

21CCLC Lessons Learned: Scan over 20 years
 Informal review for Universal Afterschool Task Force
 1/29/21

The 21st Century Community Learning Centers (ESSA Title IVB) grant program funds start-up or expansion summer and afterschool programs. These are normally multi-site projects and structured for five-year investments. Over the last 20 years, 43 of these centers including whole projects, were not successful for a variety of reasons. All projects had equal access to a rigorous application process, statewide supports and technical assistance, trainings, and engaged in monitoring and reporting and evaluation processes. Many sites that did not make this list successfully completed the AOE action plan process, which assists projects over one year to meet performance objectives. We looked at the available data to try to cull important themes or lessons learned from this history.

Theme	Evidence	Suggested Lessons Learned
<p>Start-Up</p> <p>Sites join new unified districts are successful, after past failure, in terms of youth outcomes</p>	<p>Totals: 4 projects/8 sites -2 smaller districts merge into two larger district entities -2 larger districts with programs in all schools add remaining communities and all are served through application grant success (Central VT/Kingdom East)</p>	<p>Early indicator is unification supports growth and awarding of 21C funding when competing against “non-unified” applicants</p>
<p>Sustaining</p> <p>Middle School may self-support through other funds post 21C funding if programs are strong and effective</p>	<ul style="list-style-type: none"> • Vergennes - 2018 • Mount Anthony Union MS - 2020 	<p>Strong programs can be sustained if valued by school leadership and led by strong afterschool leaders.</p> <p>Successfully being awarded 21C funds is always driven by strong school and/or afterschool leaders</p>
<p>Sustaining</p> <p>Elementary School may self-support through licensing and some local post 21c funding for a variety of timeframes</p>	<ul style="list-style-type: none"> • Neshobe • Windsor State School • Bennington Rutland SU • St Albans Town school 	<p>Programs can be sustained if valued by leadership, yet fees and costs go up, and programs do change or can and do go away over time</p>
<p>Middle School programs - low performance</p>	<ul style="list-style-type: none"> • Leland and Gray • Lamoille North MS • Williamston Middle School • Lakeview Regional • North Country 	<p>Middle School Centers are difficult and can fail. 21C application has priority points for successful MS applications to address this fact and provide additional support/incentive.</p> <p>NOTE: 16 middle school sites are successfully being funded in 2021</p>

<p>Start-Up</p> <p>A few sites were unable to create any programming even at inception</p>	<ul style="list-style-type: none"> • Proctor HS • Orange Center School • Berlin Elementary 	<p>Factors that contribute to challenges:</p> <ul style="list-style-type: none"> • Limited leadership • Limited capacity at inception • Staffing sometimes untenable • Grant more hopeful than actual
<p>Full system funding approach versus using site-based readiness</p> <p>Systems for elementary were created all at once but lacked full quality across the board over time</p>	<ul style="list-style-type: none"> • Orleans Central 6 sites • SWVT 5 sites • Caledonia Ctrl 4 sites • Orange East 3 sites 	<p>Whole systems from inception do not always work, can only build from school sites that are <u>actually ready</u>. In these cases, the following areas were weak(er): leadership, connection to school day, staffing, governance, central office strengths.</p> <p>Also, licensing was attempted and did not work in all of these examples.</p> <p>NOTE: These areas have high economic disadvantages which likely contributed to what happened.</p>
<p>Competition issues</p>	<p>All projects</p> <ul style="list-style-type: none"> • Grand Isle- 4 sites • St Johnsbury 	<p>Projects scoring under an 82 of 100 points always have some notable challenges. Generally, the 21C success cut-off is an 82 with typically available funds. It has been highly consistent over almost 20 years.</p> <p>On occasion a good project will not execute a competitive application.</p>
<p>Loss of 21C Eligibility and cannot reapply</p>	<ul style="list-style-type: none"> • Rivendell -3 sites • Doty • Vergennes Middle School • St Albans Town 	<p>Most communities maintain their eligibility (over the last two decades). Schoolwide Program eligible also allows an additional entry point to expand access to needy communities below but near 40% poverty.</p>
<p>Non-Profits historically as project lead may have a bad track record lacking capacity to manage a large school-based program effectively over time in schools</p>	<ul style="list-style-type: none"> • NEKLS • United Church of Newport • Mary Johnson Children’s Center • Putney Family Services 	<p>Sometimes delivering programming is a better role for non-profits versus managing a large school-based program, most particularly in smaller rural communities</p> <p>AOE has supports built into application process to help non-profits assess their readiness</p>