



Strengthening Programs. Empowering Youth.

JAN 2016 - DEC 2017

School's Out Washington's Two-Year Strategic Plan

Strategic Plan Overview & Process

In 2015, School's Out Washington (SOWA) began the process of developing strategic priorities based on our last strategic plan created in 2012 using the La Piana model, a real-time strategic planning process. Through this method, we identify what are the Big Questions, an opportunity, threat or challenge that the organization will be facing in the immediate future that is so significant that we must respond. Usually one question addresses an internal organizational issue, and the other is focused on an external issue related to the mission-driven work we do.

Our current process built on our 2012 plan reviewing our Big Questions and strategies from that time to inform and provide a framework to move forward. While SOWA's work will continue to focus on programs, project and operations that are not part of the Big Questions and related Strategies, the intent is to marshal resources, including time and energy of the SOWA team, around these critical areas so that together we can accomplish them and move on to our next challenges together.

The following timeline provides an overview of our process from the creation of the initial plan in 2012 to completion of the current strategic plan guiding our organizational work over the next two years.

- **2012-2014:** SOWA's 2013-2014 Strategic Plan and Road Map finalized and guides work over 2 years.
- **January 2015:** SOWA's CEO & Leadership Team determine SOWA will engage in strategic plan re-set process using La Piana model.
- **May 2015:** Strategic planning retreat held, including all staff (regular staff, trainers & coaches), to review the past Strategic Plan, identify challenges and opportunities for SOWA as an organization and in the afterschool and summer field, and based on this input develop the Big Questions.
- **June 2015:** SOWA's Leadership team refined the Big Questions.
- **July 2015:** SOWA's Board reviewed and adopted the Big Questions.
- **November 2015:** Convened a Tactics Work Group comprised of Board and staff members to brainstorm strategies and tactics for the Big Questions.
- **December 2015:** SOWA's Leadership Team reviewed and narrowed strategies & tactics for Board review and approval.
- **January 2016:** Staff reviews final Big Questions, Strategy & Tactics. Strategic Plan adopted and in use.

Strategy Screen

In developing our strategies as part of this planning process and as we consider new strategies or initiatives, SOWA will evaluate the impact using a Strategy Screen which includes specific decision-making criteria. This tool is designed to be used at all levels of SOWA's organization to evaluate new opportunities, projects or initiatives. Our goal is to ensure that programmatic staff has the ability to use this tool to evaluate new and current work, ensuring that SOWA resources are used for projects that best match our strategic priorities.

For any strategy or initiative that has significant implications decisions will be made by the CEO and Board of Directors.

What Guides Our Work: SOWA Mission, Vision & Values

Mission: School's Out Washington provides services and guidance for organizations to ensure all young people have safe places to learn and grow when not in school. SOWA is dedicated to building community systems to support quality afterschool, youth development and summer programs for Washington's children and youth ages 5 through young adulthood.

Vision: School's Out Washington strives to build communities where...

- All children and youth are safe, happy and thriving with caring adults during their non-school hours.
- Quality out-of-school time options are available to all, responsive to community need, and integral to community well-being.
- Funding for out-of-school time options and supports is ample, varied and on-going.
- Out-of-school time professionals are valued, respected and well-compensated with easy access to training and education.

Values: How we Approach Our Work

Quality Learning and using relevant means to encourage internal and external excellence and accountability.

Equity Providing equitable access to opportunities for all children and youth.

Action Responding to emerging community needs and implementing relevant solutions through active leadership.

Connection Fostering relationships, building partnerships and connecting communities and resources.

Innovation Exploring and sharing new and creative ways to carry out our work and achieve our goals.

Identity Statement

The identity statement was developed to clarify and summarize SOWA's unique role and contribution in the community. It is intended to answer key questions regarding our service, clients served, key areas of focus and program delivery. Along with our mission and vision statement, our identity statement articulates our role in the community.

Leveraging our role as a trusted intermediary, we provide leadership expertise, training and a commitment to Racial Equity across all the work we do in the community. We are a national afterschool and youth development leader, while providing critical funding and connections across Washington, including advocating and providing a voice for the field.

Through our work, we create better outcomes for children and youth, increasing quality, accountability and accessibility of programming for children, youth and families, while improving the knowledge and skills of child and youth development professionals. Through our commitment and programming, we increase equal access and opportunity for all young people, especially young people of color, by leading efforts in leveling the playing field and promoting racial equity.

The **identity statement table** below provides more detail on SOWA's current scope and impact.

Identity Statement Table

Components of Identity Statement	Ingredients
We advance our mission of	School's Out Washington provides services and guidance for organizations to ensure all young people have safe places to learn and grow when not in school. School's Out Washington is dedicated to building community systems to support quality afterschool, youth development and summer programs for Washington's children and youth ages 5 through young adulthood.
...and seek to <i>(impact)</i>	Create better outcomes for children and youth, including: <ul style="list-style-type: none"> • Increase quality and accessibility of programming for children, youth and families • Improve the knowledge and skills of child and youth development professionals through support, training and professional development • Increase funding and capacity building resources to afterschool, youth development and summer programs • Strengthen partnerships between formal and informal educators • Increase public will and public policy for the afterschool, youth development and summer field • Increase equal access and opportunity for all young people, especially young people of color, by leading efforts in leveling the playing field and promoting racial equity.
by serving <i>(customers)</i>	Afterschool and youth development agencies, Schools and school district administration; and municipal and state agency leadership.
In <i>(geographic area)</i>	Washington State
through <i>(programs or services)</i>	<ul style="list-style-type: none"> • Promoting quality standards and accountability • Strengthening and supporting the child and youth development professional workforce • Engaging, convening and supporting the afterschool and youth development field • Promoting effective policies and the sustainability of the system • Brokering and leveraging resources
and emphasizing our competitive advantages of	<ul style="list-style-type: none"> • Our role as a trusted intermediary with the depth of experience, skills and talent to leverage our training, coaching and programming in support of the afterschool and youth development community across the state. • Our leadership expertise and commitment to providing a Racial Equity lens to all of the work we do in the community. • Providing national leadership and perspective to afterschool and youth development (ages 5 to young adulthood) that positions Washington State as a leader in the field. • Ability to provide critical funding and connections across the state and advocating and providing a voice for the afterschool and youth development field.
We are sustainable by <i>(funding sources)</i>	Grants and funding from foundations, federal, state and local government grants, earned income and individual donations.

2016-2017 Strategic Plan: Big Questions, Strategies & Tactics

The following plan is organized by looking first at our internal Big Question followed by our external Big Question. Under each question, we identified strategies which address or help to answer the Big Question and 2-4 tactics under each strategy to move the work forward.

**Included under organizational strategies and tactics are goals developed by the Board of Directors aligned to the strategic plan which will guide the Board's work and focus over the next two years.*

Internal Big Question

How can SOWA position itself as a high functioning, sustainable, mission- and equity-driven organization with measures in place to demonstrate and communicate about SOWA's impact on children and youth ages 5 - young adulthood?

Strategy #1: Measure and communicate statewide impact.

TACTICS

1. Develop organization-wide processes that allow programmatic and organizational data to be captured and easily brought into a centralized system.
2. Identify key indicators to measure how SOWA and the afterschool and youth development field are moving the needle when it comes to positive youth outcomes.
3. Communications & Programmatic leads develop and implement a plan to collect and disseminate more impact stories and qualitative data from providers and youth.
4. Improve website and increase SOWA's online and social media presence.

Strategy #2: Cultivate diverse sources of funding to finance and sustain quality and racial equity work.

TACTICS

1. Create a culture of philanthropy among Board & staff to diversify fundraising strategies e.g. grow major donor program.
2. Identify funding priorities with budgets and clear concepts for what funding would support.

Board Ambassadorship Goal: To broaden the support for SOWA by reaching out to new audiences.

Board Financial Stewardship Goal: To continue to strengthen the financial stability of SOWA.

STRATEGY #3: Develop and implement policies and practices to support SOWA's internal racial equity work.

TACTICS

1. Staff will engage in a continuous racial equity improvement plan. (Identify and implement an assessment. Create a plan. Implement the plan.)
2. Revise Racial Equity Theory of Change to provide clear structure for internal racial equity work.
3. Develop communication tools to help staff and Board articulate how SOWA promotes Racial Equity.
4. Provide Racial Equity professional development opportunities for SOWA and 801 staff utilizing external community partners. (801 staff includes Youth Development Executives of King County and SOAR, both fiscally sponsored by SOWA, and with SOWA formed a Racial Equity Committee to provide recommendations around internal policies and procedures)

Board Racial Equity Goal: To embed the lens of racial equity into the behaviors and operations of the Board.

External Big Question

Using the Quality Standards and Core Competencies as guiding frameworks, how can SOWA strengthen afterschool and youth development programs across Washington State through: (1) professionalization of the field; (2) increased cultural competency of Child and Youth Development practitioners; and (3) driving measurable quality improvement efforts?

STRATEGY #4: Increase the racial equity and cultural competency & responsiveness skills of Child and Youth Development Professionals statewide.

TACTICS

1. Recruit, hire, and develop qualified coaches, external assessors, trainers, and staff who reflect the **diversity and culture(s) of the communities served.**
2. Develop and offer Trainings of Trainers (TOTs) for the racial equity and cultural competency & responsiveness modules to establish an ample and diverse pool of trainers who can deliver these modules.
3. Provide Child and Youth Development Professionals with ongoing practical tools and training for racial equity and cultural competency & responsiveness, and promoting self-awareness about power, privilege, and equity issues that impact youth in line with the Quality Standards and Core Competencies.

STRATEGY #5: Increase statewide reach through partnerships, and service delivery.

TACTICS

1. Recruit, hire, and develop qualified coaches, external assessors, and trainers who reflect the **geographic diversity** of the communities served.
2. Offer two+ live trainings in each of the 5 state regions annually using local trainers when available.

STRATEGY #6: Elevate high-quality summer learning opportunities as a key strategy to support Washington’s children and youth, focusing on low-income and youth of color.

TACTICS

1. Build and launch Road Map Summer Learning Initiative in South King County region.
2. Advance statewide and local summer learning advocacy and system-building strategies.

STRATEGY #7: Scale the Quality Improvement System with increased resources and opportunities.

TACTICS

1. Increase and strengthen the capacity to deliver Continuous Quality Improvement Services.
2. Develop and implement a communications/marketing plan with effective and consistent messaging in line with SOWA’s brand to raise awareness of and interest among a variety of audiences in Continuous Quality Improvement services.
3. Expand access to Program Quality Services.

For more information, or you have any questions regarding School’s Out Washington’s Strategic Plan, contact Mari Offenbecher at moffen@schoolsoutwashington.org or by phone at (206) 336-6925.

SOWA: Building the Afterschool and Youth Development (AYD) Field in Washington State

“We value equitable access to opportunity for all children and youth that leads to positive outcomes in school and life”

Internal Big Question: How can SOWA position itself as a high functioning, sustainable, mission and equity-driven organization with measures in place to demonstrate and communicate about SOWA’s impact on children and youth ages 5-young adulthood?

2016-2017 Strategic Plan: Strategies, tactics & activities to work toward our long-term outcomes and overall goal over the next two years

Strategies		Outcomes		Overall Goal
Measure and communicate impact.	Cultivate diverse sources of funding to finance and sustain quality and racial equity work.	Develop and implement policies and practices to support SOWA’s internal racial equity work.	Diversified funding streams to sustain and support SOWA’s priority funding areas (and ongoing work).	Build sustainable community systems to support quality afterschool, youth development and summer programs that work to close the achievement gap and lead to school and life success for Washington’s children and youth ages 5 through young adulthood.
Activities				
<p>Develop organization-wide processes that allow programmatic and organizational data to be captured and easily brought into a centralized system.</p> <ul style="list-style-type: none"> • Develop automated data (web-formatted) capturing processes. (Database Coordinator) • Survey programs to identify current data collection methods. (Statewide Program Quality Manager) • Create database “how to” guide and train staff on usage. (Comms Team) <p>Identify key indicators to measure how SOWA and the afterschool and youth development field are moving the needle when it comes to positive youth outcomes.</p> <ul style="list-style-type: none"> • Develop logic models for Quality, Advocacy Leadership & Racial equity. (Statewide Program Quality Manager) • Identify what funders and key stakeholders want to know about the field. (Devo Team) • Survey the field for baseline and ongoing data set. (Comms & Programmatic staff) 	<p>Create a culture of philanthropy among Board & staff to diversify fundraising strategies e.g. grow major donor program. (Fund Development & Communications Teams)</p> <ul style="list-style-type: none"> • Implement 2016 Fundraising plan. • Train & provide ongoing support to Board of Directors on Major Giving/fundraising strategies. • Conduct prospect research on donors & create cultivation plans based on results. • Train staff and board on messaging techniques. <p>Identify funding priorities with budgets and clear concepts for what funding would support.</p> <ul style="list-style-type: none"> • Develop concepts and budgets for quality and racial equity work. (Leadership Team) • Prospect funders and develop proposals based on priorities. (Fund Development Team) 	<p>Staff will engage in a continuous racial equity improvement plan. (Identify and implement an assessment. Create a plan. Implement the plan.)</p> <ul style="list-style-type: none"> • Identify assessment tool, create assessment plan, and develop timeline. (Leadership Team & 801 Racial Equity Committee) <p>Revise Racial Equity Theory of Change to provide clear structure for SOWA internal racial equity work.</p> <ul style="list-style-type: none"> • Engage consultant to assist with RETOC revision process. (Leadership Team) • Create a framework integrating internal racial equity work, components and efforts. (Leadership Team) <p>Develop communication tools to help staff and Board articulate how SOWA promotes Racial Equity.</p>	<p>Improved data collection and tracking systems.</p> <p>Increase in number of stories from the field to demonstrate SOWA’s impact.</p> <p>Increase in number of visits to SOWA website and social media sites.</p> <p>Improved racial equity policies and practices.</p>	

<p>Communications & Programmatic leads develop and implement a plan to collect more impact stories and qualitative data from providers and youth.</p> <ul style="list-style-type: none"> • Programmatic & Communications team define metrics. • Communications team develop criteria for use in selecting stories. (Comms Team) <p>Improve website and increase SOWA’s online and social media presence.</p> <ul style="list-style-type: none"> • Utilize technology “Deep Dive” plan to implement enhancements to website. (Comms Team) • Develop social media calendar to highlight field and SOWA’s work. (Comms team) 	<p>Board Ambassadorship Goal: To broaden the support for SOWA by reaching out to new audiences.</p> <p>Board Financial Stewardship Goal: To continue to strengthen the financial stability of SOWA.</p>	<ul style="list-style-type: none"> • After RETOC revision, determine appropriate collateral for communications. (Leadership Team) • Design new communications materials on racial equity. (Communications Team) <p>Provide Racial Equity professional development opportunities for SOWA and *801 staff utilizing external community partners.</p> <ul style="list-style-type: none"> • After completion of assessment, identify professional development gaps. (Leadership Team & 801 Racial Equity Committee) • Research professional development opportunities and costs. (Leadership Team & 801 Racial Equity Committee) <p>Board Racial Equity Goal: To embed the lens of racial equity into the behaviors and operations of the Board.</p>		
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External Big Question: Using the Quality Standards and Core Competencies as guiding frameworks, how can SOWA strengthen afterschool and youth development programs across Washington State through: (1) professionalization of the field; (2) increased cultural competency of Child and Youth Development practitioners; and (3) driving measurable quality improvement efforts?

Strategies				Long Term Outcomes	Child/Youth Outcomes	Overall Goal
<p>Increase the racial equity and cultural competency & responsiveness skills of Child and Youth Development Professionals statewide. <i>(Program Quality Team)</i></p>	<p>Increase statewide reach through partnerships and service delivery. <i>(Program Quality Team)</i></p>	<p>Elevate high-quality summer learning opportunities as a key strategy to support Washington’s children and youth focusing on low-income and youth of color. <i>(Policy/Advocacy & Comms Teams)</i></p>	<p>Scale the quality improvement system with increased resources and opportunities. <i>(Program Quality Team)</i></p>	<p>Improved program quality for children and youth in afterschool, youth development, and summer programs.</p> <p>Increased number of trainers, coaches, and EAs reflecting geographic and cultural diversity of communities served.</p>	<p>Washington’s children and youth ages 5 to young adulthood, especially low-income youth and youth of color, develop the skills and knowledge needed through positive youth development and educational opportunities to be career and college ready.</p>	<p>Build sustainable community systems to support quality afterschool, youth development and summer programs that work to close the achievement gap and lead to school and life success for Washington’s children and youth ages 5 to young adulthood.</p>
Activities						
<p>Recruit, hire, and develop qualified coaches, external assessors, trainers, and staff who reflect the diversity and culture(s) of the communities served.</p> <ul style="list-style-type: none"> Complete a gap analysis of coaches, EAs, trainers, and staff. Support and sustain the current pool of coaches, EAs, trainers and staff by implementing practices that include recognition, incentives, and clear overview of benefits SOWA provides. Create and implement a plan to develop more coaches, EAs, and trainers including pathways for current AYD site staff and Independent contractors to enter our coaching and training pool. 	<p>Recruit, hire, and develop qualified coaches, external assessors, and trainers who reflect the geographic diversity of the communities served.</p> <ul style="list-style-type: none"> Conduct a gap analysis that includes mapping to identify the regions that need trainers, partnerships and systemic supports. Support and sustain the pool of existing and new trainers, coaches, and EAs by: Identifying potential trainers and coaches in each region; increasing funding for PD, scholarships for Bridge and TOTs; and identifying key partners in each region. Build and maintain relationships and partnerships to support 	<p>Build and launch Road Map Summer Learning Initiative in South King County region.</p> <ul style="list-style-type: none"> Create and implement a communications strategy to advance Road Map Summer Learning (RMSL) Initiative’s goals to a variety of stakeholders. Develop supports and incentives for RMSL focus and non-focus sites including linkages to the Summer Learning Program Quality Assessment (SLPQA), meal funding streams, transportation, and assistance with data collection and assessments. Identify data collection and assessment processes. Communicate outcomes to 	<p>Increase and strengthen the capacity to deliver Continuous Quality Improvement Services.</p> <ul style="list-style-type: none"> Increase the number of trained staff, assessors, coaches, and trainers to deliver services aligned to the Washington State Program Quality Standards, including the Youth Program Quality Initiative (YPQI) & Cultural Competency & Responsiveness modules. Update and implement the Program Quality Business Plan. Develop co-branding for and deliver services through new formalized David P. Weikart Center for YPQI & SOWA partnership, including Youth Program Quality Initiative and Social Emotional Learning. Increase statewide reach 	<p>Increased knowledge by child and youth develop professionals about the negative effects of structural racism and its impacts on the success of children and youth.</p> <p>Increased knowledge and participation by child and youth development professionals in quality improvement system components (engagement in YPQA, Quality Standards, Core Competencies).</p> <p>Increased recognition of afterschool and summer programming as a key strategy to close the achievement gap.</p> <p>Increased resources for afterschool, youth development and summer programs through policy and funding changes at the local, state and national level.</p>		

<p>Develop and offer Trainings of Trainers (TOTs) for the racial equity and cultural competency & responsiveness modules to establish an ample and diverse pool of trainers who can deliver these modules.</p> <ul style="list-style-type: none"> Secure resources to complete the Structural Racism and Cultural Competency and Responsiveness TOT. Define “diverse” and intentionally recruit for diverse trainers to attend TOT. Deliver TOT to teams from regions across the state. <p>Provide Child and Youth Development Professionals with ongoing practical tools and training for racial equity and cultural competency & responsiveness, and promoting self-awareness about power, privilege, and equity issues that impact youth in line with the Quality Standards and Core Competencies.</p> <ul style="list-style-type: none"> Offer the Structural Racism and Cultural Competency and Responsiveness (SR/CC&R) trainings via community workshops, peer learning communities, Bridge Conference, and regional trainings throughout the state. Develop and disseminate tools and ongoing supports for practitioners who have attended the SR/CC&R trainings. 	<p>regional and statewide work with clear point of contact from SOWA to cultivate and foster partnership.</p> <p>Offer two+ live trainings in each of the 5 state regions annually using local trainers when available.</p> <ul style="list-style-type: none"> Offer trainings and events in collaboration with other SOWA programs (advocacy, PD and other PQA events). Offer Structural Racism and/or CC&R in each region as one of the trainings. 	<p>stakeholders and funders.</p> <ul style="list-style-type: none"> Engage and select RMSL focus sites for 2016. In 2017, assist non-focus sites to either develop focus sites or work with focus sites. <p>Advance statewide and local summer learning advocacy and system-building strategies.</p> <ul style="list-style-type: none"> Create a summer learning advocacy strategy focused on state funding for summer programming. Create communications materials describing the benefits of summer utilizing national research as well as local research out of Seattle, Tacoma, and the RMSL. Provide support to local summer system building efforts in urban, suburban and rural communities with advocacy, communications, and quality improvement efforts (SLPQA). Showcase to a national audience state and local summer system building efforts (quality, coalition-building, increasing access) through the 2016 Bridge/National Summer Learning Conference. 	<p>through quality improvement system building in 4 regions (King, Pierce, Spokane, & Walla Walla).</p> <p>Develop and implement a communications and marketing plan with effective and consistent messaging in line with SOWA’s brand to raise awareness of and interest among a variety of audiences in the Quality Standards and Continuous Quality Improvement services.</p> <ul style="list-style-type: none"> Recruit & hire communications consultant to: (a) develop messaging with 2-3 priority audiences in mind, (b) support PR activities to further promote Quality message, and (c) create collateral pieces to support the Quality Improvement System. Implement a process for broad endorsement of the Washington State Program Quality Standards for Afterschool and Youth Development Programs <p>Expand access to Program Quality Services.</p> <ul style="list-style-type: none"> Create and begin using a centralized registry for programs in Program Quality Improvement processes. Advocate for the expansion of resources to programs for professional development, direct service, and system-building supports. 	<p>Increased collaboration, partnership, and alignment between AYD/Summer and formal education systems that lead to improved policies and practices in support of positive youth outcomes.</p>		
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ADDENDUM A: PROPOSED BOARD GOALS: 2016-2017

GOAL	TACTICS AND DESIRED OUTCOMES	LEAD
<p>GOVERNANCE To strengthen the organization through improved Board recruitment and effective succession planning</p>	<ol style="list-style-type: none"> 1. Review Board Recruitment process; improve if necessary 2. Identify X number of diverse potential Board candidates 3. Add X number of these candidates to the Board in 2016 and in 2017 4. Review current Succession Plan and identify key metrics and milestones so that an effective plan is approved and in place by December 2017 	<p>EXECUTIVE COMMITTEE</p>
<p>RACIAL EQUITY To embed the lens of racial equity into the behaviors and operations of the Board</p>	<ol style="list-style-type: none"> 1. Review Racial Equity Plan; revise as necessary 2. Identify tactics and metrics for 2016 and 2017—with emphasis on Board recruitment and engaging communities of color in our fundraising 3. Execute plan 	<p>EXECUTIVE COMMITTEE</p>
<p>AMBASSADORSHIP To broaden the support for SOWA by reaching out to new audiences</p>	<ol style="list-style-type: none"> 1. Identify tactics and metrics for 2016 and 2017 2. Refine key organizational messages and supporting documents by X date 3. Identify X number of key audiences SOWA would like to target for support 4. Meet with audiences; execute plan 	<p>FUND DEVELOPMENT COMMITTEE</p>
<p>FINANCIAL STEWARDSHIP To continue to strengthen the financial stability of SOWA</p>	<ol style="list-style-type: none"> 1. Identify tactics and metrics for 2016-17 2. Determine best means for ensuring our reserve fund grows—specific \$ amount or percentage of budget 3. In cooperation with the Fund Development Committee, prepare Board members to meet with potential large individual donors to solicit support. 	<p>FINANCE COMMITTEE</p>



Addendum B: STRATEGY SCREEN

Before implementing a new strategy or initiative, SOWA will evaluate the impact of the strategy using specific decision-making criteria, our Strategy Screen. This tool is designed to be used at all levels of SOWA's organization to evaluate new opportunities, projects or initiatives.

Our goal is to ensure that programmatic staff has the ability to use this tool to evaluate new and current work, ensuring that SOWA resources are used for projects that best match our strategic priorities. For any strategy or initiative that has significant implications decisions will be made by the Board of Directors and CEO.

The 7 questions are designed to provoke dialogue and conversation and ensure we've evaluated opportunities from all angles. While saying "yes" to each question is not required, the intent is that SOWA should be able to affirm most, and discuss any areas that need more information or clarity.

- Is the initiative one that will help us advance our mission and be consistent with our values?**
 - Does the project or initiative support our goals?
 - Does it support our strategic plan?
 - Does it stretch us to grow in new or strategic directions?
 - Will the effort have a significant impact on the system of AYD?

- Does it leverage our competitive advantage allowing us to meet **current or emerging issues or needs and/or** build our expertise or play to our strengths, or allow us to stretch?**
 - Does it respond to what providers or community members have told us they need?
 - Have our constituents requested activities or projects in this area?
 - Would it be strategic to tackle it to bring more attention/awareness to the issue?
 - Are there similar efforts in other states or cities that we could interview for research purposes to help make our final decision?

- Does the initiative advance the afterschool field and/or allow us to be able to play a strategic national role?**
 - Will children and youth or the AYD profession be strengthened?
 - Will national level relationships or partnerships be increased?
 - Does it keep us in balance or allow us to focus on systems change work?
 - Will the effort have a significant effect on building a quality afterschool/youth development system?

- ❑ **Does the initiative support or advance our racial equity work or serve our focus populations of low income or children of color?**
 - Can we negotiate the project to include and expand our work around racial equity or our focus populations?
 - Could this initiative help us engage more leadership from our target communities in our work?
- ❑ **Does this build relationships or partnerships?**
 - Will it strengthen or enhance a relationship or partnership or create a new partnership?
 - Will it bring additional resources to existing providers or partners? (i.e., WAN, WRAP etc.)
 - Would this new partnership or relationship position SOWA in a new way?
 - Will this initiative strengthen or expand our credibility with our partners or organizations. we have relationships with?
 - Will this new partnership or relationship better position SOWA for future resources?
- ❑ **Are there adequate financial resources tied to the initiative?**
 - Will it better position us for future resources?
 - Will this take advantage of a financial or other type of opportunity that may not be available later?
 - Does it bring resources that will build SOWA organizational capacity?
 - Does this support an existing effort or a related project allowing resources to be stretched further?
 - Will this create a leverage point where significant changes can occur with limited resources?
 - Does it require a cash or in-kind match? Does SOWA have the resources to meet the match commitment?
 - Is this sustainable into the future?
- ❑ **Do the resources allow for increased staff capacity or can the work be done within the current staff structure?**
 - Will it provide ample resources to support the goals and objectives of the project (i.e. staff, infrastructure, etc.)?
 - Will it bring dollars for additional staff?
 - Do any of the tasks associated fall within staff's existing job responsibilities, and do they have the capacity to absorb these tasks?
 - Does SOWA have a reputation for expertise in this area?
 - Are any staff interested in this area and could this be a professional development opportunity for them?
 - What are the impacts on programmatic and administrative staff? Could workloads be shifted among staff to free up time of interested or skilled staff?



ADDENDUM C: SOWA's 2013-2014 Strategic Plan and Road Map: Big Questions & Strategies

In the strategic planning process we used in 2012, SOWA was asked to come up with a "BIG QUESTION(s)". The BIG QUESTION is an opportunity, threat or challenge that the organization will be facing in the immediate future (usually the next 6+ months) that is so significant that we MUST respond. It is generally a new opportunity, challenge or change to the business model which requires a change in strategy.

Two questions were selected to focus on - - one with an internal focus and one with an external focus, as our big questions. Under each question, we identified strategies which address or help to answer the "BIG QUESTION".

While SOWA's continues to focus on programs, project and operations that are not part of the BIG QUESTION and related STRATEGIES, the intent is to marshal resources, including time and energy of the SOWA team, around these critical areas so that together we can accomplish them and move on to our next challenges together. Here are SOWA's two Big Questions:

- 1. *How can SOWA position itself as a high functioning independent 501C3 organization to accomplish its mission with the greatest impact on children and youth ages 5-18?***
 - Develop and implement a transition plan that establishes SOWA as a stand-alone organization complete with messaging, branding, and marketing to all constituencies with help of a consultant by July 1, 2012.
 - Identify and recruit an independent governing board with a target of board completion by September 30, 2012.
 - Complete all legal, operational and compliance requirements, business and funding systems build-outs, for establishing a 501C3 to establish independence from the YWCA by December 31, 2012.

- 2. *"How can SOWA drive measureable quality improvement in AYD programs?"***
 - Provide leadership and vision: Shared vision, engaging key policymakers, AYD & ELO providers, coalitions and education stakeholders around consensus for collective action.
 - Advancing program quality: Support individual child and youth development professionals, programs, and a larger system to strengthen the quality of programming and service provided to children and youth.
 - Expanding access to and participation in quality programs: Families, youth, providers and key community leaders have access to educational and program information that demonstrates the importance and effectiveness of quality programs to youth outcomes; quality programs are available before and after school and during the summer.
 - Financing and sustaining local and statewide systems to support quality programming: create greater access to resources and sustainability for all AYD & ELO programs.