

Core Area: ORGANIZATIONAL INFRASTRUCTURE

TOP SUCCESSES	PROGRAM/DISTRICT
1. Partnership with Harvest of the Month (snacks and field trips)	South Bay
2. Pre-planning: Begin in Feb/March	CaSERVES and SCF YMCA
3. Low-cost/Free activities	South Bay, CaSERVES and SCF YMCA
4. Accurate, but simple student attendance tracking	South Bay, BGC
5. Partnership with Food Bank (lunch & snack)	CaSERVES

TOP CHALLENGES	STRATEGY/RESOURCE NEEDS
1. Better utilize farmers' markets	1. Investigate farmers' market options as additional program resource and partner (<i>Resource Brokering</i>)
2. More donations needed	2. Explore options for additional material, financial and human capital to enhance program (<i>Coaching, Resource Brokering</i>)
3. PR/Marketing support	3. Develop marketing/outreach plan for multiple stakeholders and audiences (<i>Consultation</i>)

Core Area: PROGRAMMING

TOP SUCCESSES	PROGRAM/DISTRICT
1. Identify and utilize staff strengths	Willits Kids Clubs, BGC
2. Design and execution of vision – keeping it realistic	Willits Kids Clubs, BGC
3. Balance of structured academics and free choice	
4. Input from regular day staff	Willits
5. Create theme for summer so that activities and lesson plans are easier to develop	South Bay

TOP CHALLENGES	STRATEGY/RESOURCE NEEDS
1. Need more funding	1. <i>(Resource Brokering)</i>
2. Need more time to plan	2. Start earlier to plan for summer <i>(Consultation, Facilitation)</i> ; Incorporate summer planning session at Region 1 conference; Share schedules for program-program observation and sharing <i>(Resource Brokering)</i>

Core Area: STAFFING/STUDENTS

TOP SUCCESSES	PROGRAM/DISTRICT
<ol style="list-style-type: none"> 1. Create specific job description for summer 2. Create daily communication log (incl. dry erase board for daily notes) 3. Utilize volunteers as guest speakers 4. Create "save-the-date" flyers & position by sign-in/out – market early 5. Build in "rest time" when students and staff can build relationships 6. Vary the program for students and staff 	<p>Willits</p> <p>Redwood Country- Kids Clubs</p> <p>BGC and Willits Kids Clubs</p> <p>Willits</p>

TOP CHALLENGES	STRATEGY/RESOURCE NEEDS
<ol style="list-style-type: none"> 1. Need funding/stipends for staff training 2. Need to post job descriptions on county-wide systems 3. Need tip sheets for training summer employees 	<ol style="list-style-type: none"> 1. Review program budgets with Grant Managers to build in staff development dollars; Create local network of mentors who can be available to those less experienced <i>(Consultation, Mentoring)</i> 2. <i>(Brokering Resources)</i> 3. Post sample training agendas (e.g. Google Docs); Build in reflection time (e.g. "Thoughtful Thursdays"); Join Afterschool Network meetings for support <i>(Brokering Resources,)</i>

Note Taker Name: Monique Jaramillo Date: 12/3/10

E-Mail: monajara82@gmail.com Ph: 707-445-5933



ORGANIZATIONAL INFRASTRUCTURE

Basic structural and organizational elements are essential to the implementation of successful summer programs. This series of questions will ask you to reflect on successes and challenges re: organizational infrastructure.

Topic areas include:

- Facilities Use
- Budget/Funding
- Partnerships
- Grant Compliance
- Attendance Tracking
- Snack/Meals
- Meeting Stakeholder Needs
(parents, youth, school & community)

Thanks in advance for your thoughtful reflections! Let's begin!

1. What kind of access do you have to classrooms, computer labs, etc. to run summer program activities?

In general, access to classrooms, computer lab, gym and outdoor fields

<p>ORGANIZATIONAL INFRASTRUCTURE</p> <p><u>Elements:</u></p> <p>Facilities Use</p> <p>Budget/Funding</p> <p>Partnerships/MOUs</p> <p>Grant Compliance</p> <p>Attendance Tracking</p> <p>Snack/Meals</p> <p>Meeting Stakeholder Needs (parents, youth, school, district)</p>

SUCSESSES
<p>What are your best practices to ensure adequate space is available to run your summer program?</p> <ul style="list-style-type: none"> • Plan ahead! • Conversations with Principals, teachers and the janitors to ensure space will be available during the summer <p>**TOP SUCCESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • All reported that planning ahead and being organized were essential to demonstrating need, gaining access and support

CHALLENGES
<p>What are the barriers to securing adequate facility space?</p> <ul style="list-style-type: none"> • Maintenance/janitorial staff are cleaning classrooms or mowing the fields • Do own cleaning because of lack of custodial support**✓✓ • Computer lab not available; Lack of trust so no key** <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i> • Limited access to janitorial equipment, kitchen, library

2. Supplemental funding from ASES and/or 21st CCLC is a maximum of \$33,750 (for many, it's a lesser amount). What activities are you able to support with these dollars, and are you able to meet the needs of stakeholders (parents, youth, school, district, and community)?

YMCA fee based sites

ORGANIZATIONAL INFRASTRUCTURE	SUCCESES	CHALLENGES
<p>Elements:</p> <p>Facilities Use</p> <p>Budget/Funding</p> <p>Partnerships/MOUs</p> <p>Grant Compliance</p> <p>Attendance Tracking</p> <p>Snack/Meals</p> <p>Meeting Stakeholder Needs (parents, youth, school, district)</p>	<p>What are your best practices around maximizing the dollars available to run a summer program that meets stakeholders' needs?</p> <ul style="list-style-type: none"> • Summer is opportunity to use any left over supplies from the school year • Dollar store or Discount School supply are good resources for cheap material • Limits arts & crafts; Do more free choice physical activities • Walking field trips • Donations <p>**TOP SUCCESES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • CalServes/South Bay provides low cost free activities 	<p>What are the barriers to limited funding?</p> <ul style="list-style-type: none"> • Not able to purchase materials that would enhance program; Have to make do with what we have** • Not able to provide full lunches although need exists • Asking for donations hard in difficult economic times • Hard to plan for summer when staff is so busy during the school year**✓✓✓ <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i>

3. Are you able to leverage funding from additional sources or develop other community partnerships that enhance your ability to run a quality program? How are these partners held accountable (e.g. MOU or contract established)?

Food Bank, Harvest of the Month, Power Play (5 A Day)

NOTE: no comments referenced enhanced program quality

ORGANIZATIONAL INFRASTRUCTURE	SUCCESSSES	CHALLENGES
<p><u>Elements:</u></p> <p>Facilities Use</p> <p>Budget/Funding</p> <p>Partnerships/MOUs</p> <p>Grant Compliance</p> <p>Attendance Tracking</p> <p>Snack/Meals</p> <p>Meeting Stakeholder Needs (parents, youth, school, district, community)</p>	<p>Which partnerships have been the most successful to a) leverage dollars, and/or b) enhance your program offerings?</p> <ul style="list-style-type: none"> • Harvest of the month has healthy food activities, incorporates ideas for field trips, Jr Chef** • Food Bank provides snacks and lunches** <p>**TOP SUCCESSSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • South Bay District – successful Harvest of the Month partnership • CalServes/Santa Rosa has good partnership with Food Bank to provide healthy foods 	<p>What barriers exist that limit the development of partnerships in your community?</p> <ul style="list-style-type: none"> • Too many organizations/individuals asking for donations which limits supply**✓✓✓ • Rural sites have harder time finding solid partnerships**✓ • Staff pay for materials out of pocket <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i> <ul style="list-style-type: none"> • Smaller districts (not necessarily rural) also struggle with finding partnerships

4. Summer supplemental programs are required to offer – at a minimum- a nutritious snack to participating students. What type of snack is offered? Do you purchase your snack, or have you been able to leverage resources (e.g. school district, food bank) to meet this need?

Food Bank, snacks left over from the school year and some purchased

ORGANIZATIONAL INFRASTRUCTURE	SUCSESSES	CHALLENGES
<p>Elements:</p> <p>Facilities Use</p> <p>Budget/Funding</p> <p>Partnerships/MOUs</p> <p>Grant Compliance</p> <p>Attendance Tracking</p> <p>Snack/Meals</p> <p>Meeting Stakeholder Needs (parents, youth, school, district, community)</p>	<p>What resources or successful partnerships have you leveraged to ensure students receive a nutritious snack?</p> <ul style="list-style-type: none"> • Food Bank • Harvest of the Month <p>**TOP SUCSESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • See previous page • It was also suggested to access Farmers' Markets 	<p>What barriers prohibit or limit you from offering students a nutritious snack?</p> <ul style="list-style-type: none"> • Food from the Food Bank is not always liked • Kids pack their own lunch- not always nutritious**✓ • Lack of funds • Lack of storage to store food; Produce goes bad** <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i> • Connecting with the school district's summer program meals when fewer summer school programs are running

5. Tracking attendance is important to ensure you are meeting at least 85% of your targeted attendance. What is your tracking procedure?

Take roll during program

**ORGANIZATIONAL
INFRASTRUCTURE**

Elements:

Facilities Use

Budget/Funding

Partnerships/MOUs

Grant Compliance

Attendance Tracking

Snack/Meals

Meeting Stakeholder
Needs (parents, youth,
school, district,
community)

SUCCESSSES

What are your **best practices** around tracking attendance?

- Take roll 2x per day
- Use same process as during the school year: sign in and out
- Use same forms to track attendance

**TOP SUCCESSSES

PROGRAMS DOING THIS WELL:

- South Bay District – accurate role sheet and attendance tracking procedure

CHALLENGES

What are the **challenges** around tracking attendance?

- Parents don't always sign their kids out**✓✓
- Neighborhood kids who walk home will leave without signing out**

** TOP CHALLENGES

ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:

- ✓ *Challenge marked by other participants as a common barrier*
- Program "crashers"

Note Taker Name: Juliet LaMariana Date: 12/3/10

E-Mail: jlamariana@petalumabgc.org Ph: 707-769-5322 x14



PROGRAMMING

Program planning for summer ideally begins in the Fall for the following summer. Research also shows that students lose much of what they learned during the school year over the summer months.

This series of questions will ask you to reflect on successes and challenges re: programming.

Topic areas include:

- Planning Cycle
- Purpose/Goals
- Program Model/Structure
- Program Components
- Program Curriculum/Activities
(Field Trips, Alignment to the Regular school Year)

Thanks in advance for your thoughtful reflections! Let's begin!

1. What typically is your planning cycle for summer (e.g. 2, 4 or 6 months in advance)? Which stakeholders are involved in the planning process (e.g. after school program staff, teachers, parents, youth, etc.)?

Planning end of Jan/early Feb with the Directors to determine dates, fees, and outreach strategies. Some plan 6 months ahead, others plan 2 months ahead

PROGRAMMING	SUCSESSES	CHALLENGES
<p>Elements:</p> <p>Planning Cycle</p> <p>Purpose/Goals</p> <p>Program Model/Structure</p> <p>Program Components</p> <p>Program Curriculum/Activities</p> <ul style="list-style-type: none"> • Field Trips • Alignment to the Regular school Year 	<p>What have been successful practices around advanced planning for summer (timelines and stakeholder involvement)?</p> <ul style="list-style-type: none"> • Directors plan and then outreach to staff for input** • Learning from past experiences informs direction for summer planning the next year (including lessons learned from the regular school year that are transferrable to summer) <p>**TOP SUCCESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • None noted 	<p>What are the challenges related to summer program planning?</p> <ul style="list-style-type: none"> • No time to plan while running regular school year program**✓✓✓✓ • Timely and effective communication with outside partners (city parks & recreation, pool, field trip contractors, etc.) so that dates and schedules are ready for families in early Spring**✓✓✓✓ • Turnover of staff <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <p>✓ <i>Challenge marked by other participants as a common barrier</i></p>

2. How are goals and outcomes defined for your summer program? Who is involved in the process of defining those goals and outcomes?

NOTE: No direct response as to who is involved in planning process except for Director level

PROGRAMMING	SUCCESSSES	CHALLENGES
<p>Elements:</p> <p>Planning Cycle</p> <p>Purpose/Goals</p> <p>Program Model/Structure</p> <p>Program Components</p> <p>Program Curriculum/Activities</p> <ul style="list-style-type: none"> • Field Trips • Alignment to the Regular school Year 	<p>What are best practices around goal and outcome setting (both process and individuals involved)?</p> <ul style="list-style-type: none"> • A visionary supervisor who supports goal setting, but who is also realistic as to whether or not goals can be reached** • Ability to break goals apart and focus on what is realistic to ensure success** • A support system to be real with each other with realistic timelines and yet some leniency** <p>**TOP SUCCESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • Willits Kids Clubs and BGC- A good marriage between vision of program and the execution (keeping it realistic)- 	<p>What are the challenges around goal and outcome setting?</p> <ul style="list-style-type: none"> • Hard to help define goals while on the front lines and running the day to day operations**✓✓✓✓ • Lots of vision and ideas, but overwhelmed**✓✓✓✓✓ <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i>

3. What is your program structure? (e.g. how many hours/day, days/week, and for how many weeks during the summer months)? Are field trips incorporated into your program structure?

M-F 7:30 am -5:30 pm to work with parents' needs 8 weeks right after school ends (is this what occurs or what is desired?)- half day program

M-F 8am-6:00 pm to be similar to the school year for 8 -1/2 weeks with 1 week of training (is this what occurs or what is desired?)-

PROGRAMMING

Elements:

Planning Cycle

Purpose/Goals

Program Model/Structure

Program Components

Program Curriculum/Activities

- Field Trips
- Alignment to the Regular school Year

SUCSESSES

What **structural model is most successful** to achieve your summer program goals and outcomes?

- "Mellow out" summer program to minimize prep time and allow kids free choice
- Academics in the morning (1/2 day) to make up for summer school
- Adapting structure to new needs and available facility space
- Balance between structured academics and free choice**

**TOP SUCCESSES

PROGRAMS DOING THIS WELL:

- None noted

CHALLENGES

What are the **challenges** to implementing the model and to achieving your summer program goals/outcomes?

- Budget for field trips and staff coordination**✓✓✓
- Include parents or adult guardians as volunteers**✓✓✓✓

** TOP CHALLENGES

ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:

- ✓ *Challenge marked by other participants as a common barrier*
- Someone noted that many sites have given up on trying to recruit/involve parents
- Finding hours that are financially feasible and that work for parents✓✓✓

4. How do you address summer learning loss in your program? What curriculum have you developed specifically for summer? How does your curriculum and activities align to the regular school year?

No specific curriculum, just plan reading groups, brain games in age groups
Use teacher liaison to help implement academics

PROGRAMMING	SUCSESSES	CHALLENGES
<p>Elements:</p> <p>Planning Cycle</p> <p>Purpose/Goals</p> <p>Program Model/Structure</p> <p>Program Components</p> <p>Program Curriculum/Activities</p> <ul style="list-style-type: none"> • Field Trips • Alignment to the Regular school Year 	<p>What activities and or practices have you found best address learning loss?</p> <ul style="list-style-type: none"> • Reading groups with comprehension questions and discussion. • Other academic based activities in arts, math, geography, literacy <p>**TOP SUCCESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • Willits Kids Club solicits input from regular school day staff 	<p>What challenges exist around the implementation of academically aligned activities?</p> <ul style="list-style-type: none"> • Need more guidance/training on how to implement activities**✓ <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i> • Making summer learning look a lot different than school year learning. Getting "camper" buy-in that learning is fun and can happen during the summer.✓✓✓

5. How do you measure outcomes related to your summer program goals? How do you know that your summer program has positively impacted youth?

See below

PROGRAMMING	SUCCESSSES	CHALLENGES
<p>Elements:</p> <p>Planning Cycle</p> <p>Purpose/Goals</p> <p>Program Model/Structure</p> <p>Program Components</p> <p>Program Curriculum/Activities</p> <ul style="list-style-type: none"> • Field Trips • Alignment to the Regular school Year 	<p>What are best practices around the collection of student data?</p> <ul style="list-style-type: none"> • Kids don't want to leave program • Parents say they are happy with program • Kids are happy and smiling • More structure in morning and less in the afternoon to avoid burn out <p>**TOP SUCCESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • None noted 	<p>What are the challenges around the collection of student data?</p> <ul style="list-style-type: none"> • How do you measure student achievement when you don't have clear system or guidelines**✓✓✓ • No time to problem solve and reflect on program **✓✓ <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i> • No time to evaluate goals✓✓✓ • Someone noted they have given up on measuring student progress

Note Taker Name: Kim Grisell Date: 12/3/10

E-Mail: kgrisell@petalumabgc.org Ph: 707-769-5322 x16



STAFFING/STUDENTS

*It goes without saying that **without staff or students there would be no summer programs to run.** This next series of questions will ask you to **reflect on successes and challenges** re: staffing and students.*

Topic areas include:

- Staff Recruitment/Hiring
- Staff Development
- Volunteers
- Student Recruitment
- Student Retention

Thanks in advance for your thoughtful reflections! Let's begin!

1. What are your staff recruitment and hiring practices for summer? Do you employ staff from the after school program during regular school year, or do you conduct a separate recruitment process? When do you begin your staff recruitment process?

See below...

STAFFING/STUDENTS

**Staff
Recruitment/Hiring**

Staff Development

Volunteers

Student Recruitment

Student Retention

SUCSESSES

What are **best practices** around the recruitment and hiring of staff?

- Offer positions to after school staff for summer (good bonding time with kids, adventures which carry over into the school year); Offer sense of belonging to both students and staff
- Create separate job description for summer positions (different job duties, e.g. walking field trips, etc)**
- Provide staff with a week break or more to prevent burnout
- Kids on interview panel

**TOP SUCCESSES

PROGRAMS DOING THIS WELL:

- Willits Kids Club creates separate job descriptions and organized breaks between summer and regular school year start/end times
- BGC has process for hiring school year staff from summer

CHALLENGES

What are the **barriers** around the recruitment and hiring of staff?

- Time for new staff training**✓✓✓
- Timing as to when to hire; Busy with the school year so summer hiring gets put aside
- Staff employed year round get tired and burned out moving from summer to school year to summer **✓✓✓

** TOP CHALLENGES

ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:

- ✓ *Challenge marked by other participants as a common barrier*
- Some counties lost AmeriCorps members which put greater strain on existing staff

2. Do you have a summer staff development plan? What topics are essential to ensure staff are prepared to implement a quality program? When does that training, coaching, and/or mentoring take place?

See below...

STAFFING/STUDENTS	SUCCESSSES	CHALLENGES
<p>Staff Recruitment/Hiring</p> <p>Staff Development</p> <p>Volunteers</p> <p>Student Recruitment</p> <p>Student Retention</p>	<p>What successful strategies have you implemented to ensure staff can successfully implement quality summer program activities?</p> <ul style="list-style-type: none"> • Training one week before summer program starts when sites are closed down • Start training at staff meetings in March & April • Use veteran staff to train less experienced • Develop structure of program months before • Communicate with staff through communication log or binder** • Hire bilingual staff <p>**TOP SUCCESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • Redwood uses binder system for staff communication 	<p>What have been barriers to the implementation of staff development opportunities?</p> <ul style="list-style-type: none"> • Training topics for summer are different from school year (sun protection, field trips, 1st aid) • Long hours for staff that don't always meet their summer schedules (e.g. vacation, school) • Training on scheduling and coming to work on time** • Respecting the schedule, staying on track so the next group in rotation can start • Scheduling all staff meetings**✓✓✓✓ • Not always able to meet with all staff • Paid meetings/trainings for staff** <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i>

3. Does your program utilize volunteers?
See below...

STAFFING/STUDENTS	SUCCESES	CHALLENGES
Staff Recruitment/Hiring Staff Development Volunteers Student Recruitment Student Retention	<p>What have been best practices around the use of volunteers in your summer program?</p> <ul style="list-style-type: none"> • Teens are trained to work with younger kids • Develop a contract with the older youth so they know what is expected of them • Volunteer guest speakers (e.g. gardening, knitting, others with special skills)** <p>**TOP SUCCESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u></p> <ul style="list-style-type: none"> • BGC and Willits Kids Clubs successfully utilize volunteers 	<p>What are the barriers to utilizing volunteers?</p> <ul style="list-style-type: none"> • Large volumes of kids can be overwhelming for volunteers**✓✓✓✓ • Young volunteers on the phone or texting**✓✓✓✓✓ • Parents not expected to volunteer <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i> • No time to train volunteers

4. How do you recruit students? Do you begin at the end of the school year to recruit for summer? How do you market your summer program to students?

See below...

STAFFING/STUDENTS

Staff
Recruitment/Hiring

Staff Development

Volunteers

Student Recruitment

Student Retention

SUCSESSES

What are **best practices** around student recruitment and marketing?

- Advertise summer program during the school year through the schools, newspapers, signs, banners
- Offer drop in rates
- Put out save the date flyers by sign in/out sheets**
- Put info out as soon as dates are set
- Call families
- Host registration days
- Offer early bird specials

**TOP SUCCESSES

PROGRAMS DOING THIS WELL:

- Willits markets summer program to parents via flyers that are strategically located by sign in/out sheets

CHALLENGES

What are the **challenges** around student recruitment?

- Websites are not always effective as many parents don't have access to computers
- Don't know how many staff to hire when students register late**✓✓✓✓
- Fees vs. free to stay at home

** TOP CHALLENGES

ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:

- ✓ *Challenge marked by other participants as a common barrier*
- Families' vacation plans challenge scheduling
- People wait until the last minute to enroll ✓✓✓✓

5. How do you engage students throughout the summer to ensure high retention rates and targeted attendance goals are reached?

See below...

STAFFING/STUDENTS	SUCCESES	CHALLENGES
<p>Staff Recruitment/Hiring</p> <p>Staff Development</p> <p>Volunteers</p> <p>Student Recruitment</p> <p>Student Retention</p>	<p>What strategies are most effective to retain students and maintain high attendance?</p> <ul style="list-style-type: none"> • Offer older students “jobs” in the program • As kids for theme ideas • Bing in guest speakers • Food • Field trips or special events once a week** • Offer stations for kids to choose from (e.g. sand, broken appliances, picnic baskets) • Offer long term projects • Let the kids play • Hire and retain the right staff • Vary the program toward the end (for both staff and students!)** <p>**TOP SUCCESSES</p> <p><u>PROGRAMS DOING THIS WELL:</u> All ? (no notation)</p>	<p>What are the challenges around student retention?</p> <ul style="list-style-type: none"> • Economy, finances and affordability of program**✓✓✓✓ • Kids tired of program • Have to compete with other programs and vacations <p>** TOP CHALLENGES</p> <p><u>ADDITIONAL CHALLENGES RAISED BY THE WHOLE GROUP:</u></p> <ul style="list-style-type: none"> ✓ <i>Challenge marked by other participants as a common barrier</i> • Kids get tired ✓✓✓✓