost, eligible credits, ratings alignment, etc).	x	x	x
	Align professional development offerings with rating and credit systems (i.e. ECE-TRIS credit, All-Stars rating) to support the advancement of the professionals and the field.	x	x	x
	Implement a robust communications campaign to market professional development opportunities from KYOSA and partners organizations regionally and statewide utilizing all available platforms (e-blast, website, social media) and including partner organizations such as: KASA, KASS, KSBA, ECE-TRIS, 21st CCLC, Division of Child Care, Division of Family Resource and Youth Services Centers, KY Public Library Association, Kentucky Special Education Cooperative Network.	x	x	x
<p>Goal #2: Provide free and low-cost professional development and technical assistance that builds the capacity of the OST workforce to deliver high-quality programs and thrive in the youth development profession.</p>	Conduct comprehensive professional development needs assessments annually and update trainings as needed (include behavior management needs, SEL, trauma informed care, advocacy, school-community partnerships, family engagement, academic standards, etc)..		x	x
	Provide training and technical assistance tailored to various audiences and that offers a hybrid of self-paced and facilitated, synchronous and asynchronous, and in-person and virtual options that range in dosage from brief 101 or refreshers to extensive capacity building and learning communities.		x	x
	Provide a repository of resources that are responsive to timely needs and opportunities facing child, families and the workforce (i.e. SEL and Mental Health & Wellness (grief, mourning, violence prevention); Diversity, Equity & Inclusion; STEM and Literacy; Workforce Development, Advancement & Pipelines; Family Engagement).	x	x	x
	Develop and maintain an online forum for OST providers to build community, provide peer support and consultancy, and share best practices and resources through Mott's Mobilize.	x	x	x

	Provide technical assistance and professional development that supports increased retention and advancement of the OST workforce(i.e. social emotional support, gaining a sense of belonging and identity as an OST professional, professional certifications, leadership pathways).		x	x
	Provide training and resources on understanding and applying diversity, equity and inclusion in organizational and program policies, practices and culture.		x	x
	Provide training to districts and programs on how to tell compelling stories of the impact and return on investment of OST (i.e. including accessing data, engaging youth and families, etc).		x	x
	Build the fund development capacity and fundraising skills of programs (i.e. understanding funding sources, weaving funding sources, grant writing, business sponsorships).		x	x
Goal #3: Provide relevant, responsive, and user-friendly OST quality standards that are applied in policy and practice by program providers across Kentucky.	Evaluate and modify the KYOSA quality standards utilizing effective standards of practices utilized locally, regionally, statewide and nationally through a process that engages stakeholders and partners in the assessment, revision and marketing of the revised standards. Ensure the standards are responsive to the context facing child, families and the workforce in the next 3-5 years (i.e. SEL and Mental Health & Wellness; Diversity, Equity & Inclusion; STEM and Literacy; Workforce Development, Advancement & Pipelines; Family Engagement).		x	x
	Inform providers, partners, and stakeholders about the quality standards (existing and revised) and how to utilize the standards to inform their policies, practices and culture by providing guidelines via easy to use info sheets, brief videos etc. Collaborate with partner organizations to reach specific populations beyond KYOSA's reach (i.e. families).		x	x

DATA & RESEARCH PRIORITIES

GOALS	ACTIVITIES	YR1	YR2	YR3
Goal #4: Advance an intentional and collaborative research agenda that leverages national OST research priorities, deepens state-level knowledge, and yields actionable and translatable insights for all stakeholders in Kentucky.	Create and convene a research agenda design team that includes researchers (i.e. KYOSA staff/partners) and diverse stakeholders representing the OST ecosystem in order to develop an intentional research agenda for the network that is aligned with stakeholder needs and network policy priorities.		x	x
	Conduct a data needs assessment with a diverse range of stakeholders across the state to determine data gaps and collect user feedback on improvements and changes needed to current "Data & Research" tools: <i>KYOSA Data Explorer, KY After 3PM page (reports, fact sheets), and OST research library.</i>		x	
	Develop clear and consistent language around OST in KY.		x	
	Determine data, data sharing agreements, and measurement tools needed to answer questions outlined in the research agenda. Ensure research and data needs are well-aligned with the			

	Network's policy priorities and partner research agendas (Afterschool Alliance, NAA, Prichard Committee, KYA, etc).			
	Collaborate with state agencies and other partners to close current data gaps and to ensure districts are collecting the right data points to demonstrate impact and return on investment.			x
Goal #5: Provide stakeholders with easy access to comprehensive, high-quality, state, regional and local data to utilize in securing the funding, resources, and champions necessary to sustain and establish new quality programs.	Conduct a data needs assessment with a diverse range of stakeholders across the state to determine the tools needed to adapt and utilize the data.		x	
	Provide stakeholders with relevant, accessible and customizable data visualization tools and communication resources (i.e. interactive maps, data dashboards, infographics, reports, fact sheets, etc) that can be utilized with a range of constituents and influencers (i.e. policy makers, business partners, school-day, families, program providers, etc).		x	
	Support OST stakeholders and advocates with accessing and utilizing the data to tell a compelling story (i.e. webinars, infographics, advising, etc).		x	x

POLICY & ADVOCACY PRIORITIES

GOALS	ACTIVITIES	YR1	YR2	YR3
Goal #6: Collaborate with policy partners to maintain a statewide policy agenda and ecosystem that bridges local, state and national policy makers and stakeholders through strategic partnership and coalition building.	Convene a cross sector coalition representative of diverse stakeholders and champions for OST to determine, monitor and implement a policy agenda that aligns with local, state and federal priorities.	x	x	x
	Build and track relationships within the general assembly, state agencies (i.e. Division of Child Care, KDE, etc.), and other policy influencers.	x	x	x
	Build the capacity of stakeholders across Kentucky to advocate for policies and funding to sustain and advance OST programs.		x	x
Goal #7: Influence policy change that sustains and increases funding for out-of-school time through strategic partnerships and the mobilization of stakeholders across Kentucky.	Determine and advance a sustainability campaign to address the anticipated funding cliff, including maintaining ESSER funding, new public financing options such as sales tax for OST, and/or leveraging the continuum of care from early childhood to OST.	x	x	x
	Advance a campaign to establish a statewide OST program registry that is informed by the successes in other states.			x