Appendix 2

Interview summary

15th	Stephen MacIsaac

Stephen MacIsaac, the Executive Director of Neighborhood Learning Alliance, provided us his insights in after school care based on his 10 years+ experience in this area. His opinions can be summarized as the following points:

Life for kids (Africa-American) is hard

- Chaos and interruption
  There are lots of chaos happening around them to interrupt their study, and those chaos also add difficulties in running after school program. For example, during the Columbus Day, in a public high school with 500 students, there are 200 students missing (about 40%). Since students have low motivation to go to school, they see holiday as a reason for absence; Last week, there was a student got killed on the street. School was locked down, and it was such an emotional time for students since people they knew was dead; this week, there was a student punched his principle and may be end up in jail, and students are gossiping about it. There is an event coming on this week, it again interrupt their normal study.

- Family and community environment
  For students who live in under-educated families, it is hard for them to do well in study. No one in the family can go to college for example, then it is hard for the students since they do not have a positive role model.

  From the contact with some parents, we can actually see how strong impact family environment has on kids. Some of the parents will curse their kids, say bad words to them...and they have really low expectation on the kids. In such negative environment without any positive influence, it is hard for the kids.

  It is their life path as well, they haven't participated in education/study for so long, maybe since kinder garden. No stamina. The environment, their life path, their families, there are too much things/burden on them.

- Self-realization
  Nowadays, there is an extremely strong emphasize on academic in high school. Everything is around academic. For most of the Africa-American kids and kids from low income family, study is hard because above reasons. And their attitude towards study make things even harder.

Most of them do not have an objective chain – what they want to do and how to achieve it. Thus, most of them do not realize the importance of learning. If you ask them what they want to do in the future, they will give 'kinder garden' level answers, like "I want to be in Harvard" without considering the fact that they only have 2.0 GPA and terrible school attendance. Sometimes, they say so just try to impress adults without thinking to actually achieve it. Even though they do mean it, there is no reality attach to their objective.

Thus, the result for all three reasons above, it is really hard to let Africa- American students or students in low income family participate or attend after school care program. If they don't participate in education, in school, how can we attract them?

About after school care
- Low attendance but lots of unmet needs
  The main reason for after school care program failure is because there are no students go to the program. For example, 70 registered students in total, there are might be only 25 students are regular attenders. Or there are good programs but nobody go. Compared to elementary level after school programs, the attendance of programs target high school students are much lower since they have more 'freedom to choose'.

  Part of the reason for low attendance in lots of after school programs is because the students think after school program are for 'bad kids', 'kids have problems'. They don't want to get such label. Another reason is they are influenced by their friends who think the after school programs is 'not cool'. Inconvenient transportation, cost for the program, unattractive program content are also factors causing low attendance.

  Although the attendance for some programs are low, but the need is not less! There are still lots of students who are struggling in their lives!

- Family influence vs. peer influence
  Parents support is important. For whatever program that can get 20% of parents to come, then the program will have a great success since family plays an extremely important rule in children's development.

  Besides school teachers, parents can also refer their kids to after school care program. However, when they do it, this means they don't know what to do with their kids already or they try to dodge their responsibilities which is the most common case. For example, one of our staff has regular contact with 15-20 parents to inform them their kids behave in the program. He tried to persuade those parents to attend their programs sometimes to have activities with their kids. But so far, no parents show interest to come.

We do make lots of calls and send regular news-letter to parents, but we also need to keep such contact within an appropriate level. For high school kids, they don't want to attend a program if we have too much contact with their parents. First, they feel we will keep an eye on them and report to their parents; second, this will make the program look less 'cool' to them. Especially in their age, peer influence is much stronger than parents influence. So it is what our new program target.

- Problems for existing public education systems in Pittsburgh
In Pittsburgh education system, one problem is really obvious. We have 9 famous public schools. There are parents who have capacity to get their children in the good school, and there are parents cannot. There is such a huge different between good and bad schools in terms of education quality.

Also, even within one school, there are a big range of students. Their overall performance, intelligence level, study ability...are so different. But then they don't have enough teacher and there is a really high turnover rate. So since the teacher: student ratio is low, how can the teacher teach them all well? Who should they target at? There are lots of practical questions.

- Ways to improve after school program
    1. For elementary school program, the earlier we provide them support, the better.
    2. For the high school student, to hire the correct person and provide the correct content is important. To attract high school students to attend after school program, we must hire some 'appealing staffs' who should be able to build the connection between students.
    3. We need to be sensitive to label students, and we shape our program image as "this is cool thing to do".
    4. Sometimes, it is better to focus on one thing and do that things the best. But right now, a lot of after school care programs offer lots of things but without emphasize on one things, turns out kids will not able to learn them in heart.

Everything start from small things, family environment, and relationship with teachers – relationship with authority...students can't turn "bad" overnight. Their life is broken. Of course we can't fix it overnight either. What we do is to provide them support and give them expectation which they can't get from their parents or teachers. Expectation is really important for the kids. It can motivates them and keep them accountable.

Program study: new program Reading Warrior:
We hire about 30 high school students (Africa-American, paid job) to teach/hold actives for elementary students after school. It is a program only focus on developing students' reading skills. We adopt 8 steps self-reading method. And the organization will also provide weekly training programs for those high school students as 'teachers'.

This program is hold inside the school (all after school programs in this organization actually are hold within school). It is easier for students to attend the program after school, but the same environment as normal schooling may also decrease the attraction of this program.

How to get access to kids:

- High school students as 'teachers': organization provides free t-shirt for 'teachers' and students who we think are the idea leaders - "who are those 'cool' kids that other kids want to follow" (might not in this program), and they can wear T-shirt to high school to attract other students to join the programs and become the teachers.
- Elementary school students as 'students': organization has no direct access to kids. Kids who need helps are identified by teachers in our existing partnership (schools). Similarly, we also give free T-shirt to the students to attract other students to aware of this program.

Advantage of this program

- Role Model effect: Africa American students tend to feel disconnected from school since most of their teachers are white. Thus, they also tend to have low motivation to study. This program fill this gaps.
- Ownership of lift/Commitment: first, it is a paid job. Second, it is about cultivate young 'black' people. So this program is able to motivate them, to help them get a sense of achievement in their life and to committee to something.
- Leadership: since those warriors have freedom to interview/get other new 'warriors', and they can plan their own courses, it is a chance for them to develop their leadership skill.

15th   Mykal Satterwhite

Mykal Satterwhite is one of those high school student teachers. He put comments on this program:

1. It is a meaningful job.
2. It depends on how many students and what is the activities, times we spend on them each week varies.
3. To improve the content of teaching, I suggest:
    1. Real life experience: there is reward for working hard. We can mix play and study, let them realize there are rewards for studying hard. And that is life. You need to work hard to get something you want.
    2. They need more physical exercise. I think a bit physical exercise before study can actually help them concentrate on study better.
4. To improve the program, it is better to provide us some training on how to deal with kids. I can see not every teachers know what is the best way to play with them or talk with them. Even I want to learn more. And it will be great if we have

more chance to talk to Stephen to know about his feedback to us and how we can improve, we can as well report to him in a better way.

Christine works in United Way, and we conducted this interview via phone. Their Homewood program was a pilot program that focussed on providing fresh healthy meals 5 days a week for day care facilities which ended in mid-September. They focussed on children from birth to 12 years. Theirs was completely a donation funded model from Heinz Endowments and Grable Foundation. Their focus was on the low income families located in Homewood and Hill District, Pittsburgh.

By smartly combining the Child and Adult Care Food Program with the mass distribution system they were able to provide low cost fresh healthy food to the children at daycare centers. The existing shopping food habits of the locality was to shop once a month at a big box store like Walmart thus their food source was mostly processed or canned food.

Types of Child Care Providers:

	Family Day Care	Group Day Care	Relative Day Care
No. of Children per House	12	20	1-2
Certification & Monitoring	Yes	Yes	No
Benefits: Food Reimbursement	Yes	Yes	Yes

These Child care system had tension amongst themselves. This was because unlike the Relative Day care providers the Family and Group day care centers had to maintain a certain standards and were monitored by the government which added to their cost. But what was of most concern was that all three received the same benefit from the government with regards to their food reimbursement which for them was a revenue model.

United Way Bootstrap Model
The bootstrap model for their experiment followed a very local in corporated approach. Since they initially had already already worked with the given community they had some contacts on ground. Additionally they had partnered with existing organizations that worked at those localities and incorporated local vendors for their delivery system. What this did was allowed the locals to associate an already existing

trust with the familiar faces in the delivery channels with the overall idea of the distribution system. Thus they were able to convert the larger population and also able to sign up individuals because of the cost benefit it brought.

Additionally what was also used was the characteristic of the social model that existed. The locality had a strong church going culture and a culture which believed in the word of mouth. Thus United way connected with Rev Grayson and spread the message and trust needed for the organization through him which lead to further propagation of the message by the word of mouth phenomenon.