

## Nashville After Zone Alliance (NAZA) Organizational Model Explanation

**NAZA is a framework of collaborative community and school ventures and partnerships, through which middle-school students participate in a geographically-defined network of afterschool programs that offer meaningful enrichment activities in safe and structured environments.**

**NAZA Leadership Council:** Chaired by the Mayor with the MNPS Director of Schools as vice-chair, composed of key community stakeholders, including the chair of each NAZA Workgroup. Members are appointed by the chair, in consultation with the vice-chair. Members commit to active advocacy and financial oversight:

- making strategic decisions for NAZA,
- advocating for public policy,
- mobilizing the community to invest in afterschool, and
- actively promoting NAZA's agenda.

**NAZA Central Coordination:** accountable directly to the Mayor and MNPS, with oversight from the Leadership Council. Role: provides staff support to the Leadership Council and the NAZA Workgroups; is responsible for the deliverables listed in the Project Charter, including:

- staffing the Leadership Council and Workgroups around planning, implementation, and sustainability issues
- conducting regular community-level data-gathering and needs analysis
- ensuring consistent implementation of NAZA policies and procedures across the Z's through technical assistance to the Coordinating Agencies and the Z Workgroups.
- implementing and maintaining an evaluation strategy that includes program data and participant data linked to school data
- implementing and maintaining a program quality improvement cycle to ensure high-quality experiences for young people

Central Coordination, via Metro Finance, acts as fiscal agent for Metro funding flowing to the Z's. It actively participates in the hiring and support of Z directors. Key **initial** deliverables:

- identifying the after zone (Z) locations,
- implementing the process for identifying the coordinating agency for each Z, and
- implementing a governance structure for the Z's that promotes effective collaboration among providers, schools, and families.

**NAZA Workgroups:** these permanent and ad hoc workgroups develop the policies and procedures necessary to build and maintain a network of Zs across Nashville. They work closely with Metro departments and other city-wide entities to build an infrastructure that promotes the value of afterschool programming, supports NAZA and its Z Coordinating Agencies, addresses system-level barriers, and sustains funding. Workgroup members are appointed by the Leadership Council chair, in consultation with the vice-chair.

- **Resource Development:** advocates for policies and funding that support NAZA, at the local, state, and federal level; works to eliminate barriers to funding, collaboration, and available resources
- **Quality Programming and Policy:** develops a definition of quality and a set of standards for middle-school OST that will apply to the Z's; establishes criteria for levels of partnership/

membership; develops and implements a Quality Improvement Cycle (QIC) for all Z program providers; supports the creation of a youth worker certification process in Nashville

- **Communications:** develops a brand for NAZA (for the wider community) and for the Z's (for students and their caregivers), build public understanding of the importance of the Z's for middle-school students through a marketing/communications campaign
- **Transportation:** overcomes the key logistical barriers to transporting students from one program element to another, and to and from each Z at the beginning and ending of the program day
- **Data:** identifies evaluation strategies for NAZA and its programs; identifies and supports the implementation of data tracking and reporting tools; develops reporting requirements for accountability
- **Ad hoc, as needed**

**Each after zone or Z is a geographically-defined network of afterschool programs that offer meaningful enrichment activities in safe and structured environments. The anchor programs are offered at the designated middle schools or at other convenient sites where preferable. Programs and providers are recruited to provide a menu of balanced and appealing opportunities. Under the leadership of the Z Coordinating Agency and Z Workgroups, this network will address barriers to student participation by:**

- developing coordinated **outreach/recruitment** so that students/families know about programs and how to enroll,
- coordinating **scheduling** to make access as easy as possible for students and their families,
- coordinating **transportation** so that students can get to off-site programs afterschool and get back to their home neighborhoods at the end of the program day
- participating in the **QIC** in order to ensure that programs are high-quality and appealing enough that students will keep coming back

**Z Workgroups:** composed of community stakeholders along with public and private partners, including providers, committed to the success of the Z. Role:

- gather information on the resources and needs related to a specific Z and/or a specific school in the Z;
- promote effective and efficient planning and coordination within the Z;
- develop strategies to work with existing leadership structures which already relate to OST in the Z's area;
- support the Z Coordinating Agency in targeting new partners for the Z.

**Z Coordinating Agency (with its Z director) is responsible for ensuring that high quality comprehensive afterschool programming is delivered on-site at the Z's middle schools (or at convenient alternative sites where preferable) and for connecting these programs with other providers available to middle-school students in the Z.** Role:

- establishes and facilitates good communication/ collaboration among the schools and providers;
- organizes and staffs the Z workgroups;
- coordinates programming and transportation within the Z;
- recruits other partners to provide a menu of balanced and appealing programming within the Z;
- identifies and addresses barriers to high levels of participation by students and high levels of satisfaction by students, teachers, and families;

- supports the QIC within the Z, including the reporting of participation and retention data.

**Z Anchor Partner:** contracts with a Z (via the Z Coordinating Agency) to deliver the comprehensive program at one or more sites within a Z. Additional responsibilities:

- attends meetings, as appropriate for partner decision-making
- supports marketing, recruitment, and enrollment activities
- maintains open communications with the appropriate school(s)
- tracks participation and retention
- manages and submits data in a timely manner
- participates in the QIC
- engages additional Enhancement Partners in order to offer a menu of appealing and enriching activities