

SCHOOL'S OUT WASHINGTON
BSK-FUNDED OST PROGRAMS
PROCESS SUMMARY AND INITIAL IMPLEMENTATION PLAN
March 1, 2018

INTRODUCTION

In November, 2015, King County voters endorsed the County's commitment to promoting healthier and more resilient children, youth, families and communities across our region by approving the *Best Starts for Kids* Levy. Priorities for *Best Starts for Kids* (BSK) investments were determined through thousands of hours of consultation with researchers and experts, and extensive engagement with community partners. Quality out-of-school-time (OST) programs emerged as a high priority for stakeholders from across the county, and offer a critical avenue toward achieving one of BSK's three overarching results:

King County is a place where everyone has equitable opportunities to be safe and healthy as they progress through childhood, building academic and life skills to be thriving members of their communities.

As discussed in the BSK Implementation Plan, children and youth spend only 20 percent of their waking hours in school. How they spend the remaining 80 percent of their time has a significant impact on their success and well-being.¹ Over a decade of research and evaluation confirms that high-quality afterschool and summer programs are directly linked to youth achievement of positive social/emotional, health, and academic gains.

What happens in quality out-of-school-time programs looks and feels different than the school day, and enhances in-school learning by supporting the holistic needs of children and youth. School's Out Washington has provided leadership to the field across all OST programming, including programs that provide expanded learning opportunities that focus on improving academic outcomes for low-income youth and children and youth of color. Multiple studies point to both academic and non-academic gains for children and youth who participate in high-quality programs before and/or after school, including: 1) increases in grade point average and test performance;² 2) increases in personal and social emotional development;³ 3) decreases in absences during the school day;⁴ and 4) decreases in challenging behavior and increases in class participation.⁵

Investments in quality programs during the summer are also a key piece of the out-of-school-time puzzle and have the potential to counter the significant impact of *summer learning loss*. Every year, children and youth forget one to three months of what they learned in school the previous year.⁶ Two-thirds of the achievement gap between lower and middle to higher income youth entering 9th grade can be attributed to summer learning loss.⁷ The benefits and social returns of investing in summer learning are compelling and contribute to a decrease in student dropouts, higher grades and academic performance, and higher graduation and college enrollment rates.⁸

Upon implementation of *Best Starts for Kids*, King County defined OST programs as a priority for investment, and identified School's Out Washington as the intermediary charged with leading the planning for the BSK OST procurement process, and for managing BSK OST investments over the next three years. SOWA 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 and summer programs for all of Washington’s children and youth.⁹ SOWA supports programs through *Quality and Training, Policy and Advocacy, Grants to Programs,* and a *Commitment to Racial Equity.*

Through *Best Starts for Kids,* King County and School’s Out Washington seek to support organizations that are reflective of and embedded in the communities they serve, recognizing and addressing the disparities and disproportionality that exist in the County.

SOWA’s core commitment is to ensure that BSK funds are invested wisely leading to increased access and quality for OST programs across the region. As described by OST stakeholders, the goal for out-of-school time programs is: **more and better.**

The chart below captures the key steps leading to implementation of BSK-funded OST programs:

<p>OST PROGRAM MODELS</p>	<ul style="list-style-type: none"> • Youth Development Executives of King County (YDEKC) and other system stakeholders discuss OST system goals and potential tiered funding models. • SOWA team refines program models to discuss with community partners. • Two models proposed: Place-Based Partnerships and People of Color Led Organizations. • Two phases proposed, based on organizations' capacity and readiness.
<p>COMMUNITY ENGAGEMENT</p>	<ul style="list-style-type: none"> • King County showcases the SOWA/BSK partnership through the BSK blog and supports SOWA in engaging stakeholders. • SOWA convenes four focus groups across King County and presents potential program models and procurement approach. • SOWA refines models, requirements, and funding levels based on community input.
<p>REQUEST FOR PROPOSALS</p>	<ul style="list-style-type: none"> • SOWA releases the OST RFP. • SOWA offers four geographically diverse information sessions to answer questions from potential applicants, and provides twice-weekly updates to FAQs. • Resources, including the OST Landscape Scan and demographic data support applicants in developing proposals. • YDEKC hosts four “Linking Activities to Outcomes,” project design workshops open to all organizations interested in applying.
<p>PROPOSAL REVIEW AND FUNDING DECISIONS</p>	<ul style="list-style-type: none"> • SOWA convenes and prepares cross-community review panels. • Panel members complete equity training. • Panels review proposals and make recommendations based on funding criteria. • King County approves, and announces OST funded programs.
<p>IMPLEMENTATION</p>	<ul style="list-style-type: none"> • SOWA completes contracts with all funded programs, inclusive of performance measures • Quality supports commence for Phase One organizations, in preparation for program implementation in September, 2018. • Quality supports commence for Phase Two organizations, in preparation for program implementation in April, 2018

PERFORMANCE MONITORING AND EVALUATION	<ul style="list-style-type: none"> • SOWA and King County finalize performance measures for funded programs, and for SOWA. • SOWA and funded programs will report semi-annually on participation and program quality
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OVERVIEW AND RATIONALE FOR PROGRAM MODELS

The two models for BSK-funded out-of-school time programs in King County were developed collaboratively, and over time, by SOWA and its many partners, including members of the King County OST System Building Task-force, a cross sector group convened by Youth Development Executives of King County. Following approval of the BSK Implementation Plan by the King County Executive and King County Council in September, 2016, YDEKC convened multiple discussions to inform the structure and focus of OST programming and system building in King County.

At the core of the YDEKC recommendations were two fundamental principles: 1) Use successful national models, including 21st Century Community Learning Centers, Community Schools, and lessons learned from The Wallace Foundation’s investments in afterschool system building to inform the BSK OST investment approach, and; 2) Assure opportunities for building capacity and maximizing the strengths and assets of community-based organizations serving specific cultures or ethnicities across the County.

In spring, 2017, following completion of the contract between SOWA and King County for OST planning and procurement, and informed by guidance from YDEKC and other stakeholders, SOWA’s BSK team presented two program models: **Place-Based Partnerships**, and **People of Color (POC)-Led Organizations**, to community partners.

Place-Based Partnerships are designed to serve neighborhood and school communities that lack sufficient access to high quality out-of-school-time programs. Programs serving high numbers of youth from low income families, youth of color, or other disadvantaged populations in geographies that lack adequate access to high-quality OST programs will be prioritized in funding decisions. SOWA’s goal with the Place-Based model is to converge the programmatic strengths of multiple organizations to work together within single geographies, centered around schools and/or housing communities. Working together, SOWA’s theory is that Place-Based models will collectively meets the needs of neighborhoods and school communities, play to the strengths and build the capacities of partner organizations, and meet the needs of underserved children, youth and families for high-quality OST programs.

People of Color-Led Organizations. SOWA and BSK are prioritizing funding to organizations that are led by people of color, and which serve children and youth of color, within communities of color. By partnering with POC-Led organizations, SOWA will support organizations’ infrastructure and growth as they develop, or expand, their capacity to implement high-quality OST programming for their communities’ children and youth.

POC-Led organizations are defined as single organizations which center communities of color; in which the majority of leadership, board, staff and youth engaged are people of color and which has an expressed and demonstrated commitment to racial equity and/or communities of color as reflected in its mission and program strategy.

“By approaching this investment with two different strategies, we are responding to community input gathered throughout the Best Starts for Kids planning process. We want to make sure that more low-income children and youth have consistent access to high-quality summer and afterschool programs connected to their schools or communities, while also ensuring targeted support for organizations founded by and within communities of color to help grow their programming and capacity within King County’s summer and afterschool system.”

Elizabeth Whitford
CEO School’s Out Washington

Phase One and Phase Two. Applicants were offered options regarding their implementation timing, and the levels of quality supports that would be provided by SOWA, as they developed their plans for BSK-funded out-of-school-time programming. Applicants were asked to self-identify an appropriate phase in their proposals:

- **Phase One** programs are those that are new to Youth Program Quality Standards, (discussed in the IMPLEMENTATION section of this plan) and/or those creating new or greatly expanded programming or partnerships, which will require time and support to plan and implement. These programs received funding in February, 2018 and will work with SOWA for approximately nine months, to prepare for OST program implementation in September, 2018.
- **Phase Two** programs will be those which don’t require as much preparation and planning time. These programs received funding in February 2018, and will begin implementation in April, 2018.

In designing program models that allow for these two phase options, SOWA intended to assure greater accessibility to BSK OST funding for organizations which may need additional time and supports to prepare, but which are well-positioned to provide high-quality OST programming for children and youth in communities of color and/or underserved geographies.

COMMUNITY ENGAGEMENT

SOWA reached out to stakeholders across the County, and partnered with the Communications team at BSK, to spread the word about the upcoming OST RFP and to engage out-of-school-time stakeholders in focus groups to gather input to inform the work as it moved forward. SOWA conducted four focus groups across King County to engage a broad range of perspectives, ensure ethnic and cultural diversity within focus group discussions, and offer focus group opportunities in multiple locations:

Date/Time	Location	# of Participants ¹⁰	Stakeholder Partners
7/24/17 – 11:30 AM-1:30 PM	Kirkland Library	6	Eastside Pathways
7/25/17 – 3:30-5:30 PM	Broadview Library	8	Open
8/1/17 – 9:00-11:00 AM	2100 Building	13	SESEC ¹¹
8/1/17 – 3:00-5:00 PM	Kent Commons	15	City of Kent

(A list of focus group participants is included in the attachments to this plan.)

Focus group objectives were to:

- Present the draft strategy for the *Best Start for Kids’* Out-of-School-Time investment.
- Gather feedback from a cross-section of the community on the strategy and its ability to build capacity and quality.
- Share next steps and timeline.

The focus group format included a presentation from SOWA, small group discussions specific to the two program models proposed, and opportunities for focus group participants to ask questions, seek clarity, and offer feedback.

SOWA convened representatives from each of the stakeholder partners, and King County, for a final focus group on August 28, 2017, to review a focus group summary document for completeness, (included in the attachments), and to provide feedback on issues discussed during the focus groups. Collectively, community feedback assisted SOWA to shape the RFP process and strengthen the implementation plan for BSK-funded OST programs in King County.

REQUEST FOR PROPOSALS

SOWA released the RFP for BSK-funded programs on September 5, 2017. Proposals were due on November 3, 2017. Multiple tools and supports were available to applicants as they developed partnerships and completed proposals.

Information Sessions. To assure that information on the OST funding opportunity was widely accessible, SOWA offered four in-person informational sessions throughout the County; 88 individuals participated:

Date/Time	Location
10/2/17, from 1:30-3:30 PM	Rainier Beach Library Meeting Room 9125 Rainier Avenue South, Seattle, WA 98118
10/3/17, from 12:30-2:30 PM	Lake Hills Library Meeting Room 15590 Lake Hills Boulevard, Bellevue, WA 98007
10/4/17, from 1:30-3:30 PM	Lake City Library Meeting Room 12501 28 th Avenue Northeast, Seattle, WA 98125
10/5/17, from 1:00-3:00 PM	Kent Library Meeting Room 212 2 nd Avenue North, Kent, WA 98032

A webinar on the RFP and funding process was also made available, and was viewed 147 times on SOWA’s website.

Frequently Asked Questions. SOWA provided twice-weekly updates to a RFP FAQ, which was available on the SOWA website.

Resources. The following were available to applicants to support proposal development:

- **Landscape Scan.** In June, 2017, SOWA contracted with BERK Associates to complete a comprehensive landscape analysis to assist SOWA, other OST stakeholders, and applicants in identifying underserved geographies – specifically elementary and/or middle school catchment areas – that lack sufficient high-quality OST programs. The final landscape analysis included discussion regarding: 1) the potential demand for programs; 2) the supply of OST providers and programs; 3) barriers to accessing OST and system needs, and; 4) funding sources.

- **Community Data.** Applicants had access to a mapping tool to determine currently available OST programming in King County. Using resources available through King County, applicants also had access to the BSK indicators website, the Communities Count website, and maps detailing regions and health reporting areas across King County.

Technical Assistance. In addition to the resources listed above, in-person technical assistance was available to applicant organizations through two avenues:

- **BSK-funded Technical Assistance (TA).** Following a competitive procurement process in summer, 2017, BSK engaged a cohort of technical assistance consultants to offer a comprehensive range of TA services – including proposal writing, budgeting, and strategic planning – to community organizations applying funding through multiple Best Starts for Kids opportunities, including SOWA’s out-of-school-time RFP. Six TA consultants provided support to organizations who requested assistance in completing their applications.
- **Linking Activities to Outcomes.** YDEKC conducted project design workshops in four locations across the county to assist potential applicants, and applicant partnerships, to describe and refine their program plans using a logic model framework.

Date/Time	Location
10/9/17, from 3:30-5:30 PM	Lake City Library Meeting Room 12501 28 th Avenue Northeast, Seattle, WA 98125
10/10/17, from 1:30-3:30 PM	Federal Way Library Meeting Room 1 34200 1 st Way S, Federal Way, WA 98003
10/23/17, from 2:30-4:30 PM	Rainer Beach Library Meeting Room 9125 Rainier Avenue South, Seattle, WA 98118
10/24/17, from 9:30-11:30 AM	Bellevue Library Meeting Room 1 1111 110 th Ave NE, Bellevue, WA 98004

PROPOSAL REVIEW AND FUNDING DECISIONS

Proposals were read and evaluated by a review committee of 22 people, including King County staff representing Councilmembers Lambert and Upthegrove, a member of the Children and Youth Advisory Board, community members, service providers, and School’s Out Washington staff. The review process was extensive, involving six small group reviews, and one large group review meeting. The final award recommendations were reviewed by BSK leadership, including the director of King County’s Department of Community and Health Services. Throughout, reviewers attended to geographic equity and engagement of underserved and underrepresented communities, in keeping with intent of Best Starts for Kids, and as articulated in the BSK Implementation Plan.

Twelve proposals from POC-Led organizations, and seven proposals from Place-Based partnerships were awarded funding. Some proposals, although funded, were awarded lower amounts than requested in order to increase the total number of programs funded. Please see the attachment for detail on funded programs and funding levels.

Place-Based Partnerships. In December 2017, following the competitive procurement process, 7 Place-Based Partnerships were funded, inclusive of 21 organizations. A total of \$5,108,964 has been invested in Place-Based contracts. (A list of all funded programs is included as an attachment.) Each partner within a Place-Based Partnership will provide programming focused on elementary and/or middle school youth. All funded programs will meet the following requirements:

- Average daily attendance of 50-100 children and youth.
- During the school year, provide 2-3 hours of high-quality OST programming each day, for at least 4/days each week, over 32 weeks.
- During the summer, provide 6 hours of high-quality OST programming each day, for 5 days each week, for at least six weeks.

POC-Led Organizations. In December 2017, following the competitive procurement process, 12, POC-Led programs were funded. A total of \$3,209,724 has been invested in POC-Led contracts. (A list of all funded programs is included as an attachment.) Each POC-Led organization will provide programming focused on elementary and/or middle school youth. All funded programs will meet the following requirements:

- Average daily attendance of at least 20 children and youth
- During the school year, provide at least 2-3 hours/day, for 2-4/days each week, over 32 weeks
- Summer programming was optional for POC-Led organizations; 7 of the funded POC-Led organizations will provide summer programming for 6 hours/day, for 5 days each week, for at least 4 weeks during the summer.

IMPLEMENTATION

SOWA has completed all of the above-described components, and is beginning full implementation of BSK-funded OST programming in January, 2018.

Quality Supports. SOWA functions as a backbone organization to help build community systems to support quality afterschool, youth development and summer programs in King County, and across Washington, for children and youth ages five through young adulthood. Providers within quality afterschool, youth development and summer programs must have the skills, knowledge and tools necessary to effectively engage and interact with children and youth. These skills, knowledge and tools are defined within the Washington State Quality Standards for Afterschool and Youth Development Programs. Nine overarching domains encompass key areas of quality:

- **Safety and Wellness** - Quality programs provide safe, healthy, and developmentally appropriate learning environments for all participants.
- **Assessment, Planning and Improvement** - Quality programs have policies and procedures in place that promote continuous improvement.
- **Cultural Competency and Responsiveness** - Quality programs respect and are responsive to the diversity of program participants, their families, and communities.

- **Ongoing Staff and Volunteer Development** - Quality programs ensure competent, motivated, youth-centered staff and volunteers through effective orientation, training, and a philosophy that views professional development as a journey rather than a destination.
- **Relationships** - Quality programs develop, nurture, and maintain positive relationships and interactions among staff and participants.
- **Leadership and Management** - Effective organizations have a coherent mission, well-developed systems, and sound fiscal management to support and enhance quality programming and activities for all participants.
- **Youth Leadership and Engagement** - Quality programs promote a sense of purpose and individual empowerment in youth through opportunities to engage in a rich variety of experiences, participate in planning, and exercise choice and leadership.
- **Family, School and Community Connection** - Quality programs establish and maintain strong, working partnerships with families, schools, and community stakeholders.
- **Program and Activities** - Quality programs offer a variety of activities that are active, developmentally appropriate, and culturally sensitive and enrich the physical, social, emotional, and creative development of all participants.

The quality improvement system across Washington is built on a growing body of research that shows program quality matters when it comes to positive outcomes for children and youth. When we say quality, we are talking about the skills, knowledge and tools necessary to better engage and interact with youth. By defining what quality looks like, assessing programs to better understand where they are at in terms of the continuum of improvement, and supporting programs through training and coaching, we will together reach our goal of improving youth outcomes in school and in life.

Participation in the [Youth Program Quality Initiative \(YPQI\)](#) is a requirement of BSK-funded OST programs. Funding through BSK will accommodate Phase One organizations that are fairly new to quality supports, and Phase Two organizations that have some experience with quality supports. SOWA and BSK created the options of Phase One and Phase Two applications, to assure that a range of programs along all points on the YPQI continuum, have the opportunity to play a role in building out a diverse, responsive and high-quality out-of-school-time system in King County.

Phase One. For the four Place-Based Partnerships and ten POC-Led organizations that were funded as Phase One grantees, SOWA will provide an extended period of preparation and supports to assure that they are well-prepared to begin offering BSK-funded programming in September, 2018.

The training and supports specific to BSK funding, and Phase One organizations' engagement in the Youth Program Quality Initiative, will be somewhat intertwined, providing a comprehensive set of tools, coaching and group support. Each organization will develop an initial implementation plan for the BSK-funded work, and programmatic goals. Coaches will be assigned to each organization, and customized one-on-one coaching based on organizations' plans and goals will be provided for up to 30 hours.

Much of the training and supports offered to Phase One organizations will be provided in monthly peer learning communities, which in addition to providing a context for shared learning, will also facilitate organizations' relationships with SOWA and each other. Early on, key training elements include an introduction to YPQI, including the new program quality assessment that assists organizations in understanding how to provide high-quality environments and program cultures that will nurture social and emotional learning among children and youth.

Phase Two. For the four Place-Based Partnerships and two POC-Led organizations that were funded as Phase Two grantees, SOWA will offer a shorter period of preparation, while still assuring that organizations are well-prepared to begin offering BSK-funded programming in April, 2018. Up to 12 hours of coaching will be available. Ongoing, Phase Two organizations will gather as a learning community every quarter. Organizations will continue their participation in the Youth Program Quality Initiative.

Phase One and Phase Two grantees will participate in SOWA's [Bridge Conference](#) – a premier annual gathering of out-of-school time providers and stakeholders.

Contracts. SOWA's contracts with the 35 organizations funded through Best Starts for Kids include each proposal's unique plan for providing OST programming and detail the reporting and performance monitoring obligations of grantees. Contracts span the three years from January 1, 2018 through December 30, 2020, with the acknowledgement that funding for 2020 must still be approved by the King County Council. A sample contract is included in the attachments.

SOWA Staff. Three full-time staff support the BSK-funded OST implementation: 1) the King County Expanded Learning Opportunities Systems Director; 2) King County Grants Manager; and 3) BSK Program Quality Coordinator. The King County Expanded Learning Opportunities Systems Director, Omana Imani, reports directly to SOWA's Chief Executive Officer, Elizabeth Whitford.

PERFORMANCE MEASUREMENT AND EVALUATION

Best Starts for Kids has shaped its performance measurement and evaluation approach based on the principles of Results Based Accountability (RBA). RBA is a national model that uses a data-driven, decision-making process to help communities and organizations take action to solve problems. RBA assures clarification of shared goals, and structures performance measurement and evaluation toward answering three key questions: ***How much did we do? How well did we do it? Is anyone better off?***

Report Requirements and Timing. SOWA will require narrative, performance measure and financial reports from funded partners semi-annually, on January 15th and July 15th. These reports will maximize the Youth Program Registry, and will include youth participation data, as well as program quality data (self and external assessments).

SOWA Reporting to King County. SOWA will submit a semi-annual narrative report on the progress of implementation on January 15th and July 15th of each funded year, using the format and questions provided by King County.

Performance Measures. In line with the RBA methodology across BSK investments, SOWA will adapt the following performance measures in contracts with providers, requiring at least one of each type:

TYPE	MEASURES	GOALS
<p><i>How much did we do?</i></p> <p>Quantity of service provided. For example: # of clients served, # of activities by activity type.</p>	<ul style="list-style-type: none"> • # and % increase in youth access to quality programming overall, by funding strategy and by summer/afterschool* • # and % increase in overall programming contact hours (by hours/frequency overall and by summer vs. afterschool) • # of programs and staff participating in the YPQI (as well as % of programs and staff new to YPQI) 	<ul style="list-style-type: none"> • To expand high-quality OST programming in King County and the numbers of children and youth served, especially within underserved geographies and high poverty communities of color. • To expand high-quality OST programming led by and for communities of color
<p><i>How well did we do it?</i></p> <p>Quality of service provided. For example: % of services started within x days, % of participants satisfied with services, fidelity measures for evidence-based models.</p>	<ul style="list-style-type: none"> • # and % of programs that fully participate in assessments, trainings, learning communities, and coaching quality supports each year • # and % of Place-Based grantees reporting strong coordination and alignment among partners • # and % of POC-led organizations reporting gains in program capacity and infrastructure 	<ul style="list-style-type: none"> • To ensure fidelity of implementation of the Youth Program Quality Intervention, an evidence-based model for OST quality improvement • To provide supports and technical assistance to OST programs to expand their current offerings and improve existing programs and program models.
<p><i>Is anyone better off?</i></p> <p>Quantity of clients that are better off. For example: % of clients with improved health, well-being, knowledge, skills, or behaviors. For PSE projects this could be a narrative report of observed changes.</p>	<ul style="list-style-type: none"> • # and % of programs showing gains in their focus area of the SEL PQA as a result of training, LCMS, and coaching supports within each program year (pre/post) • # and % of programs making gains in the interaction and engagement domains of the SEL PQA from year to year • # and % of programs reporting gains around program-identified youth-level outcomes that align with BSK headline or secondary indicators 	<ul style="list-style-type: none"> • To create better OST programming in King County that positively impacts youth outcomes • To see gains in social emotional Learning staff practices in OST program delivery in the areas of <i>Safe & Supportive Environment, Youth Interaction, and Engagement.</i>
<p>*Youth access data will be disaggregated by race, gender, geography, and income (when possible), as well as across strategy areas</p>		

¹ Making the Case: A 2008 Fact Sheet on Children and Youth in Out-of-School Time National Institute on Out-of-School Time, Wellesley Centers for Women at Wellesley College, 2008; Outcomes Linked to High Quality Afterschool Programs D. Lowe Vandell, E. Reisner & C. Pierce, 2007.

² Durlak et al., 2010

³ Durlak and Weissberg, 2013

⁴ (Auger, Pierce, & Vandell, 2013; Durlak, Weissberg, & Pachan, 2010; Huang, La Torre, Harven, Huber, Jiang, Leon, & Oh, 2008; American Institutes for Research, 2013; Naftzger et al., 2015)

⁵ Learning Point Associates, 2011

⁶<http://www.schoolsoutwashington.org/UserFiles/File/Summer%20Learning%20Policy%20Brief%2006-11%281%29.pdf>

⁷ http://www.schoolsoutwashington.org/1750_198/SummerLearningResources.htm

⁸ Fairchild, R., McLaughlin, B. & Costigan, B. P. (2007, Spring). How Did You Spend Your Summer Vacation?: What Public Policies Do (and Don't Do) to Support Summer Learning Opportunities for All Youth. Afterschool Matters, Occasional Paper Series, 8

⁹ Although SOWA also provides resources for programs offering a range of services to young people under the broader definition of Youth Development, this implementation plan, and SOWA's contract with BSK, is specific to OST programs which meet the definitions defined in this plan. King County conducted a separate procurement process for Youth Development programs, funded by BSK.

¹⁰ As reflected on sign-in sheets

¹¹ SESEC – South East Seattle Education Coalition