



**SUMMER + AFTERSCHOOL**  
COLLABORATIVE

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An initiative of **Learn to Earn Dayton**  
Ready to Learn. Explore. Earn.



# Strategic Plan 2025-2028

*May 2025*



# Table of Contents

A Message from Learn to Earn Dayton	4
Background	5
Process	5
Strategic Planning Committee	6
Collaborative Members	
Learn to Earn Dayton Staff Members	
Overview	7
Belief Statement	
Mission Statement	
Critical Elements for Student Success	
Strategic Plan: At a Glance	8
Strategic Objectives	9
Goals, Strategies, & Success Metrics	10
Strategic Objective 1: Expand the SASC Network of members and partners	10
Strategic Objective 2: Expand opportunities to build the capacity of providers	12
Strategic Objective 3: Increase effectiveness, efficiency and operational stability within the collaborative	13
Strategic Objective 4: Measure and communicate the Collaborative's impact	14

# A Message from Learn to Earn Dayton

Dear Members of the Summer + Afterschool Collaborative,

Enriching out-of-school time programs are among the most impactful experiences a student can have during their formative years. These vital spaces offer consistent one-on-one mentorship, foster enhanced social interactions, and are crucial for bolstering academic achievement and developing essential life skills.

This Strategic Plan represents a shared vision for the future of our Collaborative—a vision rooted in our core values and driven by our unwavering commitment to the children and families of Montgomery County. It's more than just a document; it's a living testament to our collective aspirations and a vital compass for achieving meaningful, sustained impact.

As the Summer + Afterschool Collaborative backbone organization, Learn to Earn Dayton is deeply committed to supporting the successful implementation of this plan. We will serve as a steadfast resource, providing the coordination, data insights, and cross-sector infrastructure needed to advance this shared vision. This plan lays out clear objectives, goals, and strategies that will enable us to tackle challenges and seize opportunities, ultimately benefiting all our stakeholders. Together, we will advance this vision in a manner that reflects our dedication to one another and our collective commitment to fostering nurturing academic and social-emotional out-of-school time programs.

We strongly encourage every member of the Collaborative to engage with this plan, adopt its vision, and take an active role in bringing it to life. Together, we can create a future that delivers profound benefits for our organizations and, most importantly, for the children and families of Montgomery County.

With gratitude,



Stacy Schweikhart  
CEO  
Learn To Earn Dayton



Wesley O. Biles II  
Manager of Partnerships and Networks  
Learn to Earn Dayton



# Background

Dayton and Montgomery County have a rich, long-standing commitment to high-quality out-of-school time learning. Funders, providers and community organizations have been working since 2015 to create a formal place for programs to come together and learn from each other. Recognizing the research-proven impact of these programs as a vital component of the Cradle to Career model, these partners participated in a Results-Based Accountability process to identify critical components of high quality afterschool programming and common metrics for measuring impact. This led to the launch of the Summer and Afterschool Collaborative (SASC) for the Dayton Region in 2017.

Convened and coordinated by Learn to Earn Dayton, SASC has continued to provide a dynamic network of best practices and essential resources to out-of-school time partner organizations serving students across Dayton and Montgomery County. To date, the Collaborative has expanded significantly, now encompassing over 80 formal and informal out-of-school organizations, all united in their commitment to delivering accessible and quality learning experiences for students.

## Process

The strategic planning process was vision-driven, data-informed, and prioritized stakeholder engagement. To create this plan, the following steps were taken:

***Environmental Scan:*** To understand the current strengths, areas of opportunity, and a shared future vision, the process started with a survey of SASC members, a series of conversations with Montgomery County leaders in the Out-of-School Time field and strategic retreats with the Strategic Planning Committee.

***Aligning Values and Vision:*** The team was thoughtful in its approach to ensure that the objectives and strategies recommended reflect the values and mission of the SASC.

***Setting Strategic Direction:*** To finalize the plan, the team confirmed that each objective is clearly defined, with accompanying goals, strategies, and metrics to guide future actions and ensure appropriate resource allocation.

By aligning its strategic objectives with the needs of the providers, the Summer + Afterschool Collaborative aims to enhance and maximize its impact across the community.



# Strategic Planning Committee

## Committee Members

Nate Arnett, Director of Adventure Central, Five Rivers Metro Parks

Liz Hale, Youth Education and Support Manager, Dayton Metro Library

Ellen Mays, Director of Education: Child and Youth Development Program Services, East End Community Services

Claire Oswald, Contract Monitor and Program Evaluator, Montgomery County

Dormetria Thompson Robinson, Out of School Time Director, Omega CDC

Thomas Scroggins, Executive Director, Youth House Inc.

Jessica Short, DO STEM and Director, Dayton Regional STEM Center

Erin Wilson, Afterschool Coordinator, Dakota Center

## Learn to Earn Dayton Staff

Wesley O. Biles II, Manager of Partnerships & Networks

Cindy Dewey, Senior Manager of Implementation & Continuous Improvement

Philip Ferrari, Manager of Data Science & Analytics

Erica Fields, Senior Director of Strategic Initiatives

Jada Wamsley, Manager of Partnerships & Networks

## Project Consultant

Nichelle Harris, CEO and Principal Education Consultant, Ten Speed Consulting, LLC





## Overview

The Summer + Afterschool Collaborative is a network of partners focused on increasing access to high quality out-of-school time programming for Montgomery County students. Understanding that a student's academic success isn't solely based on what happens in the classroom, Learn to Earn Dayton launched the Summer and Afterschool Collaborative in 2017. The program has expanded to include dozens of formal and informal out-of-school organizations, striving to provide best practices for high-quality learning experiences.

### Belief Statement

We believe high-quality, out-of-school programs are critical assets for our community, crucial for the healthy development of young people and essential to families.

### Mission Statement

The Summer + Afterschool Collaborative promotes students' success by continuously improving the quality of out-of-school programs and increasing access to those programs.

### Approach

The Summer + Afterschool Collaborative leverages its unique position in the community by uniting partner organizations, delivering robust provider support, and serving as a unifying voice in celebrating the essential role of out-of-school learning to help students grow into well-rounded and successful adults.

### Critical Elements for Student Success

The Summer + Afterschool Collaborative focuses on five critical elements proven to support student success: Social-Emotional Learning, Academics, Attendance, Family Engagement, and Healthy Lifestyles. Out-of-school time programs are uniquely positioned to contribute to the growth and success of the student by reinforcing these elements beyond the traditional school day.



## Strategic Plan: At a Glance

<b>Strategic Objective 1: Expand the SASC network of members and partners</b>	<b>Strategic Objective 2: Expand opportunities to build the capacity of providers</b>
<p>Goal 1.1: Clarify and communicate SASC value to attract and retain membership.</p> <p>Goal 1.2: Identify the needs of current and potential SASC members.</p> <p>Goal 1.3: Strengthen relationships with key community leaders and organizations to elevate the visibility of the value of SASC and inform the strategic direction of the collaborative.</p>	<p>Goal 2.1: Identify professional development opportunities for meeting quality standards, and connect providers to those opportunities.</p> <p>Goal 2.2: Leverage data-driven insights and research-based best practices to enhance the impact of summer and afterschool initiatives across the collaborative.</p>
<b>Strategic Objective 3: Increase effectiveness, efficiency, and operational stability within the Collaborative</b>	<b>Strategic Objective 4: Measure and communicate the Collaborative's impact</b>
<p>Goal 3.1: Develop and implement a plan for alignment between the Collaborative and backbone.</p> <p>Goal 3.2: Expand the capacity of the collaborative through improved resourcing and support.</p> <p>Goal 3.3: Establish committee structures, leads and staffing support.</p>	<p>Goal 4.1: Identify key data to be collected, a simple process, and efficient tools.</p> <p>Goal 4.2: Identify best practice methods to analyze data collected and examine successes and challenges within the Collaborative.</p> <p>Goal 4.3: Develop and implement a comprehensive communications plan to share internally and externally the impact of the Collaborative.</p>



## Strategic Objectives

In the next 3 to 5 years, the Summer + Afterschool Collaborative (SASC) aims to expand its reach and strengthen its services by growing its members and partners, building the capacity of its providers through professional development and technical support, enhancing its own operational effectiveness and stability, and clearly communicating its collective impact to the community it serves.

**Expand the SASC network of members and partners.**

**Expand opportunities to build the capacity of providers.**

**Increase effectiveness, efficiency, and operational stability within the Collaborative.**

**Measure and communicate the Collaborative's impact.**





## Goals, Strategies, & Success Metrics

### ***Strategic Objective 1: Expand the SASC network of members and partners***

This strategic objective focuses on expanding the reach of the Summer + Afterschool Collaborative (SASC) so more students may benefit from enriching activities and best practices. This objective will be achieved by clearly defining and communicating the value of SASC to potential members, understanding and responding to member needs, and strengthening relationships with key community leaders and organizations.

The goals aim to attract and retain members through a process of identifying the characteristics and needs of potential members, improving the onboarding process, and defining tiered membership. With a broad and diverse membership, the SASC will continue to grow in quality and impact.

### Goals and Strategies

#### **Goal 1.1: Clarify and communicate SASC value to attract and retain membership.**

##### Strategies

- 1.1.1 Develop a concise and compelling SASC Value Statement that highlights the benefits of membership for providers and the community.
- 1.1.2 Develop and implement a comprehensive member onboarding and welcome kit, including resources, contact information, and an overview of SASC initiatives.
- 1.1.3 Develop and implement a "tiered framework" approach to membership, offering varying levels of benefits and engagement opportunities based on provider needs and capacity.



##### Success Metrics

- Value statement drafted and approved by the SASC Leadership Team.
- New member satisfaction survey results indicate a high level of satisfaction with the onboarding process.
- Documented tiered framework, and defined benefits for each tier.
- Increase in membership within the higher tiers, measured by completed partnership agreements.



## Goal 1.2: Identify the needs of current and potential SASC members.

### Strategies

- 1.2.1 Review geographic areas of current program impact, and seek out programs/agencies that serve in potential areas of opportunity, in order to expand to the programs that could most benefit from SASC services.
- 1.2.2 Conduct a comprehensive analysis of current SASC member participation, including attendance at meetings, engagement in initiatives, and feedback on services.
- 1.2.3 Conduct a membership needs and/or landscape analysis, including surveys, focus groups, and interviews with current and potential members.

### Success Metrics

- Completed geographic and program review, generating a list of potential new members.
- Report detailing member participation and engagement trends.
- Report detailing member needs and recommendations for program improvement.

## Goal 1.3: Strengthen relationships with key community leaders and organizations to elevate the visibility and inform the strategic direction of the collaborative.

### Strategies

- 1.3.1 Identify key stakeholders, funders, elected officials, and community leaders who can serve as key partners in the work, and create an outreach campaign to introduce the SASC.

### Success Metrics

- Individuals and organizations identified and engagement tracked.



## ***Strategic Objective 2: Expand opportunities to build the capacity of providers***

This objective focuses on building the capacity of summer and afterschool providers through professional development and technical assistance. SASC will increase opportunities for program providers to improve their services through a dual focus on quality implementation standards and innovative programs, partnership, and best practices. Success will be measured by workshop attendance, platform utilization, increased member participation, and positive feedback.

### **Goals and Strategies**

#### **Goal 2.1: Identify professional development opportunities for meeting quality standards, and connect providers to those opportunities.**

##### **Strategies**

- 2.1.1 Develop and deliver workshops on quality standards for providers.
- 2.1.2 Provide training on the effective use of Learning Circle for data collection, analysis, and program improvement.

##### **Success Metrics**

- Number of workshops and number or percentage of providers who attend.
- Increased provider utilization of Learning Circle, as measured by platform usage data.

#### **Goal 2.2: Leverage data-driven insights and research-based best practices to enhance the impact of summer and afterschool initiatives across the collaborative.**

##### **Strategies**

- 2.2.1 Organize regular training, distribute informative emails/newsletters, and facilitate workgroups to share data-driven insights and best practices among SASC members.

##### **Success Metrics**

- Increased member participation in training and workgroups, and positive feedback on information shared.



## ***Strategic Objective 3: Increase effectiveness, efficiency, and operational stability within the collaborative.***

This objective focuses on the internal processes for the SASC to leverage available resources to work more efficiently and effectively. A key focus is the need to establish clear committee structures, centering power with collaborative members, while also leveraging the strength of Learn to Earn Dayton as a backbone.

### **Goals and Strategies**

#### **Goal 3.1: Develop and implement a plan for alignment between the Collaborative and backbone.**

##### **Strategies**

- 3.1.1 Set policies for internal communication, confirming processes and points of contact for information sharing between SASC and the backbone, helping ensure alignment regarding goals, objectives, key messages, and a calendar of events.
- 3.1.2 Increase coordination between SASC Implementation Team and L2ED backbone staff to ensure alignment in working toward goals.

##### **Success Metrics**

- Completed internal communication plan and tracking of communication activities.
- Hosting quarterly meetings to align work among backbone staff support and Implementation Team members; documented meeting agendas and minutes.

#### **Goal 3.2: Expand the capacity of the collaborative through improved resourcing and support.**

##### **Strategies**

- 3.2.1 Collaborate with the L2ED development department to identify and pursue funding opportunities.

##### **Success Metrics**

- Grant proposals submitted and funding secured.



## Goal 3.3: Establish committee structures, leads, and staffing support.

### Strategies

- 3.3.1 Define and establish clear committee structures, roles, and responsibilities.
- 3.3.2 Reinforce Learn to Earn Dayton's role as the backbone organization, providing strategic resources and staff support for the Collaborative.

### Success Metrics

- Documented committee structure and roles.
- Documented support provided by Learn to Earn Dayton.

## *Strategic Objective 4: Measure and communicate the Collaborative's impact*

This strategic objective focuses the capacity of SASC to measure its impact as a Collaborative, as well as its role to support each member organization in how they can best track and report student outcomes. Additionally, this objective includes goals to communicate the value and impact of the Collaborative, the member organizations, and OST programs in general.

## Goals and Strategies

### Goal 4.1: Identify key student outcome data to be collected, a simple process, and efficient tools.

#### Strategies

- 4.1.1 Ensure that all providers are fully informed about the requirements and benefits of data sharing agreements, and provide necessary support for completion.
- 4.1.2 Support wider implementation of a student outcome tool that balances the collection of critical data with the bandwidth of providers and organizations.

#### Success Metrics

- Increased provider participation in data sharing agreements.
- Agreed upon tools, and documented training procedures.



## Goal 4.2: Identify best practice methods to analyze program quality and examine successes and challenges within the Collaborative.

### Strategies

- 4.2.1 Establish agreed-upon tools to assess SASC member program quality, including training and support for implementation.

### Success Metrics

- Tool selected and implemented, and positive feedback from providers.

## Goal 4.3: Develop and implement a comprehensive communications plan to share internally and externally the impact of the Collaborative.

### Strategies

- 4.3.1 Develop and implement a comprehensive communications plan to share the impact of the Collaborative with stakeholders, including newsletters, site visits, meetings, impact reports, and other formats.
- 4.3.2 Establish a stronger OST advocacy presence through targeted outreach and engagement with policymakers and community leaders.

### Success Metrics

- Completed communications plan, and documented outreach activities.
- Increased engagement with policymakers, and documented advocacy efforts.

**SUMMER + AFTERSCHOOL COLLABORATIVE**

**NEWS YOU CAN USE**

**SASC News You Can Use - September 2025**

**Community Outcomes**

- Financial Stability
- Health and Wellness
- Thriving Neighborhoods
- Educational Success

**Learn to Earn Dayton Unveils New Community Outcomes Data Dashboard**

Have you ever found yourself searching for reliable data on outcomes like financial stability, health and wellness, thriving neighborhoods, or educational achievement across Dayton and Montgomery County? Whether you're working on a grant application, developing a new partnership proposal, or advocating for challenges, accessible data is essential. Learn to [Community Outcomes data dashboard](#).

**Progress Report**

The Summer + Afterschool Collaborative is a network of partners delivering quality out-of-school time programming for Montgomery County students.

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An initiative of **Learn to Earn Dayton**



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