

**GFE Out-of-School Time Impact Group COVID-19 Response Series**  
**Week 2: COVID -19 and the OST Infrastructure – Challenges/Solutions**  
Watch/listen to the recording [here](#).

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### Speakers

- **Gina Warner**, executive director, National Afterschool Association: [gwarner@naa.web.org](mailto:gwarner@naa.web.org)
- **Isabelle Mussard**, executive director, CalSAC: [imussard@calsac.org](mailto:imussard@calsac.org)
- **Gwynn Hughes**, senior program officer, C.S. Mott Foundation, facilitator: [ghughes@mott.org](mailto:ghughes@mott.org)

### HIGHLIGHTS

Funders should consider:

1. **Supporting the OST workforce.** Resources for safety & emotional support.
2. **Providing resources for virtual instruction and professional development.** Issues of equitable access also there for OST educators.
3. **Support the systems that support OST.** Intermediaries are providing critical support to the field, they need to be resourced.

What OST providers need funders to do right now:

- Allow **rent or lease costs to be included** in direct or indirect costs for the next 2 years. Many of us may need to let our leases go.
- **SBA loan forgiveness or prepayment** programs. Many small agencies need the loans but might not be able to fulfill the obligations on terms – funders can forgive or extend.
- Agencies who chose to be **self-insured for unemployment need help.**
- As frontline staff become **providers of child care for children of essential workers they need safety** training, access to health care and testing.
- Kids need food, staff are giving it, with **liability risks.** Agencies need liability coverage
- Funders should **resource NAA to organize a pool of technical assistance providers** for programs to access expert help with HR, analysis of liability, org development, financial planning, technical assistance with insurance claims, etc.
- **Big ask: 2 years of gap funding that is unrestricted and does not have intensive reporting requirements**

**Longer term issues:**

- Address the structural fragility of the workforce - need better salaries, benefits, paid leave, access to health care, information and resources.
- Provide funding for solvency to prevent long term loss of skilled workforce
- Pivot to understanding and leveraging opportunities to change/improve the work

## READOUT

### Gwynn Hughes, CS Mott Foundation

- Significant distress in OST field – programs and leaders, increased in past 2 weeks
- Staff layoffs, programs trouble paying rent, yet still supporting families and young people
- Dedication of field leaders – difficult role. Not an easy conversation. Uncharted waters.

### Gina Warner, National Afterschool Association

- Professional member association: 32,000 members
- NAA has created the foundational pieces of work for our practice: national program quality standards, core knowledge and competencies for afterschool professionals and code of ethics
- Led NOLA intermediary during/after Katrina.
- Right now we are engaged in disaster response. OST programs are up and running for children of essential personnel.
- States/cities using child care dollars (extra \$3.5 billion for child care (CARES Act) includes school-age)
- In New Orleans, OST CBO programs, non-profit and faith based, were up and running months and in some cases years before the schools reopened.
- OST programs are the linchpin, a source of support, information and comfort for families and communities and they will continue to be there
- We are planning for recovery. Key issues for funders to consider:
  4. **Support the workforce.** Resources for safety. Emotional support. (example: Care for the Caregiver – post-Katrina). People are balancing personal needs/struggles with their work and experiencing trauma. Need assistance and resources to build resilience.
  5. **Resources for virtual instruction and professional development.** Issues of equitable access. Just as we talk about equity of access for young people, we need the same for OST educators.
  6. **Support the systems that support our profession.** NAA, state level networks, citywide intermediaries. Every Hour Counts. Intermediaries will be key to recovery, but we need to be strong and solvent now. We are raising awareness of the structural fragility of the workforce and advocating for better salaries, benefits, paid leave, access

to health care, information and resources. Intermediaries need resources to support their own organizations and their networks of programs: leadership and organizational development, staffing, financial planning, cash to maintain services, support in accessing resources. Overwhelming – need curation.

- After Katrina, many foundations were paralyzed. They wanted to help but they got bogged down in trying to make determinations: they wanted to make sure investments were strategic, impactful, aligned with their program areas, aligned with their strategic plans.
- As a result we suffered. Programs suffered. Support infrastructure suffered. Children and families suffered. Recovery was harder and longer than it had to be.
- As a field we are not paralyzed. We are stepping in to offer everything we have. We need funders to be partners. We will not get to the recovery unless we right now respond robustly.

### Isabelle Mussard, CalSAC

- 7 years as youth program policy director Safe Passages Oakland – adjudicated/marginalized youth ages 16-24.
- Power and privilege of this moment.
- Recognize the expertise of the people on the ground. We are the communities of the people we serve.
- We are in a pivotal moment to resource people who are doing the work and are the work.

What agencies need funders to do right now:

- Allow **rent or lease costs to be included** in direct or indirect costs for the next 2 years. Many of us may need to let our leases go.
- **SBA loan forgiveness or prepayment** programs. Many small agencies need the loans but might not be able to fulfill the obligations on terms – funders can forgive or extend.
- Agencies who chose to be **self-insured for unemployment need help**.
- As frontline staff become **providers of child care for children of essential workers they need safety** training, access to health care and testing.
- Kids need food, staff are giving it, with **liability risks**. Agencies need liability coverage
- Funders should **resource NAA to organize a pool of technical assistance providers** for programs to access expert help with HR, analysis of liability, org development, financial planning, technical assistance with insurance claims, etc.

View from the front lines:

- Example: New Door Ventures, alternative high schools in Oakland – all kinds of kids who are marginalized and forgotten. They are pivoting to virtual support. Need resources.

- Safe Passages – they have Chromebooks and free wifi resources but many families need TA to get those things set up in their home and they need trusted people to do this because they are undocumented, have English language barriers. Agencies need to do home visits for people who need this. Of 60 kids – 13 have access to virtual learning through their phones or not at all.
- Partnership for Children and Youth is training OST staff at subsidized housing sites. Key place to do interventions around COVID with marginalized families.
- **Top 3 family needs: food, rent assistance, and mental health support.** Everyone needs mental health support: agency leads, program staff, children, youth and parents.
- We need support to **modify our existing SEL and mental health trainings for this moment.**
- We have virtual learners with needs outside the norm. How do you create a trauma informed virtual learning environment?
- Kids are isolated. They are not safe in their homes. They cannot get the privacy they need to share with program staff. Half of youth in one program indicated that they need to get out of their homes to have private conversations with youth workers. .
- **Everyone is laying off staff, considering breaking their leases, cutting their budget.**
- **Big ask: 2 years of gap funding that is unrestricted and does not have intensive reporting requirements**
- Foundations are trying not to privilege the present over the future but at this moment the present needs privileging. Funders have the power to help us with our immediate human needs: food, rent, mental health support
- Push beyond your usual, your protocols. We are in crisis.

#### **DISCUSSION:**

**Rebecca: SD Bechtel.** We are loosening restrictions, extending deadlines, lightening reporting requirements. This is the absolute bare minimum.

#### **Gina:**

- We are bailing, building and rowing the boat at once.
- This is a chance to rethink what our work looks like. Programs are desperate for enrichment opportunities for kids and lots of resources out there, but programs also need organizational resources.
- Potentially set something up like the Taproot Foundation for organizational resources
- Programs don't have the communications infrastructure. They need Zoom, staff need to be set up for internet access.
- Intermediaries can be helpful to funders in navigating these waters. We know what is going on in our communities and on the ground. But can't do this without resources.

**Celine:** larger GFE community themes:

1. Online learning inequities further disadvantage marginalized students: some kids do not have phones or laptops. Some exploration of using TV
2. Basic needs for students: safety, housing, food.
3. Nonprofit space. So different clearly than school where all the teachers still have their jobs

We have made strides in elevating new leaders of color and in this moment we have to stretch beyond the usual suspects to ensure we are resourcing people who have the trust of their communities. *Chronicle of Philanthropy* piece coming out next week.

**Gwynn:** Digital learning. How do funders ensure they are not duplicating? Are we connected to the ed tech space? Distribution of tech comes through the schools but we are still going to need the resources for kids who fall through the cracks.

**Celine:** local funders coming together to collaborate. As we move to get dollars into the system, we have to capture lessons from this massive experiment in distance learning. What will be the lessons? Which tools work and scale and which work with who?

**Gina:** During New Orleans recovery, low skill service jobs like fast food paid more than OST. We lost a lot of the workforce.

**Isabelle:** Because OST workforce is undervalued, underpaid, under-respected and is mostly people of color, marginalized communities, they are further disadvantaged now.

We should not be having a conversation about losing these amazing committed people who really know the kids because they will have to go work at McDonalds because the pay is so much better. That is crazy!

Down the line strategy: move beyond this. How do we get health insurance and livable wage?

**Discussion:** what barriers are funders encountering to robust response?

- Balancing and understanding that there are other priorities across our orgs and philanthropy. We need to make the case for how OST helps our communities thrive overall.
- Making the case for the longer term. But not saying 'we want to preserve capacity' but instead doing what we do better and enhancing. Not losing our investment that we have built up but surviving to fight another day but better. Those are the arguments we need to make
- Richard Tagle, Andy Roddick: Learn All the Time Network, central Texas intermediary – our strategy was to make them part our foundation. Challenge that we have is that OST is not a priority of educational agencies.
- Laurie Dien, Pinkerton: In NYC private philanthropy worked together to get DYCD (Dept of Youth and Community Development, largest public sector OST funder in NYC) to release the performance-based outcomes and get agencies their \$ in full. Pinkerton: we are

keeping all of our grantees whole through the next year. We are already beyond the 5%. Don't know if we can take on new grantees.

Figuring out how to appeal to the importance of the immediate human rights needs of OST program staff?

Jen Peck: For sharing broadly: Nonprofit affordable housing agencies are eligible to distribute USDA meals to kids and absolutely should during this time. Many of those kids have trouble getting to other meal sites and are at a lot of risk for food insecurity.

Jen Peck: Our field needs to help states and communities come up with a Plan A and Plan B for summer learning, which will be more important than ever. If everything re-opens by summer, we will need even more slots to prevent further learning losses. We also must be prepared to do remote summer learning.

Katherine Lewandowski: At Wallace, we invited our grantees to tell us what their highest needs are right now. My grantee in Tacoma is using their staff we've funded and some of their existing project budget to support SEL and enrichment rich childcare centers for emergency first responders. At this point, we've just invited our grantees to tell us how they might like to reallocate their existing funding.

Belle Cantor, Oregon Community Foundation: We are still in process but are thinking of our supports for OST in three areas: 1. Stability of Operations for OST (bridge funding, HR expertise, etc.), 2. Educate/facilitate connection to what the State and local districts are doing and how OST can plug in, and 3. Connecting them to each other and TA/support for doing distance education, etc.

Making the case internally: barrier: interest in systems investments over emergency response. But this can be messaged to explain how systems investments can still respond to immediate field needs (IMO).