

Mapping Sprockets' Ten-Year Journey

Reflections from the Network's Partner Programs



Sprockets collaborated with Wilder Research to conduct Journey Mapping sessions with its network partner organizations to learn more about the experiences they have had with Sprockets and to hear from them about future hopes for Sprockets. Information gathered is intended to inform Sprockets' continuous improvement efforts in providing effective technical assistance and support for their network partners.

What is Sprockets' journey map?

Sprockets' journey map is a visual depiction of a set of experiences that individuals may have as they interact with the Sprockets network. The map outlines touchpoints (encounters) and the positive experiences as well as areas for improvement based on feedback from the network's partner organizations. A steering committee and Sprockets staff who advised our evaluation indicated and defined key touchpoints of the interactions between the partners and Sprockets. They also identified the partners to be invited to the sessions. From there, Wilder Research conducted focus groups with partners about their experiences with Sprockets and created a visual map based on the findings.

Sprockets identified 21 program coordinators and staff, representing nine partner organizations, to invite to participate in voluntary Journey Mapping sessions. The individuals and organizations were chosen because of their familiarity and longstanding involvement with Sprockets. Wilder Research sent an email invitation to the program coordinators and staff and asked them to indicate times most convenient to them out of a list of times and then assigned them to one of the four Journey Mapping sessions. Altogether, 18 individuals from all nine organizations participated in the sessions that were conducted in early to mid-May 2021.



Touchpoint 1: Being a part of Sprockets and engaging with the network

Sprockets network allows organizations to align resources, contribute to the Out-of-School-Time (OST) field, increase collaboration, advance racial equity, and lead strategically in the public policy arena.

Partner organizations can experience the following interactions with Sprockets by:

- Being part of a neighborhood team
- Attending, helping to plan, facilitating, or promoting citywide meetings or network conferences
- Communicating to the public about OST benefits, assets, and current needs, such as via emails and social media

Positive experiences

Partners discussed positive experiences they had during this phase

All partners appreciated Sprockets' efforts in facilitating opportunities to connect and learn with other youth development programs. Some partners also mentioned liking the interactive format of the events. Being able to get updates and share information among network organizations was mentioned by some partners as additional positive aspects of engaging with the network.

Connecting with and learning alongside other youth development programs

It was super helpful to meet with other youth workers in the Twin Cities who are doing similar work and think about other programs to get involved with or potential speakers to come to our events.

Our organization is very neighborhood based, so having the model based around the neighborhood organizations or organizations that work on the East Side [Saint Paul] was very valuable.

It is helpful to be connected with people and to have the training. Those structured spaces can be hard to carve out on your own. Sprockets does that for us – it facilitates and sets them up which is really helpful.

It has been a great network[ing opportunity] and learning space.

Liking the format of the events

I've helped facilitate and plan for the events. The Sprockets staff is great to work with. [The process] was collaborative. The events were interactive, participatory, and used small groups and big posted notes on the walls, [which is] the same approach used when we work with youth and fits my learning style.

Every event is super organized and engaging. It made us move and laugh. I really liked that part. I found interacting with other youth workers was super energizing. When we come together, we share all of the amazing things that are happening and celebrating what our youth are able to do.

I appreciate the citywide gatherings. Sprockets has done a great job of trying different formats over the years. For example, having groups of [partner organizations] focused on the content we are providing and [youth] ages we are reaching.

Being able to get updates about and share information with the network organizations

I am most kept aware of their work through their periodic emails that are very helpful to our networks regarding what youth workers need to know and what we can share with families and teens. A Sprockets staff member frequently posts opportunities, does networking, and tags people into conversations in Facebook for all youth workers in Saint Paul.

I appreciate [receiving] e-mails to stay in the loop of what is going on. I can [also] say [in the emails] that we are recruiting, and network people will hear about it.

Sprockets has always been a good benefit for an organization. They send out e-mails of things going on in the state, in OST, etc.

Areas to improve

Partners discussed some challenges they had during this phase

While partners appreciated the networking opportunities, a few partners felt that the events were not always relevant and useful to them. These seemed to occur more with the neighborhood team than the citywide meetings.

It was sometimes hard to figure out where to plug ourselves in because it was neighborhood based.

I felt like it was general. It felt cool [to know about] other programs that are happening but was challenging [to figure out] how we can work together because it felt so generalized.

I was not sure how to engage in the most meaningful and consistent way.

It did not feel relevant.

There isn't meat in the discussions or content, especially at the neighborhood network meetings. There is no agenda. The citywide meetings are more focused.

I found over time each meeting would be hit or miss regarding usefulness of my time attending. It was hard to engage my co-workers to go to the meetings (I would pitch that it may be a great meeting or if they had an hour to spare it might be fine). It was sporadic in its usefulness. The networking was the most valuable aspect. However, you cannot just hold a networking meeting because often we would stand around and not do anything. We need the structure but it is something that is hard to force.

I do not know the purpose of neighborhood teams and do not know why we would send staff. Would it be beneficial for before and after school programs in Saint Paul to be attending a neighborhood meeting? If so, why? I should learn that and then promote them if there are opportunities that would be great for our staff or for our families.

Better communication on the purpose of the meetings or providing clear agenda to participants could help prepare participants for what to expect at and gain from the meetings.



Touchpoint 2: Learning about new concepts and ideas through Sprockets' tools, resources, and idea sharing practices

By engaging with the Sprockets network, OST organizations get access to tools, resources, and new ideas for their programming and assessments.

Partner organizations can experience the following interactions with Sprockets by:

- Being part of a pilot group (Youth Program Quality Assessment – YPQA; Social and Emotional Learning Program Quality Assessment – SELPQA; Summer Learning Program Quality Assessment; Survey of Afterschool Youth Outcomes – SAYO; or Sprockets' shared database – Cityspan)
- Being part of a learning community (Propel SEL cohort, Holistic Student Assessment cohort, facilitator training, Afterschool Accelerators)

Positive experiences

Partners discussed positive experiences they had during this phase

Partners described many positive experiences with this touchpoint. All partners liked learning the new concepts and assessments at the group meetings organized by Sprockets. Some partners indicated that it had changed the way they worked and supported their youth. Being in a cohort group had also created a deeper relationship with other youth development programs, according to some partners. Similar to the first touchpoint, partners described liking the training approach.

Learning new concepts, including from national field experts

Learning about new concepts and ideas through [participating in] these groups has been helpful.

We participated in the summer learning PQA. That was a good experience being connected with this national pilot of that PQA.

It is fun to see things with a fresh set of eyes. It was a great way to take all of what we had been doing and learning about after school programs and really apply it to summer in a new way.

I rely on Sprockets to bring these bigger field initiatives and topics to us and get them on our radar.

Propel SEL launched us into looking at social and emotional learning for youth and how best to support them in our [organization].

Developing deeper relationships with other youth development programs in cohort groups

It was great to meet new people in the pilot group.

[Because] the ongoing cohort [met] over different years, we got to know each other well and had the time and space to learn from one another, and to test and try things. It was a deeper learning space.

Learning about and using assessments

We definitely use the YPQA and SAYO. Being part of the training is invaluable.

We used SAYO for several years, which served us well as an introduction to what an SEL measure could be. We have since moved away from it but Sprockets connected us to that concept and allowed us to explore that piece of our programming. That was very valuable

YPQA, SEL and SAYO stand out. Those are excellent tools we used once or twice a year to work on our [organization] and program goals, and strengthen things we wanted to work on. We met individually at sites to say what we needed to work on at certain sites then as a collective organization.

Liking the training approach

I liked the extra layer of training to be an observer myself because it sharpens my understanding of my own program, and hopefully provide some benefit to other programs. Doing the facilitator training made us learn it more deeply.

The layout, although virtual, was easy to follow. It was engaging; we had breakout room with my team. It did not feel too short or too long. I also really appreciated that and the follow-up for completing program assessment and plan moving forward.

I appreciate the personal approach Sprockets takes with us.

Getting free training and resources

The Activators cohort was great on multiple levels – funding obviously is wonderful.

Areas to improve

Partners provided some suggestions for improvement for this phase

Partners described the same challenges as in the first touchpoint. To that end, some partners provided suggestions for improvement, including grouping cohort groups according to their specific geographic neighborhood areas and facilitating more connections among organizations

around specific activities and topics after the meetings. In addition, a few partners also suggested for Sprockets to seek more funding in order to continue providing the resources to organizations.

That cohort was interesting because it had folks from all over the Twin Cities and it was nice to hear what others were doing. With our organization being a local neighborhood base, we would have preferred to dig in more with just Saint Paul groups that is specific to us.

Adding in more intentional networking between organizations would be very helpful. We come together for these activities, groups, and cohorts so it would be cool to have more takeaway or connection.

I definitely encourage Sprockets to get [more] funding.

It was a positive experience but [it would be good to know that] it is a big time commitment.



Touchpoint 3: Having reliable data or information about the program

One of the Sprockets' goals for the network organizations is to be able to track youth participation, identify opportunity and gaps of services for youth, and show benefits of the program.

Partner organizations can experience the following interactions with Sprockets by:

- Participating in Cityspan shared database training
- Using the database to track program's youth participation
- Reviewing the participants' data
- Using assessment tools, such as Survey of Afterschool Youth Outcomes, Holistic Student Assessment, Youth Program Quality Assessment
- Reviewing assessment data
- Discussing program data among staff members
- Making a plan for future actions to address opportunities and gaps in services for youth

Positive experiences

Partners discussed positive experiences they had during this phase

Having a database to collect their participants' data, learning about and using assessments, and getting support to review and interpret data were the positive highlights of partners' experiences with Sprockets in this touchpoint. As a result, partners specifically mentioned that they felt confident in reviewing and using their data and reporting their results to the funders.

Having a database to collect participants' data

The database was huge. We could not afford that level of database on our own. It enhanced our programs when we could start collecting some data on who was and was not participating.

It drastically changed the information we had about our students and attendance and getting to know them more personally through their name, school, and siblings. It was a leap from having 50 [students] one day to having 50 [students] and knowing their names, when they came, and how many times they came. That has been a big change.

Getting support in reviewing program data

A huge game changer having and knowing how to use the database. We have worked with Wilder and Sprockets around how to pull my own reports.

Wilder staff has been wonderful when we have reached out to them.

Reviewing it. I appreciate they created time with M3 [Making Meaning out of Multiple Datasets]. It is hard to set aside time to do some of the important things. I think it is helpful to look at data and dedicate time to think about what improvements we want to make.

They have done a very positive thing [in that] they encourage us to critically look at data and use it. Also they have an on-the-ground person there to talk about this work.

Having ability to use data for own programming and reporting to funders

I felt more confident reporting to funders. Having the numbers [from the database gives] more solid proof that our program is serving X number of people and is valuable for the community. The funders, whom we report statistics to, can recreate or prove what I am reporting with info in the database that is always there and available. This was huge great thing for our program.

The work that Sprockets does in helping us organize and spend time looking at data, making meaning of the data and doing something with the data we collect beyond just reporting it to our funders, has been valuable.

Liking learning about and using assessment tools, especially YPQA

Giving the small programs access to YPQA and working with us around things that are not relevant to us.

The majority of what I know about quality programming came from YPQA. I just felt more confident after getting into YPQA with the guidance from mentoring tutors. They are a huge part of what makes a program successful. A big factor for our quality. I have always appreciated [Sprockets for] it.

YPQA portal is easy to use. I love the reports.

HSA and YPQA have been very helpful over the years. More than the tool itself, it is helpful to know the things that it [YPQA] is measuring or what quality programming should have.

The YPQA has been super beneficial at [our program]. We have used it a lot. It has informed a lot of the way we make changes and look at how our program is running (essentially, what the YPQA is for). The resources provided along with it and the trainings have been really, very helpful. It has been a great tool for us to continually work through our growth and change.

I definitely want my staff to be informed about YPQA.

Providing the YPQA and yearly trainings so staff could be trained in it, helping connect us with external assessors and providing all of that for free is an amazing resource. We greatly appreciate that.

The parts about the data I would say excellent across the board for is the training for SAYO and YPQA. It is valuable to have especially as new team members join the program.

Other positive comments about the learning process

There is a lot of staff anxiety around getting observed, assessed, and evaluated. I appreciate that YPQA is self-evaluation; it is a reflection tool.

They are not trying to conform an organization to do any certain thing. They are just providing this [YPQA] for the organizations to be better at what you want to do.

The M3 process is very successful. We have had several iterations of the M3 process and they all have been very good at getting us to the goals we needed to reach.

The learning curve was a little steep at the beginning but having that long training to dig deep into how it works, the ratings, and how things go was super helpful. That made it click for me.

Areas to improve

Partners provided some suggestions for improvement for this phase

Some partners who have taken the same M3 training multiple times wished to have a different or shorter training. More training on interpreting data collected by multiple assessors and following up after the training were also suggested by a few partners.

I really like the concept of M3, but for people who have done it many times in a row, we need an accelerated track so the same thing is not explained over and over again [which is] frustrating because we know what is coming. We tend to want to work on our own but then we don't get credit if we do that.

I would like a faster format.

Internally we have 12 people interpreting an element [of YPQA] differently. I feel like we are missing an opportunity to dive a bit deeper into "best practices" from professionals. There are still gaps for us in using, interpreting, and applying the data and making meaning of the data.

Help hold us accountable to following through on some of the plans that we make.

Other challenges

Additionally, a few partners mentioned challenges for not being able to get individual-level school data for their students, give access to the database for volunteers, or continue using the Holistic Student Assessment (HSA) for free.

We do not get enough information from the schools to make the Cityspan helpful. We still need to enter the [demographic] data for our participants. We cannot pull out ethnicity data. Also, the student information is not always updated or updated when I needed it.

I don't understand why the schools cannot give us demographic information. It is ridiculous to me that we have to take attendance for our programs and then ask our families race and other demographic data when they do all of that for schools. I think they should check a box that says I give consent for Saint Paul Public Schools (SPPS) to share my information with this program.

Cityspan is tedious. It is so much training for something as simple as marking present versus absent. It is also not friendly toward non-full-time staff. We want to delegate this to a volunteer because we have a small staff, but we cannot because they are not supposed to have access.

It is a bummer that we have to pay for it HSA now without many direct connections or supports to implementing and using it.

While Sprockets does not have any control for the kinds of data provided by the Saint Paul Public Schools, Sprockets could work with the school district to communicate to partners about the district's data privacy regulations and determine if it is feasible to revise the data sharing agreement to allow programs the access to individual student school data (e.g., with active parent permission).



Touchpoint 4: Ongoing commitment to high quality programming

To strengthen programs' capacity, Sprockets provides access to resources and professional development opportunities for continuous program improvement. Being part of a network also allows programs to share best practices and learn from one another.

Partner organizations can experience the following interactions with Sprockets by:

- Engaging in Sprockets' making meaning of program data (Activator Improvement Cycle, M3 huddles and ongoing support)
- Engaging in ongoing professional development opportunities that support program improvement and quality youth work (e.g., Sprockets conferences, training, and workshops)
- Conducting annual program self-assessments/reflections using YPQA and other assessments and/or having access to external assessors to conduct the assessments
- Writing and implementing improvement plans

Positive experiences

Partners discussed positive experiences they had during this phase

Partners said that Sprockets encouraged and supported them to continue collecting, reviewing, and using data. During the COVID-19 pandemic, partners said Sprockets staff quickly pivoted to virtual meetings and hosted brown bag lunches for them. They liked the kinds of training they have received and having external assessors to observe their programming. In terms of their interaction style, partners liked Sprockets' flexibility and supportive approach.

Getting encouragement and support to continue collecting, reviewing, and using data

The M3 days are great introductions. One thing I appreciate is the emphasis on looking at all of your data at once [together], which we were not in the habit of doing at [our] organization or program. We collect so much data and it is a great reminder to look at all the data we are gathering.

This is where I think Sprockets is very exceptional. Even during the pandemic, they lovingly, and gently pushed back when we were not doing data collection. When we told them, we were trying to figure out how to survive, they said it was the perfect time to use some of these tools and look at the data critically.

They have been great about reminding people that these tools exist, offering to do trainings again, connecting some of us who are newer to more seasoned workers in the area. Letting us know that we are seeing similar data, and working with similar neighborhoods and communities and that we should start working together. During the pandemic, they hosted brown bag lunches and were open to us determining what kind of professional development we need.

They do not let you rest; they keep poking you and reminding you. I think that is helpful especially when a lot of our organizations are not on a school calendar; our programs run all of the time. For them [Sprockets] to build in a calendar for us to stop, to reflect, take a survey in order to improve has been very helpful for us. Otherwise, it is easy to keep doing what we have been doing.

We know that the ongoing commitment and support is out there when we need some problem solving around moving our leadership team forward.

Liking the training

I would rate my experience with the M3 days, professional development, self-assessment, and improvement plans as excellent. When we have new staff, bringing them into that way of thinking - backed by research and community [of practice] and not just from [program coordinator] - has been great. Even with staff who have been through these before, we emerge with a new idea.

They have brought in so many professional development [opportunities] which are free to staff. I hope they keep that up because the professional development has been incredible in terms of supervisor training, I have loved the breadth and depth of all of the trainings. [Sprockets staff] has been amazing.

I do want to continue to engage in professional development opportunities, workshops, training because I learned so much from them.

Liking Sprockets' engagement and supportive approach

It is incredible that they have structured professional development tools and opportunities but then they are flexible to hear about what we need right away and are able to deliver on it immediately.

Sprocket staff is always trying something new and finding ways to engage people. They pivoted well with the virtual space [during the COVID-19 pandemic].

Having external observers

When whomever sent the external observers to our program, it was really a good experience. It was nice to welcome people from outside of the organization to look closely at our program.

I really appreciated having external assessors. There is something nice having an impartial person do an assessment [of our program].

Areas to improve

Partners discussed some challenges they had during this phase

Some partners mentioned that they needed support in implementing their improvement plans and would like Sprockets to offer a follow-up meeting after the training. They also described challenges related to the timing and requirements of M3.

Challenges in implementing the program plans

It is hard for me to keep the improvement plan moving on track. It was easy to create the improvement plan based on the M3. The tools provided to do so were good and clear. We got so many good ideas out of M3 and it was on us to turn them into change. That part was difficult.

I like the plan document we are supposed to create and afterwards stick to. We often have some great plans and will enact some of it and then fall off completing it.

Challenges related to M3

The M3 kick off days were always at a strange time. We redid our lifestyle to match Sprockets calendar for the kick-off, the cycle and the huddles. We liked our YPQA life better.

The biggest thing is the timing of it. We [currently] do it in February, which means in theory, you are planning for the rest of your program year. I think a summer improvement cycle would benefit us as a school-based program – being able to look at a cumulative years' worth of data and thinking about the actual outcomes that we saw from September through June, and then making a plan [from summer] into fall.

After doing M3 internally, the challenge for us is that we are also required to participate in M3 in order to be part of the Activator Cycle and continue to have access to that free YPQA. It is a duplication of time and what we are doing there.



Touchpoint 5: Promoting equitable access for youth and families

A major goal of Sprockets is to remove barriers to OST, particularly for underserved youth, and to deepen communication with youth, families, and their communities.

Partner organizations can experience the following interactions with Sprockets by:

- Promoting youth, parent, and community awareness about OST opportunities (e.g., through Program Finder, community emails)
- Collecting and reviewing program data to understand service needs and gaps of underserved youth (e.g., through the M3 process)
- Making explicit plans to reach out to and serve underserved youth (e.g., using data to identify targeted outreach at the program level, expanding program sites, creating outreach plans, using transportation tool kit)
- Making the programming more culturally responsive, honoring youth individual cultural assets and youth voices (e.g., through support of deeper learning around equity topics of race, gender identity, and centering the voices of youth)

Positive experiences

Partners discussed some positive experiences they had during this phase

Overall, partners indicated that Sprockets has not made substantial progress on this touchpoint, compared to the other touchpoints. Having said that, partners mentioned that Sprockets has brought attention to more inclusion of youth voices and cultures in programming and helped them understand the gaps in the demographics of students being served through the M3 process.

Bringing attention to inclusion of youth voices and cultures in programming

Youth voice has always been a guiding principal of Sprockets, and it has always been brought to the forefront. Sprockets has done a lot of work, especially pre-COVID, around elevating youth voices. I recall there was a big push to getting youth trained to do the YPQA assessors of their program. We had a couple of youth start that process but we were not able to finish it because we [were planning] to implement it in 2020 that. For a network organization, they have done a lot to try to help everybody in the network be better.

I appreciate that [they are] offering workshops opportunities with different styles of learning and different ways of knowing, and bringing youth voices to the table in a lot of different spaces. [I know that they have] created spaces for youth to have access to people like the mayor or other policy makers.

With using and amplifying young voices, Sprockets has modeled the work we should be doing [which is] including young people [in our programming].

[At Sprockets meetings,] we are doing pronouns in our introductions. [Also], there was a series of conversations about race that happened at the citywide level.

Reviewing data to understand participants' demographics and identify gaps

Seeing the gaps with who we were serving has always been an interesting take away from collecting all of the data. We have made a little progress in diversifying who we are serving based on this information.

I do feel that the M3 process has helped us review our program data and because we have strong racial equity goals, the M3 process really helped us understand where there are gaps in services for all demographics. We have looked at neighborhood, race, age, and gender for a lot of our programs. That was great. I am not sure how much Sprockets is willing to push us to do that but they have given us the tools to do so and do it well.

Areas to improve

Partners discussed challenges and opportunities for improvement for this phase

Getting the information to families and youth and having a deeper understanding of who are and are not served were mentioned by several partners. Some also mentioned not understanding how Program Finder is working to accomplish those goals. Partners appreciated that Sprockets brought attention to including youth voices in meetings and training, and would like to see more training and meetings around youth voices and culturally responsive education, including awareness about specific cultures.

Getting information to families and youth

I think Sprockets does a very good job of sending youth workers information but there is a big gap between Sprockets being useful to youth workers and Sprockets being useful to youth and families.

I appreciate that the Program Finder exists. I benefit from the e-mails that go out. [But] how is it getting into the hands of the school staff to be able to make some connections with the families and students? I am curious to know if parents have access to this and, if so, how and, if not, why?

I do not have a good sense of how opportunities are directly getting to youth through the Program Finder.

Understanding the overall picture of who is and is not being served

I do not know what I do not always know about that panoramic view of all youth and families in Saint Paul and all the program offerings. Maybe this is an opportunity for Saint Paul schools to step up.

I do not think we are doing a lot to look at this to say our applicant pool reflects the constituency we expect to see for the areas where our programs are. So something on our end, but if Sprockets wants to offer some support there, it could be a great way of helping push programs to take some of that on ourselves.

That panoramic view; outside of our program, how do we fit into Saint Paul schools, and other programs, and where are the gaps. Maybe we have some but maybe another program is meeting them and vice versa. That is where I am seeing opportunity.

We do not use the Program Finder very much to get our needs out there. I do not know how much the Saint Paul community, and the specific communities that we might try to reach use it.

That gaps are not discussed really at M3. I think that would be a fairly simple thing to infuse into that process. [Currently,] it focuses on what you are doing and what is happening in your program instead of what you are missing outside of your program. I think that would be a valuable addition to that process.

More intentional training and facilitating discussions on inclusion of youth voices and culturally responsive education, and inviting more youth into the discussions

They have not been well attended [by students], but I think for the students that show, it is probably a powerful space.

There have been pieces [included] here and there and they not very specific on different cultures.

I do not think it is a systematic part of Sprockets offerings.

Maybe calling out to be more specific of how your organization can be better meeting needs and gaps of underserved youth and have more targeted questions beyond the more general all-encompassing ones.

Training around being more culturally responsive and adding youth voices is so helpful and I would love to see more of that offered.

The transportation tool kit is fantastic but if no one uses it, it is not helpful. I think now these awesome tools are built, [the question is] how do we get them to be used by our youth?

I think there is some not knowing. I could do more refreshing myself on existence of things like the transportation tool kit and pushing it out more to our youth and families.

Recommendations for improvement

Sprockets partners provided several recommendations for Sprockets. These recommendations are organized in this report by easier tasks, potentially requiring smaller amount of capacity and resources, and more difficult tasks, requiring larger capacity and partnership with other organizations.

Easier tasks

Offer different M3 schedules for summer and afterschool programs

Maybe [offering] two M3s per year. February is perfect for summer programs. [Because] so many programs in Sprockets are afterschool, I think a summer M3 would be really smart [for school-year programs].

Better communications about purpose of trainings

Being clear that we can get involved at many levels, and that neighborhood groups are appropriate for some and not all. Being really explicit would be helpful.

Give support and reminders to programs to implement their plans

We almost need an additional day to sign up for and show up just to hold us accountable to see if we have done the plan, and if not, what needs to be done to make it happen.

More difficult tasks

Support organizations to network around specific topics and needs

I would like to see a subcommittee of individuals who are part of Sprockets that get together that meet monthly or quarterly outside of Sprockets to bring information to Sprockets.

Helping to get a cohort together to get funding for a specific project or initiative on larger scale than one organization could do.

Help facilitate more cohorts around specific needs – like those that work with teens, employment, or an equity-based cohort.

Helping either to pair really tiny with really big to accomplish something or a bunch of tiny orgs together to do something. To be a mover and shaker behind the scenes helping people to put together where the organization may not recognize a need they have or know of other people in there. Sprockets could come and connect organizations that are working on the same thing.

Support organizations to stay current on topics affecting youth, including equity and social justice

Increasing or continuing conversations around equity. Have the opportunity to bring people together about having conversations with youth about everything that is going on in the world - social justice. I would love to see a training around that or the opportunity to talk and hear how that can be brought into programming in a meaningful and supportive way.

More trainings around more current or relevant things happening now and how to best support our youth.

Collaborate with schools to get a full picture of who is and is not being served

The SPPS connection. I think so much more can be done if there is a stronger, genuine collaboration with SPPS. It helps connecting with the schools to see which students are reached. Why can't we track through the schools and why can't they see who we are serving so they can see if there is a kid who is not in any out-of-school-time programs?

Improve effectiveness of Program Finder

I know that we all mentioned that [Program Finder] is not a great system. I know [Sprockets] is working on a better system but for people to use that new system, they still have to know what Sprockets is to begin with. Some of that communication is missing. I know some of that is on us to share with our young people but it is hard to package Sprockets into an easy to communicate piece. I would agree to making it more well known, easier to understand, and easier to navigate.

Additional comments on impacts and positive experiences

In conclusion, partners described many positive experiences they have had with Sprockets along the touchpoints in their journey. Additionally, they gave comments on what Sprockets has meant for them and their organizations.

Had I been on my own and not connected with Sprockets, [doing high quality youth programming] probably would not be a part of what I do.

I let my staff know about and encourage them to use the Sprockets resources.

The amount of collaborations and organizational partners we have mostly come from Sprockets.

Before [our work] got embedded in the Activator {Improvement} Cycle, data and evaluation was not a priority. Sprockets gave us an introduction to what that could be and it has allowed us to go far in terms of what we do with evaluation. It gave us the footing to recognize that we needed to invest in that piece in our organization.

The data piece has been very valuable. It has led us to make awesome observations around what may not be working with our programs and opened up to new ways of thinking. Staff are much more accepting of data.

[We are] making program quality improvement a priority. We have had deeper data dives as a result; looking at data and drilling down into it. [We are] increasing the youth voices in programming. We have started to have youth and teens become a part of YPQA, for example. Making sure that stays as something essential to programming is something that Sprockets has helped with.

Sometimes we have staff come in with experience in [a specific field] but not much experience working with youth. The trainings that Sprockets has offered over the years have been super valuable especially when starting out in youth work.

The Sprockets staff are incredibly helpful and resourceful.

It was awesome because they worked with us, walking through the whole process, and make it relevant to us.

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