

Promising Practices in Afterschool

NIOST is one of six national organizations across the country that has been funded by the Charles Stewart Mott Foundation to collect promising practices in afterschool. Each organization collects practices from different geographic areas and program auspices.

NIOST's focus is identifying system building and infrastructure practices from the 20 cities across the country participating in the Cross-Cities Network. Practices are collected on an ongoing basis and are submitted to the AED Center for Youth Development and Policy Research where a review team evaluates the practices to ensure they are valid. Once practices pass successfully through the review process, they are posted to the www.afterschool.org web site so that others may learn from them.

To learn more about the Promising Practices Initiative or to submit your own practice, please visit www.afterschool.org

Or

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Promising Practices in Citywide Afterschool Initiatives

Creating Infrastructure to Support Targeted Planning, Financing, and Sustainability

Boston's After-School for All Partnership

Boston's After-School for All Partnership is a public/private funding collaborative in the city of Boston, Massachusetts. Currently the partnership has three interrelated goals:

1. **Expansion Goal:** To expand the availability of quality after-school and summer programs for low-income children in Boston.
2. **Learning Goal:** To help improve the academic achievement and positive development of children by supporting after-school and summer program providers' efforts to integrate high-impact learning activities into their programs.
3. **Sustainable Financing Goal:** To support efforts to increase and sustain public revenue streams to fund a system of quality after-school and summer programs in Boston.

Boston's After-School for All Partnership is playing a major role in helping to build an out-of-school time system in Boston. Its three pronged approach is led and monitored by an Executive Committee, a Managing Director and three internal working groups, one for each the Partnership's three goals. The internal working groups develop projects for each of their particular goals and present recommendations to the Executive Committee for decision-making. The Managing Director and the Executive Committee work together to ensure that there are intersections wherever possible among projects.

The partnership is comprised of 14 funders including the City of Boston, United Way of Massachusetts Bay, Harvard University, Fleet Bank and the Nellie Mae Education Foundation to name just a few. This collaborative represents \$24.1 in funding and has developed a 5-year plan to expand, improve and sustain a system of quality after-school programming in Boston.

Under the After-School for All Partnership model funders within the partnership share ideas and common goals, pool resources and collaborate on projects, but retain their own identity and investment options. The rationale behind the After-School for All model is to minimize the duplication of effort in order to serve

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more children and to develop and carry out a plan for sustainable funding.

Activities in the Program that the Practice Supports

A) Creating Stable Funding

A stable funding structure is a key component of reliable, high quality after-school programs and affects every level of the after-school program delivery system. The Partnership, only in its second year, has already taken several steps towards building a stable funding structure. Although the Partnership is built on a diversity of public and private funding streams, the Sustainable Funding Working Group, one of the Partnership's three working groups, has recognized that in order to have a long-term effect, city initiatives must link to state level funding initiatives. To this end, they are working with the Massachusetts After-School Partnership (MAP) to develop a statewide plan for a stable out-of-school time system in Massachusetts. By linking to this effort, the After School for All Partnership opens Boston's doors to an out-of-school time system with the potential for statewide resources and a coordinated effort that could close the gap in service, increase the quality of programs and provide professional development opportunities for staff.

B) Targeted Planning

Targeted planning is the foundation from which the Partnership operates. Boston's After-School for All Partnership began its research in 2001 by hiring a management consulting firm to help determine the most cost-efficient way of meeting its three interrelated goals. After reviewing the out-of-school time landscape in Boston, the firm recommended that the Partnership focus on expanding programs at existing school-based sites. Concentrating efforts on school-based sites would allow programs to leverage fixed costs, utilize buildings designed to handle large numbers of children and build relationships with teachers and administrators. The resulting project is the Boston School Sites Expansion Pilot Grant which

will allow the Partnership to work on all three of its goals at once. This Pilot Grant will provide per-child subsidy grants to a select number of 501 (c)3 organizations interested in expanding existing high quality after-school programs within the Boston Public School System. Grant recipients will also receive technical assistance on how to plan for expansion and identify and overcome obstacles to growth. The pilot project will provide the Partnership with a small-scale sample of the challenges presented and questions raised by rapid expansion and an opportunity to explore the integration of academic goals within the after-school programs. Based on information gathered during the pilot project, the Partnership plans to launch a larger expansion initiative in 2003.

C) Research

In an effort to meet its second goal to improve academic achievement and development, Boston's After-School for All Partnership has enlisted Researcher Partners to prepare seven white papers on key topics. These Research Partners, each with specialized expertise in the out-of-school time field, will help answer some of the most pressing questions

regarding how to improve academic achievement and positive development of children through after-school programs. The Partnership has identified the following seven topics for in-depth research:

1. Promoting Positive Youth Development as a Support for Academic Achievement
2. Tutor Training and Higher Education Involvement in After-School
3. Bridging School and After-School Programs
4. Using Technology to Support Learning in After-School Programs
5. Enhancing Literacy Support in After-School Programs
6. Project-Based and Experiential Learning in After-School Programming
7. Expanding and Coordinating Cultural Education Opportunities in After-School Programming

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The Partnership's Working Group on Learning commissioned the papers as part of its internal planning process. The papers are meant to provide the Partnership with a broad context for which to view each issue and specific recommendations for implementation in Boston. The papers conclude with the strengths and challenges associated with implementing recommendations in Boston. The Partnership will then use the recommendations to target its investments in learning in Boston's after-school programs. The Partnership has also called upon the Advisory Board of the Boston-based Expanding Youth Horizons, an initiative that provides practitioners with resources that link after-school program curriculum to state education standards and school-day activities, to consult on how best to implement the recommendations.

Mayor Menino's commitment to improving access, quality and funding for out-of-school time programs has been a critical asset to moving the out-of-school time advocacy agenda in Boston forward.

as one of the sites for the MOST Initiative. MOST was a seven-year initiative with sites in Boston, Chicago and Seattle funded by the Wallace-Reader's Digest Funds. The goal of the initiative was to improve the quality and availability of programming for children and youth in Boston, Chicago, and

Seattle during the hours they are not in school. PUCG served as the local intermediary for Boston MOST and intentionally worked with other agencies to build programs and policies that addressed the lack of accessibility and affordability identified

in their earlier research. Boston Mayor Thomas Menino was a strong supporter of MOST from the start. He developed the Boston 2:00 -to- 6:00 After-School Initiative, discussed below, as a way of institutionalizing the work of MOST.

Key Implementation Elements

Readiness

The city of Boston was fertile ground for the development of the After-School for All Partnership. The work of local organizations like Parents United for Child Care (PUCG) and the MOST Initiative (Making the Most of Out-of-School Time) put out-of-school time on the map in Boston. PUCG has been a prominent feature on the out-of-school time landscape in Boston for over a decade. A non-profit parent organization that collects research on out-of-school time in Boston, builds advocacy among parents and provides training and technical assistance to Boston-area practitioners, PUCG's research on parent/child/youth after-school needs and financing were instrumental in building the case for the creation of more and better after-school opportunities in Boston and consequently, the Boston 2:00 -to- 6:00 Initiative. PUCG was given a boost in the early 1990's when Boston was selected

The Boston 2:00 -to- 6:00 After-School Initiative was created by mayoral decree in 1998 by Mayor Thomas Menino. The Mayor made the creation of more and better after-school opportunities for children and youth in Boston a primary focus of his administration and has pledged to support the expansion of high-quality, affordable, and accessible after-school programs for children across the City of Boston. The primary goals of 2:00 -to- 6:00 are to increase the number of program slots, to help broker relationships between public schools and after-school programs and to provide technical assistance resources for providers. The After-School for All Partnership is a direct outgrowth of this initiative.

In 1999, with 2:00 -to- 6:00 up and running, Mayor Menino was eager to involve the private sector in his plan. He then convened the Task Force on After-School Time. He appointed representatives from the after-school, education, business, philanthropic, and religious sectors to develop a unified vision for expanding and improving Boston's out-of-school time system. In May 2000, the Task Force released its report, "Schools Alone are Not Enough: Why

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Out-of-School Time is Crucial to the Success of our Children" which recommended that a "funding collaborative be convened to develop and implement a coordinated strategy to support after-school programming in Boston." The report galvanized the creation of the After-School for All Partnership.

Leadership

High profile leadership has been key to the success of the Partnership. The role of Mayor is central to the development and implementation of public policy and the dissemination of funds. Mayor Menino's commitment to improving access, quality and funding for out-of-school time programs has been a critical asset to moving the out-of-school time advocacy agenda in Boston forward. It was his leadership that shepherded the developmental process that led to the creation both Boston's 2:00 - to- 6:00 After-School Initiative and the After-School for All Partnership.

Another key figure in the process has been Christopher Gabrieli, formerly Chairman of the Mayor's Task Force on After-School and currently chair of the After-School for All Partnership. Now a candidate for Lieutenant Governor, Gabrieli is an outspoken advocate for after-school.

In September of 2000, Gabrieli co-founded Massachusetts 2020, a non-profit initiative aimed at expanding educational and economic opportunity for children and families across Massachusetts. Among Massachusetts 2020's first goals was to work with the city of Boston to implement the recommendations of the Mayor's Task Force on After-School. In March of 2001, Gabrieli, led the formation of the After-School for All Partnership. His public presence has brought significant funding and media attention to the issue of after-school.

Resources:

[Interviews conducted for this publication:](#)

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