



Committed to Quality
Centered in Communities
Counting on You

Philadelphia's Citywide **OUT-OF-SCHOOL TIME** INITIATIVE

To get different results, we have to shift the dynamics of the system.

—John Gardner¹

The city invests public and philanthropic dollars into youth programming—from state-defined OST programs² to athletic and drop-in reading programs. While the total amount of funding has not been captured at this time, we estimate that among the three City departments (Department of Human Services, Parks & Recreation and the Free Library) that manage, run or fund after-school programs for young people (from grades K-12) more than \$41M is invested in this programming annually. Close to 187,000 youth participate in these programs through the school-year and during the summer months.

With the change in administration, the Managing Director's Office now sits over all of the City's operating departments which provides for an extraordinary level of opportunity for collaboration. Moreover, Mayor Kenney's platform—creating an equitable Philadelphia by eliminating disparities in education, economic, public safety and public sector outcomes—has led to historic investments in initiatives such as PHLpreK, Community Schools, and Rebuild as well as expanded support of the School District of Philadelphia's Action Plan 3.0 and the Read by 4th Campaign.

Each of these initiatives are focused on specific goals such as increasing the number of our young people that reach their full potential by ensuring that all children enter school ready, that all children are reading on grade level or that all youth graduate from high school.

OST is, as we know, an important and valuable component of learning and development for our young people. In addition to the city-funded OST system there are non-profit and community-based programs, funded by the Commonwealth (about a \$10M investment) and philanthropic dollars (approximately \$4.3M), that provide positive OST experiences for young people. The significant Wallace Foundation grant (\$915,000) that began in 2012 and is ending this year, helped to move the OST community toward linking program improvement and data collection. This grant and the Kenney Administration's investments in education, parks, recreation centers and libraries led the Managing Director to task his departments to develop the City's first OST strategic plan.³ A plan that would harness the power of all OST stakeholders to realize the full potential of Philadelphia's OST.

THE CHALLENGES

Our young people face inter-related challenges. An abundance of research has shown that, for example, hunger is related to poor health outcomes which in turn leads to impaired learning and decreased productivity in school-age children.⁴ Thus we must look to coordinated and holistic efforts that address multiple issues and not just one.

IN PHILADELPHIA...

60% of public and charter school third graders do not read on grade level.⁵

22% of children are considered food insecure.⁶

37% of children live in poverty and of those **18%** live in deep poverty.⁷

76% of children are eligible for subsidized school meals.⁸

20% of children aged 5-18 years are obese.⁹

65% of youth are graduating high school in four years and **70%** are graduating within six years¹⁰

37% are chronically absent¹¹

22% of the children under 18 have asthma.¹²

The inter-relatedness of these issues – health, poverty, learning – means that we cannot focus on one area in order to address the problem. If OST is to be most impactful on youth outcomes any strategy must address such areas as physical, social-emotional learning, and health in addition to learning.

THE OPPORTUNITY

To build an evidence-based, outcome-oriented, citywide out-of-school time system that addresses existing challenges for Philadelphia's young people.

OST is a delivery system for influencing youth outcomes.

If we create a seamless, coordinated and focused system we have opportunities to change some of the foundational issues that adversely affect educational outcomes such as hunger and health risks.

It means committed leadership, strong governance and a system of accountability that helps us build a unified system for OST in Philadelphia. Ensuring that these pieces are in place will put OST in a position to demand that more dollars be committed to this work. Indeed, city government will strategically reinvest its current OST-related funding to support this shared, evidence-driven, system that sets and reaches ambitious goals such as ensuring that all children are reading on grade level by fourth grade.

In order to achieve this type of change, we believe we must start with a sustainable and thoughtful foundation in the form of a citywide OST system that embraces the diversity of youth development programs offered in Philadelphia. This diversity refers to expanded learning opportunities offered outside of the school day, including before school, afterschool, on weekends and during the summer.

This work will be organized in phases that build upon each over a nine-year period from 2017-2026. The areas within each phase will be organized by quality programming, community engagement, and partnerships.

1 Presentation, Read by 4th event, 12/14/16

2 As per PA legislation OST is defined as having structured activities, engaged adult mentors, offering services 12 hours a week outside of traditional school time & in summer at least 5/ day for six weeks or more, expectation of regular attendance and provided at a school or center-based facility. Retrieved from <http://lbfc.legis.state.pa.us/resources/documents/reports/295.pdf>

3 The OST strategic plan was developed in coordination with City departments as well as the School District of Philadelphia. The most recent iteration of the plan and a logic model were completed in November 2016. Both documents can be found on the PhillyBOOST website at <http://www.phillyboost.com/strategic-plan.html>

4 Janice Ke, MSc and Elizabeth Lee Ford-Jones, MD, Food insecurity and hunger: A review of the effects on children's health and behavior, Paediatrics & Child Health, March 2015. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4373582/>

5 School District of Philadelphia, Strategic Analytics Website, 2015.

6 Coalition Against Hunger, Hunger Profile: Philadelphia County, 2013. (People who are food insecure at times lack access to enough food for an active, healthy life.) Retrieved from http://www.hungercoalition.org/sites/default/files/uploads/PhiladelphiaCountyhunger_factsheet_final_100113.pdf

7 PCCY, Left Out: The Status of Children in Philadelphia, October 2016. Retrieved from http://www.pccy.org/wp-content/uploads/2016/10/Left-Out_Philadelphia-1.pdf

8 Ibid.

9 Philadelphia Department of Public Health, Community Health Assessment, December 2016, pg. 45. 8 Retrieved from http://www.phila.gov/health/pdfs/2016%20CHA%20Slides_updatedPHC4.pdf

10 The Notebook, Graduation rate flat after years of increases, April 14, 2016 Retrieved from <http://thenotebook.org/articles/2016/04/14/graduation-rate-flat-after-years-of-increases>

11 Mikhail Zinshteyn, The Long-Term Consequences of Missing School, Sept 6, 2016. Retrieved from <http://www.theatlantic.com/education/archive/2016/09/long-term-consequences-of-missing-school/498599/>

12 PCCY, Left Out, page 19.

13 Currently using available data that highlight neighborhoods where there are public schools with K-2 reading scores below 50%, high percentage of children between the ages of 5-9 who have more than one early childhood risk indicators and youth under 18 living poverty, and there are existing community schools.

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OUT-OF-SCHOOL TIME
INITIATIVE

QUALITY PROGRAMMING

OBJECTIVES

STRATEGIES

1 Create high-quality, research-based OST activities, strategies, or models with measurable literacy outcomes that are also affordable enough to be scaled city-wide.

- Align with existing initiatives such as the Read by 4th Campaign, PHLpreK, and Community Schools. (In Progress)
- Develop early literacy, evidence-based intervention pilot. (Grant proposal submitted)

2 Identify and strengthen quality measures for OST

- Develop a clear understanding of how OST providers and networks currently define quality. This examination of quality will also include capturing information about how networks define quality in terms of staff and their training. Research for Action has been engaged to build this baseline map of where Philadelphia OST networks are in terms of quality. (In Progress. Funder: Wallace Foundation)
- Develop quality tool to help identify and understand the indicators of high-quality OST literacy programming, the characteristics of Philadelphia's programs, and the extent to which the local programs align to the indicators, providing a basis for implementing and scaling high-quality early literacy OST programs in the City. (In Progress. Funder: William Penn Foundation)
- Convene city-wide OST network to review the report and develop next steps in terms of how the network can begin to agree on the key quality metrics for OST and the outcomes associated with the metrics.

3 Develop a high-quality, professional youth development workforce

- Develop coordinated and standardized training for the OST workforce that leverages existing training efforts.
- Increase the number of professional development trainings provided to OST staff (includes line staff, site directors and executive staff).
- Use the information from the early literacy research to help inform and shape literacy trainings for OST staff.

4 Agree upon system-level data

- Develop an assessment of current data systems used within the OST network to agree on long-term data goals, and to understand existing challenges and needs in order to see what system or systems are needed to track program/youth outcomes.

COMMUNITY ENGAGEMENT

OBJECTIVES

STRATEGIES

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| 1 Assess local needs and barriers to OST | <ul style="list-style-type: none">▪ Study capacity vs. need within OST networks that use the ETO database. (Completed)▪ Understand demand for OST by surveying the communities' perception of OST and how they make decisions related to OST. (In Progress. Funder: Wallace Foundation)▪ Citywide OST network reviews the report and determines if new strategies need to be implemented to address any challenges or opportunities presented in the report. |
| 2 Focused and intensive OST work in local areas of greatest need in order to develop OST as a delivery system | <ul style="list-style-type: none">▪ Hire an OST Zone Manager to coordinate the OST Zone effort.▪ Engage areas schools, local OST providers, city departments and local nonprofits to develop a deeper understanding of what services need to be incorporated into OST but currently are not. |
| 3 To build a network wide infrastructure that creates an OST system that encourages civic engagement | <ul style="list-style-type: none">▪ Establish a coordinated system for engaging adults such as parents, citizens and corporate volunteers.▪ Develop civic engagement metrics in coordination with the Rebuild civic engagement efforts. |
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PARTNERSHIPS

OBJECTIVES

STRATEGIES

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| 1 Strengthen the city's OST network in order to increase the impact of the OST on youth, families and OST staff | <ul style="list-style-type: none">▪ Build a public-private backbone operation to ensure system-wide program and financial accountability. First iteration to be developed and funded by City Government.▪ Develop communication tools to build a public platform (website/newsletter) for this effort. (Funder: Wallace Foundation)▪ Develop a shared and public data dashboard that tracks progress on the operational plan. |
| 2 Develop deeper partnerships and build new ones | <ul style="list-style-type: none">▪ Use the OST Zones as an opportunity to test and pilot new partnership opportunities.▪ Partner with the Health Department to support their Asthma efforts.▪ Partner with the sports-based OST programs to align with the Health Departments obesity efforts as well as local school-based obesity work.▪ Partner with Parks & Recreation and the Philadelphia Food Access Collaborative to develop a set of strategies that connect to OST. |
| 3 To increase the amount of stable funding devoted to OST | <ul style="list-style-type: none">▪ Strategically re-invest city OST dollars to align with the shared plan.▪ Partner thoughtfully with the philanthropic community to leverage current investment areas that align with the OST plan.▪ Further develop OST funding strategies that support the expansion of additional OST opportunities for our young people. |
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