

5.6 Program Plan

5.6.a Target Students

This is a single-site program. All activities will occur at BGCCC's Nichols Campus in Naples with TY from Avalon Elementary School, a Title I school with 541 students. A "D" rated school with 95% of students eligible for free/ reduced price lunch, the school meets and surpasses minimum eligibility requirements for the 21st CCLC grant application. A Program goal is to enable the school to raise the school grade and be ineligible for 21st CCLC after the initial 3 years.

60 students, K to 5th grade, will be served daily in the 21st CCLC program. Depending on activity, students will be placed in groups of 10 or 20, for the maximum effectiveness within the proposed student-to-staff ratio. Based on Avalon's demographics, the students served are expected to be equal numbers of boys and girls, with 86% of students defined as "minority." We expect about 9% of the students will be identified with a disability and 31% will be English Language Learners. The language barrier is further challenged as 7 of 10 students live in non-English-speaking homes, which has been considered in designing activities for adult family members (discussed below).

Identification and Enrollment: Students are identified by the Principal, school counselor, and regular day school teachers for targeted enrollment (see recruitment section below). The program will have a rolling priority enrollment, wherein students with the greatest risk factors and barriers to academic achievement being targeted for enrollment before 'rolling' to the next group with fewer risk factors. Risk factors are based on established needs and will include: (1) lowest 25% in reading (FSA) (2) lowest 25% in math (FSA); (3) low performance on district diagnostic assessments (e.g., iReady); (4) students identified as academically at-risk by teachers; and (5) students struggling with English. BGCCC will provide services to family members of these students to enhance involvement and improve the overall family within which children reside (see adult family member section for detailed activities).

5.6.b Recruitment and Retention

Recruitment: The targeted student section discusses the enrollment plan. To some extent, recruitment has already occurred, as students were recruited to provide feedback in selecting program activities. 21st CCLC staff members will attend 'back-to-school' meetings to initiate communication with eligible families and will engage in regular 2-way communication with the school to identify students. Once the school identifies the students, they and their adult caregivers will be approached with information about the program. This process will primarily involve parents and will focus on the academic assistance provided to students through 21st CCLC. For older students (Grades 4-5), recruitment methods will be slightly adjusted to have greater emphasis on the high-interest, hands-on, and engaging activities. Through the use of PBL, all students will view the program as fun and exciting. Recruitment efforts will also be employed to engage families, primarily through focused outreach efforts and inclusion of high-interest adult services. To maximize impact, all recruitment efforts will be provided in both English and Spanish. Program staff will reach out to adult family members to underscore the importance of the 21st CCLC program to their children and encourage participation in adult family member services. Other recruitment efforts will include a summer newsletter, a strong Advisory Board, and BGCCC outreach (in kind).

Retention and Participation: It is important for students to stay the entire program day and attend every day. The strategies are different based on student grade level – strategies for younger students focused on the parents and strategies for older students focused on the students. In all grades, parents are reminded about the importance of the program, provided results from the program, and are required to sign a participation agreement that outlines the expectation for students to remain in the entire program. This has proven effective at other 21st CCLC sites operated in Collier County. Parents also attend 2 mandatory meetings to outline and review program expectations, attendance requirements, and family participation requirements. Because the program focuses on hands-on and engaging activities using PBL, student have a

voice and choice, making them part of the program design and implementation. This sense of ownership is further enhanced by having older students sit on the advisory board or creating a leadership council for students to provide input and feedback. The advisory board also includes parents and is open to all 21st CCLC participants and family members to provide feedback.

5.6.c Student Program Activities

Sample Schedule: See Additional Document

BGCCC's 21st CCLC program provides well-rounded, educational enrichment opportunities to all participating students and families. BGCCC develops the curriculum, ensuring the program's activities are carefully designed with our student populations in mind and tailored to best meet their needs. The program is created to address each identified need; (1) homework help and learning support to improve students' academic progress continuously; (2) project-based reading and writing activities to address learning gaps in literacy and to enhance students' academic performance; (3) hands-on STEM to address science and math deficiencies, and to build students' skill levels; (4) physical and nutritional education to address obesity and poor health, and to promote healthy lifestyles; (5) arts and culture education to increase creative expression and strengthen students' enthusiasm toward education; and (6) family nights to grow parental skills and provide support and resources to our families.

The "Power Hour" Homework Help Program will address students' need for additional academic assistance. Offered Monday-Friday for 60 minutes with a student-to-staff ratio of 10:1, Power Hour is led by a certified teacher. Program counselors and senior citizen volunteers will be available daily to provide one-to-one tutoring, mentoring, and small group instruction. We will provide support for students to complete assignments thoroughly and with maximum academic impact. Our facilities and services are organized around research indicating that effective homework assistance allows space and time for students to take notes, organize thoughts, show their work, ask clarifying questions of a tutor/instructor, identify key points, and organize thoughts/notes - all key educational and life skills. BGCCC will allow for a variety of learning

styles and multiple modalities in helping students understand concepts and assignments.

Frequency: Daily, 60 Minutes. Ratio: 1:10. Grade Levels: K-5

Academic Enrichment Project-Based Reading and Writing Activities: All 21st CCLC program students participate in the learning method PBL to address literacy gaps and enhance their academic performance in all subject areas. PBL improves literacy skills because it addresses different learning styles and incorporates multiple intelligences. According to the George Lucas Educational Foundation's (2007) input on project-based learning, "When children are interested in what they are doing and are able to use their areas of strength, they achieve at a higher level." Thus, BGCCC incorporates reading and writing activities in all projects. Such activities include, but are not limited to, journaling, researching, recording data and observations, reading subject-based material surrounding their projects' themes, creating posters/presentations, and completing worksheets. Projects are completed in an array of subject areas such as STEM, for example. Our PBL teachers serve as facilitators and learning guides to our students during sessions to ensure quality output and to assist in the improvement of literacy skills. This PBL method is in line with the Florida Standards, as the FLDOE also supports integrating literacy education in other subject areas. Per FLDOE, "Literacy standards are an integral part of all course descriptions, K-12. They are intended to enhance content area instruction by deepening student learning, thinking and ability to communicate effectively." Our PBL sessions incorporate the Florida Standards, demonstrate the support and enhancement of the regular school day, and can address our students' different learning styles and individual needs. Youth are given opportunities to engage in reading, science, writing/journaling, and mathematics, integrated into the STEM projects that are introduced.

Elementary school students explore PBL through the use of research and STEM activities throughout the Program. Students design and create models of environment settings, demonstrate several natural disasters, and observe how they affect the model design.

Environmental Extreme disasters provides opportunities for youth to conceptualize and

internalize science and engineering concepts. All STEM activities facilitate collaboration among members.

Rally Up for Reading activities incorporate non-fiction and historical fiction accounts of natural disasters and how these disasters affected the environment, and human and animal life. The students work in partnerships to reconstruct settings from the text and re-enact and internalize the accounts from each book. “There are important connections between cooperative learning and multiple intelligences. On a broad, philosophical level, multiple intelligences and cooperative learning share the goals of helping students succeed in school and beyond.”

Frequency: Daily, 50+ Minutes. Ratio: 1:10. Grade Levels: K-5

Science Superstars Activities are hands-on, STEM focused with an emphasis on science. Students are encouraged to direct the projects with flexibility, and use critical thinking skills and collaboration. The goal is to provide opportunities for students to exercise problem solving skills while skill building in content areas. Earlier grades focus on more directed activities that implement ideas of how to improve aspects of disaster relief. Older members concentrate on ideas to prevent/minimize damage and how to accelerate relief to community that has experienced a disaster. Frequency: Daily, 50+ Minutes. Ratio: 1:10. Grade Levels: K-5

Math MVPs (Most Valuable Players)- During PBL programming students are engaged in creating bar graphs, pictographs, and line plots to record data. Students learn how to graph, and about applying graph types to suite the necessary data. Developing problem solving skills is integral to members as they determine solutions to genuine environmental hardship. The goal is to provide a chance for students to explore problem-solving skills while skill-building in content areas. BGCCC designs the hands-on STEM sessions tailored to our students, and aligned with the Next Generation Sunshine State Standards for Science and the Mathematics Florida Standards (MAFS). CPALMS, whose partners include FLDOE, U.S. DOE, and the National Science Foundation, also serves as an excellent resource for our curriculum development and supplemental lesson tools. Frequency: Daily, 50+ Minutes. Ratio: 1:10. Grade Levels: K-5

Writing Wrap Up- Members team up to record observations as scenarios are created. PBL is employed to improve literacy skills because it addresses different learning styles and incorporates multiple intelligences. According to the George Lucas Educational Foundation's (2007) input on project-based learning, "When children are interested in what they are doing and are able to use their areas of strength, they achieve at a higher level." Thus, reading and writing activities like journaling, researching, recording data and observations, reading subject-based material surrounding their projects' themes, and creating posters/presentations are incorporated. Frequency: Daily, 50+ Minutes. Ratio: 1:10. Grade Levels: K-5

Other Enrichment Activities: We will use the "Body" component of BGCCC's *Triple Play (Mind-Body-Soul)* curriculum which boosts physical activity through sports & fitness activities, and competitions for all youth, whether athletically gifted or not. The *Cal Ripken Healthy Children/Healthy Choices* program will also be included in this program. All gym staff members have backgrounds in recreation, fitness education and/or coaching youth sports leagues and provide Physical Education/Recreation activities/class twice a week. The Athletic Director and the 21st CCLC Coordinator will work together to generate lesson plans supporting fitness according to grade level. Frequency: Twice Weekly, 60 Minutes. Ratio: 1:10. Grade Levels: K-5

Fine Arts programming is offered at least once a week for one hour with a student-to-teacher ratio of 20:1. For Arts programming, students explore techniques in drawing, painting and design and create backdrops, sets, and costumes. Frequency: Twice Weekly, 50+ Minutes. Ratio: 1:10. Grade Levels: K-5

The Cal Ripken, Sr. Foundation *Healthy Choices/Healthy Children* program is implemented once a week for one hour over the course of one semester. The Program is meant to be delivered in conjunction with a sport or activity program and engages mentors and coaches with youth while stimulating dialogue. Through this dialogue, youth engage with their peers and learn important life skills through sports and activities. Using an engaging and interactive format, the

Program seeks to help youth understand life lessons needed to display a positive, productive, and healthy lifestyle. Frequency: Once Weekly, 50+ Minutes. Ratio: 1:10. Grade Levels: K-5

NetSmartz Workshop, implemented over the course of one semester for one hour per week, is an interactive, educational program of the National Center for Missing & Exploited Children that provides age-appropriate resources to teach children how to be safer on- and offline. The program is designed for children ages 5-17, parents and guardians, educators, and law enforcement. With resources like videos, games, activity cards, and presentations, NetSmartz entertains while it educates. The program's goals are to educate children to recognize potential Internet risks, engage children and adults in a conversation about on- and offline risks, and empower children to help prevent themselves from being exploited and to report victimization to a trusted adult. Once Weekly, 50+ Minutes. Ratio: 1:10. Grade Levels: K-5.

Center Profile: This center will serve 60 students, grades K – 5, from Avalon Elementary School. Students will receive PBL with a certified teacher for 1 hour daily, Physical Fitness for 1 hour twice a week, Fine Arts for 1 hour at least once a week, and 1-2 additional enrichment activities each semester as listed above for 1 hour at least once a week.

5.6.d Adult Family Member Program Activities

Many targeted parents work multiple jobs and have limited time to interact with their children in educational activities at home. Some do not fully understand how their support will improve their child's school performance. To improve engagement in their child's educational development, we offer 10 educational and fun events throughout the school year that families can enjoy together. The Family Nights recruitment plan includes flyers/emails to parents, listings on the monthly calendar, postings on the Club website, in English, Spanish, & Creole. A Family Night Committee of Youth Development staff generates a calendar of events based on the parent survey results. Staff and community experts will conduct Family Nights. Examples of topics include: Helping Children with Homework, Healthy Cooking, FCAT Prep, and Internet Safety. Resource Fairs that include community agencies and their services are provided in addition to

Family Nights. To increase parents' attendance, Family Nights will be held Tuesday - Thursday evenings for 30-45 minutes starting at BGCCC's normal dismissal time. Families will be required to attend a minimum of 2 Family Nights per semester. Participants will evaluate Family Night programming via Parent Surveys.

5.6.e Staffing Plan and Professional Development

Staffing Plan: Recruitment for 21st CCLC staff is generally shared with the schools' principals for currently certified and cleared teachers/staff who may be interested in providing service to our members. Open positions are posted on our website which provides a position summary, skills, experience, and education requirements, and resume submission instructions. All postings include EOE/DFWP/SFWP designation. Our 21st CCLC staff is comprised of high level professionals with degrees in their related fields. Front line staff starts with our full-time 21st CCLC Coordinator who holds a Bachelor's Degree and experience in administering 21st CCLC grants. We will also employ two certified teachers, one to work with students during our PBL lessons and one to assist with Power Hour/Homework. Both of these certified teachers have degrees in education and many years of experience in Collier Schools and with TY. We also employ a Paraprofessional to act specifically as a Teacher's Assistant. We will employ two counselors to assist where needed throughout the day. The Paraprofessional and counselors will preferably be college students. In addition to this front line staff, our Athletic Director and Fine Arts Coordinator, both with Bachelor's degrees in their related fields, will work with students as described in our Program Plan. Our Family Services and Membership Manager has certifications and experience in her field as well. Additional program support is provided by our Program Director and Unit Director as well as other agency professionals if the need arises.

Professional Development The 21st CCLC Coordinator and Lead Teacher will attend the Annual 21st CCLC Conference in August. Prior to the start of the academic year, the 21st CCLC Coordinator, Lead Teacher, and Unit Director will meet with all staff to go over the objectives, assessment plans, new PBL's and schedules. From then forward, we will host a one-hour

professional development training per month on the first Tuesday of the month. All attendees will receive an agenda, any training materials and will be required to sign in to track attendance. In October and January, we will require all 21st CCLC staff to attend two full days of training. Topics covered may include, safety, fire drills, emergency policy and procedures, mental health awareness, lock down training and active shooter awareness training held by the Sheriff's Department; Cal Ripken Sr., Foundation Healthy Lifestyles training; and Character Development training presented by BGCA. The 21st CCLC Coordinator and certified teacher will attend all related 21st CCLC webinars presented by the FLDOE. The 21st CCLC Director & Coordinator may also attend the Beyond School Hours Conference in March 2018 that provides professional development, hands-on workshops presented by national experts, content standards covering STEM, 21st century skills, leadership, civic engagement, language and literacy and positive youth development. Toward the end of the school year, the 21st CCLC Coordinator will train all staff on the End of the Year Stakeholder Survey which is required of all participating members, parents and school day teachers.

5.6.f Program Center(s)

Programs will be run at our 10-acre Nichols campus at 7500 Davis Blvd. in Naples. The campus includes a 36,000sf main building with 17 classrooms, art & science labs, a library, 2 computer labs, kitchen, and cafes. Other amenities: a 20,000sf gym with basketball court, swimming pool, bathhouse, and outdoor fields, and a 15,000 sf Technology Training Center which focuses on Science, Technology, Engineering, and Math programs. Ample parking is available for visiting parents. Facilities have open "sight lines" so views into program areas and stairwells are clear and unobstructed. Emergency exits are well-lit and clearly marked. All facilities comply with ADA and are wheelchair accessible. Nichols Campus is located in East Naples, near low income neighborhoods. Because Avalon is about 6 miles away, TY will be transported to the Program.

5.6.g Safety and Student Transportation

Student Safety All volunteers and employees undergo level 2 criminal background screening according to FL Statute 1012.32. Employees also undergo drug screening and reference checks. They must have certifications required for their respective jobs. The Human Resources Director reviews all information to determine suitability for hire.

Staff members are identified by uniform dress and name tags. Registered students must wear ID cards, and all children check into an automated tracking system at the front desk. Entry through any other door is prohibited. Staff supervise students moving from one program block to another and take classroom attendance during each program block allowing for continuous tracking of each child. Parents picking up their children must provide a photo ID at the front desk every time - no exceptions. All others must sign in and be received at the front desk.

All program staff members are trained in Safety & Emergency Procedures, CPR, & First Aid. Lifeguards have Red Cross Lifeguard Certification. We conduct regular fire drills, and all staff know evacuation procedures. Before starting new projects, staff assess Safety Procedures & Risk Management to identify/avoid potential hazards. Another safety factor is the daily presence of Sheriff's Office Youth Relations Deputies who act as role models and mentors.

Transportation Members are transported by CCPS buses or A & S Transportation from school to BGCCC. The schools have rosters of Club members and monitor who is getting on the bus. We are in constant contact with the CCPS head of Transportation regarding late buses and route changes. Safety issues on the bus and licensing drivers are handled by CCPS.

CCPS Transportation: Drivers/Attendants required to have Level II Background screen, valid FL Commercial Driver's License, Class B Passenger and School Bus driver endorsements. Bus fleet maintained by state certified mechanics; annual and 30-day inspections performed in compliance with FL statutes; drivers complete Pre- and Post trip inspections daily.

A&S Transportation: Drivers have level II background screening which is filed with the school district; FL Class B Commercial Driver's License with Passenger and School Bus

endorsements; plus maintain Florida School Bus Certification; pass pre-employment and random drug screens, annual DOT physicals, and annual dexterity screenings. Bus fleet maintained by state certified mechanics; annual and 30-day inspections performed in compliance with FL statutes as well as PM inspections. A&S maintains liability insurance as required by local, state, and federal guidelines.

5.6.h Dissemination Plan

As mentioned in Section 5.5 a., we have a 21st CCLC website which we will update and keep current with progress toward goals, and links to student projects and results. Other methods of distribution: Family Advisory Council meetings; Family Nights; announcements to community members at fundraising events; monthly calendars of activities distributed to parents; general website postings; e-newsletters; news releases/media coverage; flyers in English, Spanish, and Creole.

5.3.a – Evaluation Plan

Based on the research-based concept of M.Q. Patton, the 21st CCLC evaluation plan is firmly rooted in the Developmental Evaluation modelⁱ. This model is most appropriate for 21st CCLC programs, as it does not see the program as a static system (unlike traditional evaluation models) – rather, developmental evaluation brings rigor, method, and understanding to highly complex and evolving systems (which includes the vast majority of education programs). In essence, this developmental model evaluates programs in “real time,” embracing the plethora of complex interactions between the various stakeholders and environmental factors (e.g., students, parents, teachers, administrators, community partners, the state, the feds, etc.)ⁱⁱ. The evaluation plan is enhanced with the use of Utilization-Focused Evaluation (developed to support developmental evaluation), which frames evaluation to focus on actionable results (rather than static numbers)ⁱⁱⁱ. Overall, these approaches form a system-oriented approach for 21st CCLC evaluation, with an emphasis on knowledge integration and the communication of evaluation results internally and externally.

Based on this developmental and utilization-focused evaluation approach, the 21st CCLC evaluation plan will be firmly grounded in a commitment to continuous improvement of operations, services, and outcomes. The cornerstone is a logical process of planning, data collection, analysis, reporting, and refining. As such, evaluation will include three connected elements: continuous improvement, formative evaluation, and summative evaluation. Ongoing evaluation will be conducted using the Continuous Improvement Model (CIM), a quality-based approach used within educational settings and particularly effective for reducing achievement gaps between student subgroups. The model focuses upon individualized assessment using both formal (e.g., surveys) and informal (e.g., meetings) techniques to guide incremental changes within ongoing services, adopt new ways to improve and measure outcomes, discontinue or adapt activities that have no value, and increase emphasis on program objectives and outcomes. The immediate and individualized feedback provided through CIM is particularly important for implementation of this 21st CCLC model to help guide and ensure the highest impact for each student. Evaluation will also be conducted through formative and summative evaluations, both of which incorporate elements from the CIM process and provide formal reports about processes and outcomes. The evaluation process will provide a structure for (1) generating information needed for ongoing program refinement, (2) assessing progress in meeting outcomes, (3) documenting and analyzing how the model works, and (4) documenting and analyzing change in student's actions, attitudes, knowledge, and performance.

Data Collection Activities and Timeline: The following provides the types of data to be collected to assess program objectives and performance. Each type is followed by the estimated frequency of collection. When possible, specific instruments are listed. Details about measures specific to objectives is provided in the objectives table (attached). Data collection will include: (1) Average daily attendance and student enrollment (***Monthly***); (2) State Standardized Assessments in Reading, Math, and Science (***Annual*** – *FSA for grades 2-5, FCAT Science 5th grade only*); (3) District-Based Diagnostic Assessments (*all grades*) in Reading, Math, and

Science (**Bi-Annual**); (4) District-Based writing diagnostics, if administered (all grades; **Bi-Annual**); (5) School 'Grades' in Reading, Writing, Math, and Science (**4X Annually - Quarters**); (6) School records on student absences from regular school day (**Bi-Annual**); (7) Pre-post knowledge assessment in visual and performing arts (**Quarterly**); (8) Physical Fitness Assessments (**Quarterly**); (9) Staff surveys of professional development to effectively provide 21st CCLC activities (**Annually**); (10) Teacher and Staff Surveys on student impact and change (**Annually**); (11) Attendance logs from parent events (**Monthly; By Event**); (12) Adult Literacy Performance Surveys from all literacy-based parent events (**Monthly; By Event**); and (13) Student and Parent Satisfaction and Impact Surveys (**Annual**).

Data Collection, Maintenance, and Reporting: The District has agreed to provide all necessary data to complete the proposed and required state and federal evaluation reporting requirements. Unlike other districts, CCPS has developed a sophisticated dashboard and data system (StopWatch) to allow for the collection of all data necessary for this grant (including identification of students, tracking progress, and obtaining outcome measures). To support the evaluation process (and under a formal legal agreement), the external evaluator is able to work directly with the District to obtain all necessary data needed for the 21st CCLC program. The data includes all student demographics, state standardized tests (from all prior years), student standards-based report card 'grades', district diagnostic results on all students, and a variety of other data used for the evaluation process. All teachers also have access to data on the 21st CCLC students - providing for the necessary data to engage in the Continuous Improvement Model with the support of the evaluator. The program will collect and provide all required teacher, parent, and student surveys through the procedures developed by the FLDOE and enhanced with the strong connection the program will have with the parents and teachers. All survey data will be collected through electronic systems to ensure accuracy of collected data, either those provided by the FLDOE or developed by the program. Response rates will be improved through a number of methods: (1) the principals & district administrators have agreed

to assist in encouraging completion of surveys, (2) surveys will be distributed to multiple teachers to avoid overburdening any one teacher, and (3) teachers will be provided incentives. The FLDOE will have access to all FERPA-compliant data collected by the program.

Examining Program Impact: A formative evaluation summary will be completed at mid-year, with additional interim evaluation debriefings completed after on-site visits. Each report will include a review of accomplishments and challenges, actual versus proposed operations, progress towards approved objectives, and recommendations for improvement. Summative Evaluations will be completed at the end of each year (submitted by July 31) and will have additional information on program outcomes and more detailed information about activities and operations with the greatest success. The purpose of the evaluation is recording and developing a model program that can be presented to potential funders to enhance sustainability and continuation of the program after federal funding ends. Summative evaluations will include program operation, activities, attendance, academic performance, teacher impact surveys, staff information, and partnerships. Focus will be placed on: (1) evidence of program quality (using the FL Afterschool Network Standards); (2) student attendance trends; and (3) progress towards the performance measures included in the Measurable Objectives Table. Recommendations for program refinement will be provided and based on both quantitative and qualitative data collected to assess progress on objectives. Focus groups with providers, school staff, students and parents may be conducted to collect additional qualitative and satisfaction data to help inform evaluations.

Use and Dissemination of Evaluation Results: Administrators, staff members, and stakeholders will receive evaluation results. Monthly conferences will be held with the evaluator, program director, principals, and any staff wishing to participate. Data trends and operations will be reviewed with a focus on program improvement, refinement, and alignment with Florida's Afterschool Standards. The program director and teachers will use data during weekly meetings to help tailor program offerings to the needs and progress of individual students. For formative

and summative evaluations, the evaluator will provide written reports to the program director, and (under the developmental evaluation model) will help guide administrators in refining and addressing any identified concerns within the complex and evolving system of the 21st CCLC program. In addition, 21st CCLC staff will be debriefed and engaged in addressing challenges. Finally, evaluations will be shared with all stakeholders electronically (e.g., administrators, parents, partners) to disseminate information and encourage feedback. To inform the community, evaluation results are uploaded to the 21st CCLC website.

ⁱ Patton, M. Q. (1994). Developmental evaluation. *Evaluation Practice*, 15(3), 311-319.

ⁱⁱ Patton, M. Q. (2011). *Developmental evaluation: Applying complexity concepts to enhance innovation and use*. Guilford Press.

ⁱⁱⁱ Patton, M. Q. (2008). *Utilization-focused evaluation*. Sage publications.