

PROCEEDINGS
MOVING FORWARD- OAKLAND AFTER SCHOOL INITIATIVE
September 23, 2005

EXECUTIVE SUMMARY

Representatives of Oakland Unified School District's SUCCESS Office (OUSD), Oakland Fund for Children and Youth (OFCY), the Oakland Community After-School Alliance (OCASA) and the Oakland After-School Coordinating Team (OASCT) convened to look back at the past year of the After-School Initiative and to plan for the future of after-school programs in the City of Oakland.

Tanya Avila (OUSD), Maya Hart (OFCY) and David Kakishiba (OCASA) presented a retrospective on the work of the past year and their thoughts about the future of the After-School Initiative in Oakland.

After these introductory comments were made, participants introduced themselves, their agencies and their expectations of the meeting.

Ground rules were established.

The group broke into three groups with a mixture of participants from all of the participating organizations. Each group was responsible for establishing a list of Challenges, Successes and Future Directions for the Initiative. Appendix I attempts to collapse those charts from all three groups into a coherent listing of issues. Appendix II lists participants in attendance.

Ultimately, the entire group reconvened to hear each other's findings and to prioritize "Next Steps" for the future of the Initiative in a comprehensive manner. Major decisions during that conversation included:

- Recommit to the Oakland After School Coordinating Team (OASCT) as the table for having the policy conversation for after-school in order to generate buy-in and support from primary actors, including Mayor Brown and School Administrator Ward. See Appendix I. "Future Directions" for more details.
- Draft and circulate a brief/letter to garner state and federal support for Oakland after-school, including changes to 21st Century funding to allow for continuation of successful programs. Initial draft to be circulated amongst OASCT members for editing.

Appendix I. Compilation of Challenges, Successes, Future Directions and Support Strategies

CHALLENGES

1. **Different institutions have different imperatives and accountability.** OUSD is established to ensure that all Oakland students are well-educated and meet rigorous academic standards. Community Based Organizations (CBOs) may have missions to support youth development, improve community safety, encourage parent involvement, or enhance the artistic and cultural competence of youth. OFCY focuses on youth development as a priority mandate. Reconciling these imperatives within a unified Initiative can be and has been challenging.
2. **Conflicting priorities exist on school sites vis-à-vis the imperatives of the school day and after-school programs.** Principals vary widely in the degree to which they appreciate having ASPs on their site, allocate resources, share space, encourage collaboration with teachers, etc. Some principals do not see the relationship between ASPs and academic achievement among their students.
3. **At some schools/neighborhoods there is competition among providers for students.** Competition exists between pre-existing CBO providers, Supplemental Educational Services providers, Parks and Recreation, and others vis-à-vis comprehensive service providers. Agencies are sometimes trying to meet their numbers in a non-collaborative way.
4. **The school day programs sometimes dictate after-school curricula in a way that does not fulfill the potential of after-school programs to achieve youth development objectives.**
5. **After-school programs need to achieve buy in from all policy levels – State Administrator, principals, Mayor, City Council, etc.** The policy makers need to establish the priority of after-school programming in the Oakland community and schools. Successful after-school programs should be part of principal evaluation. Turnover in principals impacts after-school programs. Site based decision-making and pushing control over budget to the principals has potential negative (or positive) impact on after-school programs.
6. **Funding levels are uncertain (e.g., 21st Century @ \$5 or \$7.50/day) and funding streams are complex.** Future funding is also in question – e.g., reapplication for 21st Century funding for existing populations of students vs. new populations. Who is applying this time? When will Prop 49 kick in? This uncertainty makes it difficult to plan and project future developments of the after-school work in Oakland.
7. **A common definition for “comprehensive” and “high quality” after-school programs is needed.** The emphasis on academic outcomes as the primary measure of success for after-school needs to be revisited. Curriculum in after-school needs to be better defined and staff needs to be trained to these standards.
8. **Relationship between OUSD and CBOs providing comprehensive after-school programs needs to be further refined.** While good progress has been made in the past year, more work is needed to enhance the communication and trust between these groups.
9. **The role and responsibilities of lead agencies needs to be clarified.** The responsibilities as a lead agency are large and may not be the same at all sites.
10. **CBOs experience difficulty in securing school district data in a timely manner.**

SUCSESSES

1. **Communication with OUSD and other players has improved during the past year.** Keep up the effort and continue to improve.
2. **Addition of the BACR OCASA AmeriCorps grant has been positive resource for after-school in Oakland.**
3. **There have been improvements in youth development assets and academic success among students who participate in after-school programs.**
4. **The OUSD data tracking system has been successful and is considered one of the best systems in the state.**
5. **The After-School Initiative is an example of OUSD and OFCY coming together in a successful way to achieve common goals.**
6. **Schools are becoming community centers via after-school programming.**
7. **OUSD SUCCESS Office has improved a great deal, coordinates and supports successful programming.**
8. **OFCY is very approachable and accessible.**
9. **OUSD payment to CBOs/Lead Agencies is much more timely.**
10. **Community Crime Prevention Associates has been helpful and forceful in securing necessary data.**
11. **Our successes should be codified and written up for marketing and lobbying purposes.**
We have the potential to become a model city with high quality programming in place and effective policy support.
12. **Initiative sites were up and running and serving kids at the beginning of the school year.**
13. **CBOs were nimble and passionate about the work.** Changes in lead agencies necessitated flexibility and organizations shifted to meet the challenge.
14. **Collaborations have incorporated the smaller or single purpose agencies to the benefit of all, especially the children of Oakland.**
15. **A variety of funding sources were incorporated and leveraging was done well.**

FUTURE DIRECTIONS

Major Strategies

1. **Develop a clear Vision for after-school programs in Oakland.** This Vision must meld the various categorical imperatives of the different players in this arena. It should also:
 - a. Identify the responsibilities of the different players (e.g., principals, district staff, lead agencies, partner and contract agencies, etc.)
 - b. Clarify the objectives for various aspects of the after-school programs (e.g., academic support, enrichment, recreation, nutrition) and collect consistent data to measure these objectives.
2. **Develop a clear, comprehensive plan for funding after-school programs in Oakland.** This plan should clarify how collaboration is strengthened and funding leveraged and maximized.
3. **Develop high-level buy-in at the policy level of OUSD, the City, and the County.** The practitioners need to bring a coherent policy statement to the policy makers for review and approval.
 - a. This high-level buy-in needs to lead to buy-in at the school site level

- b. This high-level buy-in should result in building real after-school infrastructure throughout Oakland
4. **Develop a “model” that we can clearly articulate and market to a national audience.** Attract national attention, new funding, and sufficient momentum to have universal after-school in Oakland.
5. **Develop the Oakland After-School Coordinating Team into a really effective forum for cross-sector planning and effective action in Oakland.** Doubts were expressed about the viability of the OASCT as a truly functional strategy based on past history, but there was general agreement, if not consensus, that the current iteration of this body should be given a chance because it is more representative of the field and there is greater buy-in from OUSD and OFCY at this time.
6. **Lobby effectively at the city, county, state and national levels to sustain the Oakland Model.** Develop a policy brief or letter to local legislators explaining the impact of current federal and state policies regarding after-school funding (21st Century, ASES, and Prop 49). Engage them in advocacy efforts to ensure sustainable funding for the Oakland Model.

Supportive Strategies

1. Increase the scale of the new AmeriCorps grant for OCASA agencies.
2. Use other measures than CST scores to measure student achievement – especially those that measure critical thinking and SCANS skills.
3. Get prepared for new 21st Century RFPs and for Prop 49 funding. Gather intelligence on the funding streams.
4. Morph the current after-school program models to become more “community center” models in neighborhoods.
5. Develop a method within OASCT to deal with the reality that those at the table are competitors for the same funding.
6. Provide training for principals and for provider agencies. Establish the importance of after-school programs to the policy makers, and ensure that all site leaders (both OUSD and partners) understand their respective roles and are working effectively together.
7. Develop and document best practices models for site-based collaboration between schools and CBOs.
8. Clarify our models of comprehensive after-school programs, youth development, and academic support.
9. Develop more creative methods for supporting and measuring academic progress among our students.
10. Improve the accessibility of data for all partners and sites.

Appendix II. Meeting Participants

Name	Organization
Alex Pedersen	City Council- De la Fuente's office
Beth McCarty	East Bay Agency for Children
David Kakishiba	East Bay Asian Youth Center
Devone Boggan	Safe Passages
Edward Hannemann	OFCY
Gail Whang	OUSD
Geri Murphy	Bret Harte
Gianna Tran	East Bay Asian Youth Center
Holly Babe Faust	Oakland Youth Chorus
Jeff Abramson	Urban Strategies Council
Jennifer Koney	Parks and Rec
Jenny Lam	Oakland Asian Students Educational Services
Jose Arredondo	Spanish Speaking Citizens' Foundation
Karen Ransom	Museum of Children's Art
Kayton Carter	OUSD- Success Office
Lanya Samuelson	OUSD- Success Office
Leslie Nunes	OUSD- Success Office
Marty Weinstein	Bay Area Community Resources (BACR)
Maya Hart	OFCY
Michael Siegel	Oakland LEAF (Ascend)
Perry Chen	Independent
Phalina Armstrong	YMCA of the East Bay
Ruth Moore	AWESome Extended Learning Program
Stephanie Hochman	Bay Area Community Resources (BACR)
Steven Eckert	East Bay Agency for Children
Stuart Richardson	Fruitvale school
Tanya Avila	OUSD- Success Office
Tim Tabernik	Hatchuel, Tabernik & Associates (facilitator)
Vilma Bermudez	OUSD- Success Office