FORM: OST Capacity-Building and Coordination

Communities often have more than one organization that can take on aspects of an Out-of-School Time Capacity-Building and Coordination. Below are several attributes to consider when determining which organization(s) are the strongest candidates for playing these roles and functions.

Directions:
1. At the top of each column list of the major entities currently playing (or with potential to play) key intermediary roles in your community.
2. For capacity, note whether an organization plays a primary or secondary role. Blank means it is not a role they play at all.
3. Discuss implications and options for structuring the work. *(See additional discussion questions on back.)*

OST Intermediaries should have the capacity to…						
(Note: Please make all responses for Out-of-School Time Intermediary functions only, not other system or networking roles.)						
Scale of 1 (low) to 5 (high)						
Scope & Footprint — **Vision***	. . . *support a set of big picture goals for children and youth (across ages, populations, outcomes, approaches).*					
Geographic Scope	. . . *mirror the geographic footprint of the partnership.*					
Geographic Levels	. . . *connect across levels – neighborhoods, city/county, local/state.*					
Brokering & Relationships — **Leadership Levels**	. . . *connect with, understand and be respected by grasstop and grassroot leaders, providers, coalitions.*					
Alignment*	. . . *connect and align efforts under a common agenda, resolving competing priorities, directing resources and building bridges between groups.*					
Convening*	. . . *convene stakeholders across levels, including providers, organizations, systems, related coalitions and key partnerships.*					
Research*	. . . *conduct research that informs local decision-making related to OST priorities.*					
System Building — **Quality Improvement***	. . . *promote the adoption of quality standards and a system of continuous improvement.*					
Workforce*	. . . *strengthen the OST workforce and ensure that they have the necessary tools/supports to deliver high-quality programming.*					
Innovations & Evidence*	. . . *demonstrate innovations in practice and infuse evidence-based approaches into programming and practices.*					
Measurement & Analysis & Evaluation*	. . . *collect and use data for decision making in a transparent, public way and help establish shared systems for measurement, analysis and evaluation for OST network(s) of providers.*					
Fund Development & Sustainability*	. . . *devote time to fund development priorities of the network (not just intermediary), such as expanding & improving services. Provide capacity-building in diversifying & sustaining funding.*					
Positioning — **Public Will & Policy**	. . . *build public will, effectively communicate agenda and (when necessary) help advance public policy.*					
Accountability & Credibility — **Accountability**	. . . *focus on accountability for own staff and providers/partners throughout the OST system.*					
Credibility	. . . *act with confidence based on the buy-in and engagement from those involved (e.g., top decision makers, front line staff, community members, youth and families.*					
Capacity & Commitment — **Staffing**	. . . *dedicate staff skilled in the above functions with sufficient time to prioritize coordination and alignment efforts.*					
Organizational Buy In	. . . *be sustained by a solid fiscal home that has an engaged and supportive board and CEO.*					
Start-up Flexibility	*(If relevant)* . . . *serve in an interim or term-limited capacity, subject to review by the partnership.*					

*These items are noted in Every Hour Counts as key Capacity Building Intermediary Functions

OST Capacity-Building Intermediaries – Discussion Questions

As you consider the capacity-building roles that entities are playing, consider the following questions:

1. As you look across the various functions, are there ways to partner or align around complementary leadership roles? Does the functional analysis help clarify roles?

2. Do you have a strong opinion about the benefit of multiple organizations holding intermediary functions vs. one organization holding all or the majority of functions?

3. As you consider the different levels of work and the various providers (or provider networks) in your community, are there distinctions that you would make about who is playing which roles with whom? Do you see significant duplication – or potential OST provider confusion about relationships – that would benefit from clarity?