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Out of School Time Project

Reference: Mary McCormick, President

Fund for the City of New York, 212-925-6675

Collaborating Instead of Competing

In New York City, 1.1 million children require care after school, on weekends, holidays and during the summer. Several city agencies have overseen these critical yet complex services. They have relied on multiple funding streams. There has been great need for consistent, high quality care. Collaboration in the past had been low. Out of School (OST) programs in the city have been principally provided by several hundred nonprofit agencies and community-based organizations.

The Change Challenge:

Each of these multiple stakeholders has competing needs, since there is a fixed sum of money to allocate. Though all are well intentioned, they have suffered from lack of alignment. The need to make fast and lasting change has been clear.

Fast-track Implementation:

In partnership with the Mayor's Office and the Fund for the City of New York we brought together representatives from various stakeholder groups in a series of large group Real Time Strategic Change (RTSC) events, subgroup working sessions, and leadership team meetings. Through a leadership team's guidance and microcosm team's plan, we designed and facilitate a 400 person "roll the sleeves up" working session. Immediate outcomes from this session included: Through a six-month process, people realized they shared common challenges. Representatives learned they could better serve the children of the city by collaborating instead of competing. Agreements were reached on a common vision, set goals and guiding principles for all Out of School Time care throughout the city.

The city of New York was faced with a complete situation: 1.1 million children were served before and after their school days by a wide variety of care givers. Some were profit businesses; others were family members, religious organizations, or other non-profits.

The Change Challenge? How to create coherent standards across the system amidst the existing complexity.

Real Time Strategic Change Highlight:

RTSC enabled created the rapid alignment this organization required. And even more important, it gave people the skills to take rapid action. Today, city agencies, foundations and nonprofit service providers have developed a coherent OST system that provides a consistent level of excellent care for the children of New York City