

### Afterschool Program Staff Survey Results

New York’s reopening guidance for schools provided a necessary roadmap to help schools adapt in response to the grave impact of COVID-19 on New York’s students and families. If schools go hybrid or to completely online learning, parents and guardians will need to know that they have options to adapt – they will need safe, supervised care for their school-age children. School-age child care (SACC) must be supported to adapt and coordinate with the school system so that they can provide continued support for children, youth, and families. To better serve school-age child care providers during this time, the New York State Network for Youth Success collected data on afterschool staffing amid COVID-19 and in anticipation for the fall. This survey was conducted in August 2020.

<b>Table 1: Summary of Afterschool Programs per County in Survey</b>		
<b>County Name</b>	<b>Number of Programs per County</b>	<b>Percentage of Programs</b>
New York County	21	20.4%
Erie County	12	11.7%
Kings County	12	11.7%
Bronx County	11	10.7%
Queens County	8	7.8%
Monroe County	5	4.9%
Albany County	4	3.9%
Rensselaer County	4	3.9%
Suffolk County	3	2.9%
Allegany County	2	1.9%
Chemung County	2	1.9%
Nassau County	2	1.9%
Onondaga County	2	1.9%
Oswego County	2	1.9%
Steuben County	2	1.9%
Wayne County	2	1.9%
Cayuga County	1	1.0%
Columbia County	1	1.0%
Delaware County	1	1.0%
Essex County	1	1.0%
Hamilton County	1	1.0%
Richmond County	1	1.0%
Saint Lawrence County	1	1.0%
Schenectady County	1	1.0%
Schuyler County	1	1.0%
<b>Number of Represented Counties: 25</b>		

**Table 1:** Many respondents have programs in New York City; however, we also have high representation of Western New York with Erie County.

**Table 2: Summary of Afterschool Programs per Setting in Survey**

Setting Type	Number of Programs per Setting	Percentage of Programs
Urban	59	60.8%
Rural	18	18.6%
Suburban	17	17.5%
Regional	2	2.1%
Statewide	1	1.0%

**Table 2:** Urban settings are the most highly represented with nearly 61% with Suburban and Rural nearly equal following.

**Table 3: Summary of the Types of Afterschool Programs Surveyed**

Program Type	Number of Program Type	Percentage of Programs
Year-round program	58	69.9%
Afterschool program only	19	22.9%
School-day program	2	2.4%
Summer program only	1	1.2%
Other	3	3.6%

**Table 3:** Most programs provide vital services to communities year-round as an integral part of childcare, advancing youth development and supporting working parents.

**Table 4: Summary of the Types of Funding Sources for Afterschool Programs Surveyed**

Funding Source	Number of Programs	Percentage of Programs
Private funds	33	18.8%
DYCD (SONYC, BEACON, COMPASS, etc.)	26	14.8%
Fee-for-service	22	12.5%
Subsidies	18	10.2%
21st CCLC Program	17	9.7%
Advantage After School Program	16	9.1%
Empire State After-School Program	11	6.2%
Youth Development Program	10	5.7%
Extended School Day/School Violence Prevention Program	7	4.0%
Grants	3	1.7%
Other	13	7.4%

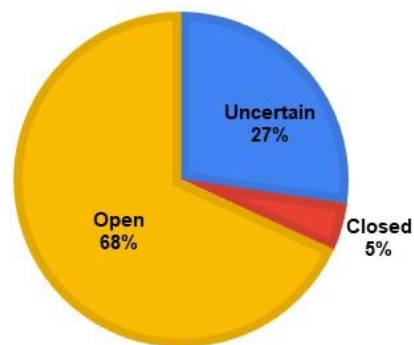
**Table 4:** 18.8% of afterschool programs are supported through private funding; however, many receive subsidies and various public funds (including state funds) to support programming. Many afterschool providers use multiple streams and braid funding together in order to operate their programs. Other funding sources included aid at the local level through municipalities and school districts. Government funding serves as a major pillar of support for providers.

**Table 5: Summary of the Service Delivery Method in Afterschool Programs during Summer 2020**

Service Delivery Status	Number of Programs	Percentage of Programs
Closed with No Services	29	35.8%
Virtual Services Only	20	24.7%
In-Person and Virtual Services	18	22.2%
In-Person Services Only	14	17.3%

**Table 5:** 35.8% of programs were unable to open for Summer 2020 programming and constituted a majority. The remainder of responses were almost evenly distributed; however, a minority of respondents indicated only in-person services.

**FIGURE 1: CURRENTLY CLOSED AFTERSCHOOL PROGRAMS' PLANS FOR FALL 2020**



**Figure 1:** 68% of the programs that are currently closed with no services in Summer 2020 intend to open in the fall, contingent upon space and school reopening plans. Only a very small portion, 5%, or these respondents are staying closed into the Fall. Many are unsure, but would like to open to support their communities.

**Table 6: Summary of Afterschool Programs' Hours of Operation Changes since March 2020**

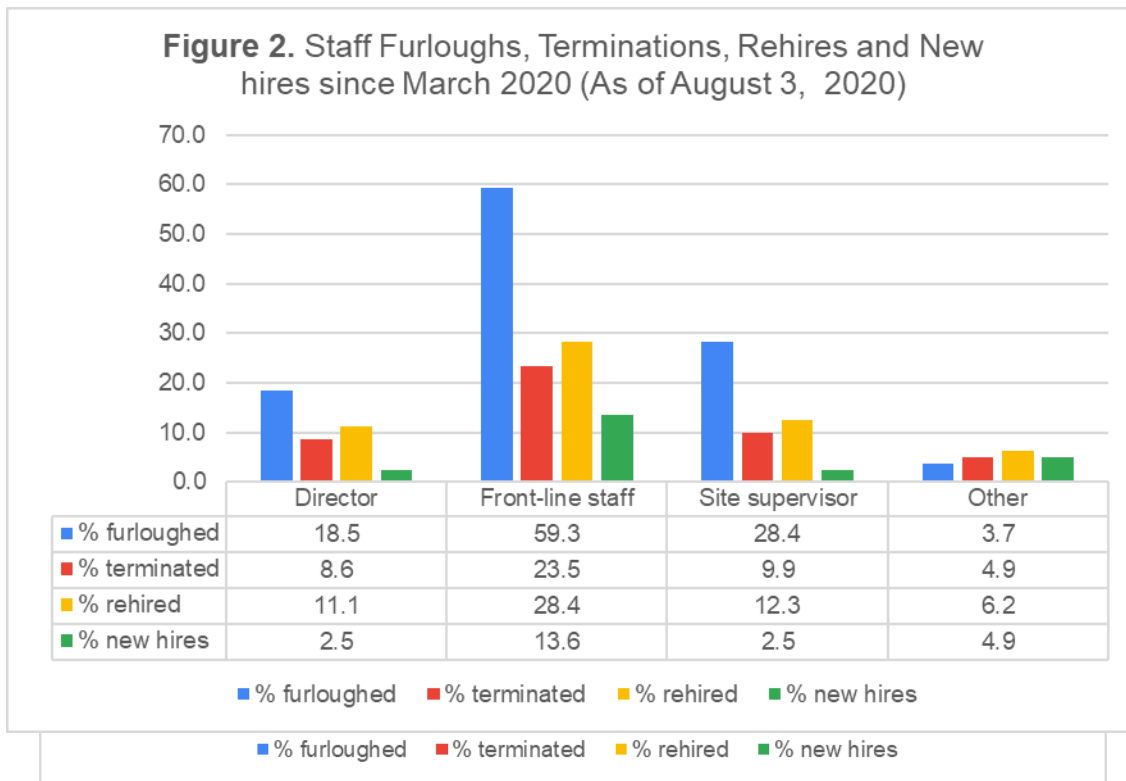
Operating Hour Status	Number of Programs	Percentage of Programs
Decrease	20	25%
No Change	20	25%
Increased	12	15%
N/A	29	36%

**Table 6:** An equal percentage of providers have decreased or had no change to their hours of operation since March 2020 and shutdowns due to COVID-19.

## Staff furloughs, terminations, rehires, and new hires

Table 7: Summary of Afterschool Providers Staffing Decisions since March 2020		
Staffing Action	Number of Providers	Percentage of Providers
Furloughed staff	48	40.3%
Terminated staff	18	15.1%
Rehired furloughed staff	17	14.3%
Hired new staff	7	5.9%
Other	9	7.6%
N/A	20	16.8%

**Table 7:** Since March 2020, providers have had to modify their staff composition to respond to the impact of COVID-19. Over 40% of providers have had to furlough staff due to the impacts of COVID-19. A smaller portion have terminated staff while few have been able to rehire furloughed staff or new staff.



**Figure 2.** Per responses collected, front-line staff represented the greatest proportion of staff furloughed, terminated rehired, and newly hired since March 2020. Also, responses showed that more than 1 of 4 site supervisors had been furloughed since March 2020. It is important to note that furloughed or terminated Site Supervisors could result in a higher demand for registrars to approve new Supervisors on program licensing this fall. The “Other” category includes finance staff, virtual curriculum developer, technical staff, office staff, administrative staff, educational specialist, social worker, and assistant executive director.

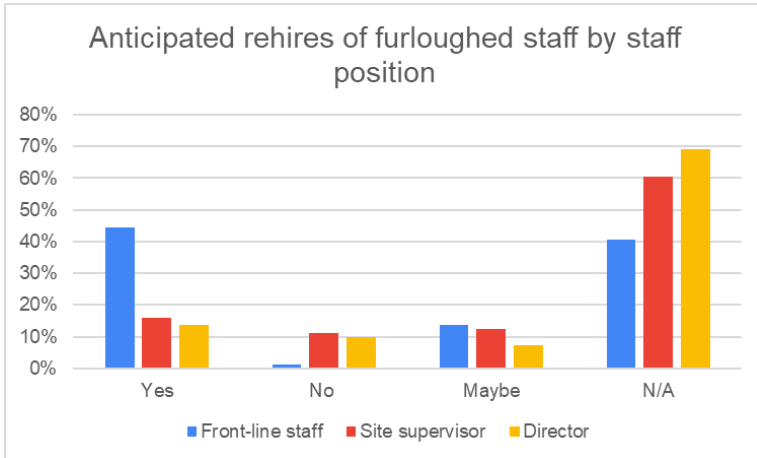
**Table 8.** Quantity and percentages on furloughs, terminations, rehires and anticipated hiring for programs that closed.

	Furloughed	Terminated	New hires	Anticipated hiring (for programs that are closed)
<b>Total quantity of staff since March 2020 ( and as of Aug. 3, 2020)</b>	1262	446	85	679
<b>Among all respondents (n = 81)</b>				
Average quantity of staff	19	7	1	13
Minimum quantity of staff	0	0	0	0
Median quantity of staff	6	0	0	3.5
Maximum quantity of staff	250	261	40	120
<b>Percentages</b>				
Average percentage of staff	44%	12%	2%	35%
Minimum percentage	0%	0%	0%	0%
Median percentage	50%	0%	0%	20%
Maximum percentage	100%	100%	25%	100%
<b>Among respondents with responses greater than zero</b>				
<i>N</i>	43	14	11	35
Average quantity of staff	29	32	8	19
Minimum quantity of staff	1	2	1	1
Median quantity of staff	12	9	2	10
Maximum quantity of staff	250	261	40	120
<b>Percentages</b>				
<i>N</i>	43	15	10	34
Average percentage of staff	65%	48%	10%	53%
Minimum percentage	1%	3%	1%	1%
Median percentage	75%	40%	8%	50%
Maximum percentage	100%	100%	25%	100%

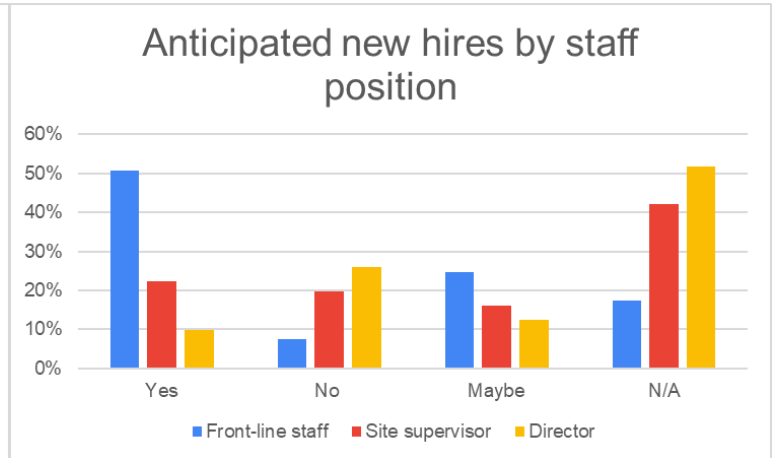
**Table 8.** Quantity and percentages on furloughs, terminations, rehires and anticipated hiring for programs that closed. Among all respondents, staff furloughed represented about 44 percent (average) of total staff. Among respondents who responded furloughing at least one staff, the quantity of staff furloughed represented about 65 percent (average) of all their staff. Quantity and percentage of new hires were significantly lower as compared to staff who had been furloughed or terminated since March 2020. Even though this represents a small sample size, the large number of anticipated hires this fall affirms concerns about a congested hiring and background check system this fall.

**Staff anticipation for the fall (figure 3 and 4).** Please note that N/A responses in this section includes programs that anticipate to close in the fall; those that saw no change in their staff composition, and those that do not have the specified staff positions in their organization. Respondents anticipated rehiring (44 percent) and hiring new (51 percent) front-line staff at a higher proportion, as compared to site supervisors and directors. This can probably be explained by the fact that respondents also noted furloughing and terminating front-line staff at higher percentage

**Figure 3. Rehiring furloughed staff**



**Figure 4. Anticipated new hires**



Staff programs anticipate hiring other than front-line staff, site supervisors, and directors.

<ul style="list-style-type: none"> <li>- Nurse</li> <li>- Cleaning staff to assist with cleaning and sanitizing</li> <li>- Safety monitor</li> <li>- Education specialist</li> <li>- Instructor</li> <li>- Group leaders</li> <li>- Youth counselors</li> <li>- Youth development specialist</li> </ul>	<ul style="list-style-type: none"> <li>- Kitchen crew for meal and snack preparation</li> <li>- Health officer</li> <li>- Temperature screener</li> <li>- Runner for pickups at door</li> <li>- Chief financial officer</li> <li>- Marketing staff</li> <li>- Technical support</li> <li>- AmeriCorps service personnel</li> </ul>
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## Qualitative responses

**How school reopening may affect staffing for programs.** Participants responses on how school reopening may affect staffing reflected the following themes (see [Appendix 1](#) for comments):

- There is uncertainty/inability to operate programs when schools reopen due to lack of information.
- Reopening guidance and protocols per school district plans will impact their staff decisions.
- How schools reopen will affect service provision and bring some capacity challenges.
- How schools reopen will determine how staff dynamics change and should be modified.

**How funding may affect staffing for programs.** Respondents reflected the following themes about how funding will impact staffing (see [Appendix 2](#) for comments):

- Programs will have to cut staffing, hours, or both to accommodate a reduction in funding.
- Complications from COVID-19 will require additional funding to support safety and reopening plans.
- Reduction of funding would harm providers' ability to operate high-quality afterschool programming.

**How quality standard requirements (e.g. background checks, licensing, and health and safety requirements) may affect staffing for programs.** Responses to this question revealed the following themes on how quality standard requirements can affect staffing (see [Appendix 3](#) for comments):

- Providers have already been experiencing significant delays in clearance and approval, and they are concerned this will be exacerbated by extra requirements.
- Requirements are more difficult to fulfill due to COVID-19 complications.
- There is concern about the slow pace of the approval process, specifically related to onboarding and background checks.

**Additional comments.** Respondents used this section to reiterate how afterschool programs can support students as schools reopen, anticipated concerns for the fall, and the need for coordination between grant and contracting agencies and providers ([See appendix 4](#)).

**APPENDIX 1.** Share with us how school reopening may affect staffing for your program, if any.

#### **Uncertainty/inability to operate programs**

- We don't have a date on if and when our 21st and Empire Programs will be running during the school year. This will make the hiring process extremely difficult for us.
- We may not be able to open in our District.
- If schools choose hybrid, we may not be able to run our afterschool programs.
- Until [agency] provides specific guidelines and options for CBOs by which to operate by, we are unable to give a clear answer to this question.

#### **Impact of reopening guidance/protocols**

- School reopening will affect our programs daily attendance. If they go to a hybrid model, children will be split into two groups and attend school on opposite days, and for only two days per week. CDC recommendations are to limit outside programs from entering school districts, and with encouragement for students to be kept in pods/separate from other students all day, it will be hard to keep them that way for ratios/staffing needs at reduced enrollment.
- We are at the mercy of the [city agency]. What and however they decide to bring students back in the fall will determine how we can operate our programs.
- Very concerned about sending staff into unsafe, unprepared school environments. Also concerned about the use of public transportation for staff and students. Additionally, from a legal standpoint, if the city requires us (due to contracts/funding) to perform onsite services, where does the liability lie should my employees fall ill to COVID, and possibly worse?
- We may need to relocate our program to another site other than the school site since the school site may not be available; thus we will need a fast track process for new site location approval.
- How the schools reopen will likely determine whether nor not the program is run virtually or in-person. Either of these options would have a tremendous impact on the number of students that the program can reach as well how program will function. The lack of solid information regarding the reopening of schools has made any concrete planning hard to do.
- We are still awaiting determinations from school districts about allowing in person programming in their districts.
- How school reopening will affect afterschool program staff really depends on how many students are in the building and how we can properly social distance in an older building.
- We run the program in the schools. If the students come back in-person completely, we will run. It is unknown whether we will run programs if it was hybrid or virtual.
- Due to most schools going virtual or hybrid, we have no choice to remain open to help kids whose parents either work, have no knowledge of how to help their kids with homework, or simply don't have access to a safe place for their children.
- New protocols/higher risk of exposure.

#### **Service provision**

- Have to move to online programming for the fall, from just in-person. High risk for adult volunteers involved.
- With schools only offering A/B days or two days in school instruction, I fear I will not have a lot of staff because they are struggling to find childcare for their own children.
- There will be less participants [in afterschool programs], less staff.
- We may not be able to fill all open [staff] positions.
- Schools reopening will allow our program to accept children and allow parents to work.
- This will allow us to continue to provide services to the children in which we serve
- Hybrid model will not require as many staff on any given day.



- We will need to hire better qualified staff to deal with the challenge of serving youth during this pandemic.
- School reopening will allow us to continue to provide services to the children we serve.
- Programming will be reduced and limited.
- We will operate to complement hybrid school schedules.
- We may run an additional program to assist with children who will be remote learning.
- School reopening will confirm our contract funding and program deliverable. These factors will determine our programming availability and staffing patterns amidst COVID-19 changes such as ratios.

### **Capacity challenges**

- If we can't get into schools, it will reduce our [program] capacity.
- I would need more staff to accommodate, but that would also require OCFS to increase capacity.
- School reopening will affect hours allowed to operate in school building. Servicing children from other schools in assigned school site.
- We are prepared for in-person or virtual remote only programs. Our struggle is connecting directly with households/students outside of in-person training.
- If schools open, there will be a need for more extended learning time (ELT) slots.

### **Modified staff dynamics**

- We will have one staff doing part-time in the mornings and one staff doing part-time in the afternoons.
- If we are operating at 50% capacity, we won't need two teachers in every classroom. We can only hire staff who can lead a group on their own (group leaders) and won't be able to hire youth workers.
- Probably front-line staff will be rehired or hired new, part-time.
- Additional program in the daytime will make it necessary to hire less staff for the afterschool.
- Virtual program will have less staff.
- We will be able to hire or re-hire staff.
- School reopening may affect staffing for our program because some staff may not want to return due to health concerns related to COVID 19.
- We may have to offer full day care 5 days a week and before and after care 5 days a week. This will require staff to work longer hours.
- Some staff may not want to return.
- We will recruit staff who are equally proficient in virtual and in-person facilitation.
- We will have to hire staff to re-open.
- If we provide off-site services, this may affect staffing.
- I have a number of high risk staff that have expressed concern of returning to school.
- The staffing need for a possible virtual program would be less.
- If schools re-open and we can provide after school programming, then we will rehire all staff.
- Less staff willing to work and with school districts adding morning components will be difficult finding/filling the spaces.
- With the new reopening plans, some staff may not be able to return due to complications with family needs.
- Due to strict ratio guidelines, we would have to hire to accommodate where necessary.

**APPENDIX 2:** Share with us how funding may affect staffing for your program, if any.

**Problems with hiring new or maintaining staffing with budget cuts**

- Funding cuts will lower the amount of staff we could hire and lead to termination of employees.
- Not getting funding can affect staff because you need enough money to pay.
- I cannot afford staff at this moment.
- Funding could be reduced affecting staffing in the future.
- Funding may affect staffing for our program because funding has been reduced.
- NYC has mentioned potential cuts of budget – this may impact our hiring capacity.
- If funding is severely cut, we may need to reduce front-line staff and move fulltime staff members into facilitation roles.
- Staffing would be cut significantly.
- We might not be able to address all the staffing needs since budget restrictions would not accommodate the school needs.
- Funding is directly related to how many staff we can rehire for the school year as well [as] determining staffing ratios/patterns. Additionally, the skills of the staff will determine the programming activities and curriculums determined.
- Less funding means less rehiring of staff.
- It [staffing] will be lower.

**Less funding will reduce staff hours and hours of operation**

- It may cause us to have less staff on site due to decrease of students in the building
- If funding from sources are reduced, we may have to reduce hours
- Lack of funding, staff hours will decrease
- Less funding means less hours. No room for events.

**Compliance with safety measures and demand for programming will require more hours**

- We will need to hire staff for additional hours [to] prepare for the children's arrival (deep cleaning each start & end of day)
- If Empire, Advantage, or Reading Loss Programs are available, more children will be able to attend, and more staff will be needed.
- Funding for all programs will be affected as program[s] will be provided for longer period[s], 8am to 6pm.
- More funding will be needed to hire more experiences, better qualified staff
- More staffing costs.
- We might have concerns surrounding funding if we offer a full day program instead of just an afterschool program.
- Funding we have may not be adequate to the greater hours needed with hybrid school schedules.
- If we need to be open all day for the school year, we would need a sufficient amount of funding in order to support that need and services.
- Not sure if enough funds to handle COVID safety precautions, supplies, extra staffing for continual cleaning. Also not sure how many of our past front line will be willing to return.
- We cannot have year-round programming without additional staff.

**Cuts would impede ability to provide high quality services**

- We could really use the funding for our program. Without funding we can manage payroll, supplies, or rent.
- Without funding, there is no program and even less opportunities for students.
- Funding/revenue decreases will affect the level of headcount we'll be able to retain, and therefore the volume of necessary services we'll be able to deliver across NYC. City contracts requiring onsite programming at schools.
- No funding, no work and no support for kids in need.
- Without funding, we will not be able to operate.

- If there is not enough funding, we may not be able to open and are the only center in our community that accepts a wide range of ages.
- Our program is operating in the red so that we can help our community. I hope to see an increase in revenue, but there is no guarantee. If not, I fear ratios will be followed but at the bare minimum instead of best practices.
- Without funding we would not be able to operate. This will have a direct impact on how the program will operate and how many participants we enroll.

### **APPENDIX 3: Share how the quality standard requirements may affect staffing for program**

#### **Access to services needed to gain approval hindered due to COVID-19**

- We are struggling with licensing because COVID-19 closed everything down.
- Standard requirements still apply despite pandemic conditions.
- COVID-19 halted the OCFS Comprehensive Background Checks, the majority of our staff have not been able to be cleared according to their birthday schedule. Additionally, CPR and first aid trainings and food handling certifications have been halted as well. As staff return, they are out of compliance with DOH and DYCD requirements. The majority of our programs are currently in SACC Renewal progress and are unable to complete the process as DOH is not providing site visits.
- Several of the staff have completed the update DOH's background checks. However, there are many who hadn't completed the background checks due to the country's health crisis.
- We have a regular NSOPW and fingerprint requirement which has delayed recruitment with fingerprint services not being open in some areas.
- We have had a new location license sitting in the approval process to open in Sept. OCFS is not doing in person inspections, so we are unsure of the status of that program.
- It has been challenging to get staff fingerprinted and cleared by DOH.

#### **Delays in state agency clearance**

- It is clear that getting clearance from OCFS-DOH since Sept. 2019 has been challenging. To this day, we have not received clearance report. I am extremely concerned with their work load during the reopening we will not be in compliance. In addition, we have been waiting for your renewal permit since Feb. 2020.
- DOH communication has been delayed in clearing SACC licenses which holds the ability to hire employees and start programs.
- There has been an OCFS backlog since they updated compliance last Sept. We continue to experience delays in clearances and I expect these will continue.
- Delays from DOH/OCFS processing of clearance checks were a nightmare for our programs last school year. We hope that we will be able to operate considering new expectations this year with current staffing plan and space restrictions.
- OCFS has not processed any of our rescreening paperwork since February. We have new staff hired in December 2019 who have yet to be approved.
- Delays form months in getting needed programs up and running for working parents.

#### **Concerns with background checks extending the length of approval process**

- New OCFS background checks process has delayed ability to have employees cleared to work.
- Quality standard requirements may affect staffing for our program because the background checks process takes longer which affects the start process for staff.
- Background checks take a large amount of time to complete and we cannot calculate how many staff to hire until school requirements and attendance are in place.
- If we need someone suddenly, waiting for a background check will be difficult.
- Background checks will be largely delayed due to NYS processing.
- Background checks are usually lengthy in a regular circumstance so with this pandemic I foresee this will be an even more lengthy process.
- If background checks are not done quickly, I may not be able to open all my classrooms or for all ages.

### **Length and strain of Approval Process**

- It [quality standards] needs to be cleared quickly.
- Unless the process is sped up, this will have a tremendous effect on our program.
- Licensing capacity is an issue and the clearance[s] are taking too long which is problematic.
- Hopefully we will get CBC forms for returning and new staff in a timely manner.
- As new staff will have to be hired, program start will be heavily based on this completion of materials.
- The system sometimes impedes on our providing the best service as we are unable to proceed with hiring until all the paperwork has been completed and successful.
- Hiring is a long process and I'm concerned I may not have staffing in place when the school year begins.

### **APPENDIX 4. Share any additional comments here.**

#### **Anticipated challenges for the fall**

- If we can't provide after-school programming in the schools itself, we will definitely have to come up with an alternative plan to provide childcare for the 600 students that we provided care before COVID-19. Realistically, we will not be able to provide care for that many students due to the 50% capacity.
- Funding, finding qualified staff in my area, and having background checks done quickly could jeopardize my whole program's opening.
- It is hard to determine how many staff we can rehire for the school year as many funders have not confirmed how COVID-19 will impact our FY21 funding allocations. Additionally, we are finding that our terminated staff have secured other forms of employment. Additional time will be need in the upcoming school year to find qualified applicants as well as train them. Also, our afterschool programs include Beacon and Cornerstone Community Centers that service all community members, regardless of age.
- Don't think programs or schools are ready to reopen for Fall 2020. Putting many people, both children and adults at risk. Programming should remain virtual.

#### **How afterschool programs can support school reopening**

- Program should be allowed to assist schools during the day, just as they do during after school, even if the program must run virtual.
- Our program is proposing to be open from 8-6 to support families who are returning to work full time but need a Safe Center for OnLine Learning (SCOL). We have the space and hope to have the staff in place.
- We would like to be able to offer each grade of our summer program online experiences similar to what we have done this summer.

#### **Coordination between state grant agencies and programs**

- There seems to be a real disconnect with the administrators of the grants and the licensing/registration teams. The Advantage Program we ran prior to this current grant can look nothing like the current one.
- We need as much flexibility as possible with NYSED funding in terms of timely disbursements, and budget revisions.
- Can't operate Advantage programs for fall 2020 without signed OCFS contracts that still are pending from fall 2019 thus no 2019 programming occurred.