

Broward County Public Schools

21st Century Community Learning Centers (2018-19) Request for Proposal Response:

Morrow Elementary and Oakridge Elementary (TAPS Number 19B030)

3.1 Project Abstract/Summary

Broward County Public Schools (BCPS) provides 21st Century Community Learning Center (21st CCLC) services at the two following locations: Morrow Elementary (408 SW 76th Terrace, North Lauderdale, FL 33068) and Oakridge Elementary (1507 N 28th Avenue, Hollywood, FL 33020). Both locations provide services to 80 elementary aged students. Oakridge serves grades K to 5 and Oakridge serves grades K – 5. Services are provided afterschool Monday through Friday from 2:50-5: 50 pm during the school year (August 15, 2018 – May 31st, 2019) and Monday through Thursday from 8:00 am – 4:00 pm (June 10 – July 26, 2019) during the summer.

Program activities for targeted students include homework assistance, tutoring, mentoring, academic enrichment, and Project Based Learning (PBL) and Social Emotional Learning (SEL). Daily student programming is developed in conjunction with the students' current curriculum and aligned with each school's School Improvement Plans (SIPs). This focused and collaborative approach maximizes student success. The program goals include increased academic achievement, enhanced decision-making skills, improved health/wellness, and increased parental involvement. The latter is facilitated with a minimum of six family night sessions/meetings throughout the school year geared at engaging adult family members and supporting targeted youth.

3.2 Community Notice and Needs Assessment

3.2.a. Community Notice

BCPS has been proactive in engaging the community served by actively collaborating with the targeted students' schools, the district, the community, and eligible private/parochial schools in order to reach the 21st CCLC goals and objectives. BCPS also has ongoing quarterly

consultations with local private and parochial schools to share and receive feedback regarding the process and development of the program's goals and objectives as well as input on shaping goals and objectives in accordance with P.L/ 107-110, Title IX. Regular communication has been maintained to best solicit input into the program and objectives. BCPS encourages consistent collaboration and feedback in an effort to most effectively partner with the neighboring charter, private/parochial schools, the community, and community-based organizations.

On July 10, 2017, the district released a formal announcement (letter of intent) to communicate the district's intent to submit. Additional notice to all stakeholders was made available on the district's website. The district then convened a planning team to review all potential schools and selected these targeted schools based on need defined by their eligibility criteria and their ability to address student needs. This team actively collaborated to reach the goals and objectives mutually agreed upon. Print materials in English, Spanish, Creole, and Portuguese will be sent home with students during the first month of school informing parents of the 21st CCLC goals and objectives. Additionally, BCPS has utilized platforms such as BCPS meetings, Title I Nights, School Advisory Council meetings, social media, BCPS website, emails and school functions/conferences to help broadly convey our intent to submit a proposal in response to this RFP. BCPS also disseminates additional information and solicits feedback from the community by keeping its website updated regularly. The BCPS website is available in multiple languages to optimize dissemination of this information. After statewide review, the grant narrative will be disseminated to the community via DPI's 21st CCLC website. This website, located at browardprevention.org will be maintained and updated on at least a monthly basis. It should be noted that the BCPS website provides conversion of all web page information in multiple languages. Additionally, print materials in English, Spanish, Creole, and Portuguese will also be sent home with students during the first month of school informing parents of the 21st CCLC goals and objectives. The District's Intent to Apply is also televised during School Board meetings to inform the public and broaden opportunities for feedback.

3.2.b Needs Assessment

Both Broward County Public Schools (BCPS) target schools selected for this proposal have many similarities in demographics, risk factors, low statewide assessment testing scores, extreme levels of poverty, concerning crime statistics and low levels of parental involvement. Morrow and Oakridge both have grades of “D” indicating the need for significant intervention in the areas of academic and family supports. While these schools do not share immediate geographic proximity, both share risk factors warranting the need for increased intervention and support. Morrow Elementary and Oakridge Elementary are both identified in Florida’s Differentiated Accountability (DA) list for Targeted Support and Improvement.

Morrow Elementary (Morrow) is a Title I school located in North Lauderdale. The current enrollment is approximately 437 students in grades Kindergarten to 5th grade. Morrow is 18.5 miles from Oakridge Elementary. Morrow has a grade of “D” and an identified poverty rate supported by Free and Reduced Priced Meal (FRM) eligibility of 94.1%. The demographic breakdown at this school is 74.4% Black; 22.5% Hispanic, and 3.1% White. Morrow is ranked 169th among 187 elementary schools in the District and 1874th out of 2,118 elementary schools statewide. Average standard testing scores were 16 in 2018. This means 90.4% of Florida’s elementary schools had higher testing scores. (FLDOE, 2018)

The population of Morrow’s school boundary area is estimated at 7,763 residents. According to the US Census (2015), 58.1% are Black, 11.6% are White and 30.3% are Hispanic. The neighborhood surrounding Morrow is a community with a diverse population which includes a high concentration of Haitian and Jamaican cultures. There is also a large percentage of Hispanic ancestry. Of note, census data indicates that other languages are spoken in over 20% of the homes and that there is a high concentration of “non-citizens” residing in this area. Student demographics are reflective of the community and closely mirror the Morrow student population demographics.

Oakridge Elementary (Oakridge) is a Title I school located in the city of Hollywood. The current enrollment is approximately 459 students in grades pre-Kindergarten to 5th grade. Oakridge is approximately 18.5 miles from Morrow Elementary and they are on opposite ends of Broward County and are not in immediate proximity. Oakridge has a school grade of "D" and an identified poverty rate, based on FRM eligibility, of 87.8%. Additionally, Oakridge was recognized as a "DA" school warranting Targeted Support and Intervention. School demographics at this target school are as follows: 39.6% African American, 49.5% Hispanic, and 11.9% White. Oakridge is ranked 182nd among 187 Elementary schools in the District and 1998th out of 2,118 elementary schools statewide. Average standard testing scores were 9.9 in 2018. (FLDOE, 2018) placing Oakridge scores in the lowest 6% statewide.

Oakridge Elementary serves a population of diverse cultures. The boundary population is 11,622. According to the US Census (2015), 33% are Black, 27% are White, and 40% are Hispanic. The neighborhood surrounding Oakridge Elementary reflects a community with a large population of Spanish ancestry with almost half of the population being of Spanish descent. Current census data reflects that only Spanish is spoken in 19% of these homes. The community closely mirrors the Oakridge student population demographics.

Neighborhood crime statistics are dismal for both communities. US Census data supports that 86% of communities have a lower crime rate than residents within immediate proximity to Morrow (with a rate of 342 crimes per square mile). Oakridge has a rate of 305 crimes per square mile. The state average for Florida is 64 crimes per square mile. This variance is significant and the community's residents chances of becoming a victim of violent crime are 1 in 138, compared to the statewide average rate of 1 in 217 (FBI, 2016).

BCPS Data Warehouse statistics for 2017-18 reveal that both Morrow and Oakridge report substantial levels of disciplinary infractions. Morrow reported 477 discipline infractions, year to date; Oakridge reported 506 discipline infractions year to date. The majority of these infractions were behavioral based on disobedience/defiance and disruptive behavior. Morrow recorded 12

suspensions and Oakridge 20. Law Enforcement consultations were required in 8 incidents at Morrow and 12 incidents at Oakridge. Both target schools have truancy rates higher than the statewide average. The significant impact of chronic poverty and the need to address students' social and emotional well-being is a paramount concern of BCPS since the elimination of the zero-tolerance behavioral policies. Prevention interventions and programming are necessary to break the cycle of pervasive violence this community experiences.

US Census data supports that a great majority of children and parents living in the catchment area reported incomes placing them at or below the federal poverty line. It appears that 74% of the children living in this area are living in poverty; an extraordinarily high percentage compared to other neighborhoods in the nation. (US Census, 2015)

Research suggests that living in poverty has critical negative effects on the physical and mental health and well-being of our nation's children. Poorer children and youth are also at greater risk for poor academic achievement, school drop-out, abuse and neglect, behavioral and socio-emotional problems, physical health problems, and developmental delays. Persistent poverty has more detrimental effects on IQ and contributes to long-term cognitive and socio-emotional functioning as adults (APA, 2014). District personnel and community partners supporting the project will provide assistance and resources to increase target schools' capacity to address this myriad of neighborhood risks. The Afterschool Alliance (page 1) reports "More than a quarter of America's school children are on their own after the school day ends." Thus, the need for funding for afterschool programs is urgent and will provide valuable and safe environments for children.

Morrow and Oakridge both have School Improvement Plans (SIP) which focus on critical areas in need of improvement. The center staff will review both SIPs and will work collaboratively with student educators to ensure aligned focus and goal attainment for student success. Both schools have very specific Best Practice interventions that will be supported by the 21st CCLC team. The 21st CCLC program will work collaboratively with students, teachers, and community partners to work towards these improvement goals. There was a timely discussion with the

community and private schools and meaningful feedback was solicited and received. All parties were apprised of intent and feedback was utilized in planning. The most consistent feedback received centered around the need for constant communication and alignment of intervention efforts.

The need for 21st CCLC programming for this community is great. There are limited afterschool resources and they are cost prohibitive and not easily accessible for our students. There is a huge benefit to supporting students at their school site. The transition is seamless and encourages attendance. Additionally, transportation is also provided home. This funding will support a defined need and gap in services in the community. Ongoing consultation and collaboration with all community stakeholders will continue as it is imperative to recognize and address unidentified needs and emerging gaps in services. BCPS continues to work on developing its Sustainability Plan by building partnerships throughout the community. BCPS is currently working closely with Broward's Children's Services Board (CSB) to continue to fund 21st CCLC programming in the future and therefore close gaps in services with supplemental funding. CSB currently funds and supports our programs and has expressed the intent to continue to do so. BCPS will continue to seek meaningful partnerships in the community that will allow us to continue to provide much needed 21st CCLC programming.

3.3 Dissemination of Information

Morrow and Oakridge Elementary have a Dissemination Plan which outlines the description of 21st CCLC services and includes both targeted schools' (Morrow and Oakridge) locations. Morrow Elementary (408 SW 76th Terrace, North Lauderdale, FL 33068) and Oakridge Elementary (1507 N 28th Avenue, Hollywood, FL 33020). Both Morrow and Oakridge Elementary will keep the community apprised of promising practices and all data-based success of the programs. This information will be updated and shared on at least a quarterly basis on the BCPS website which is already in existence at browardprevention.org. BCPS currently maintains a program web page which includes program information including the name of the targeted school

and description of 21st CCLS Program offered. It also includes hours of operation and contact information for the Center Coordinator. It will share the promise of the 21st CCLC programs and provide continuous and updated information about the programs' successes, objectives and goal attainment. A copy of the approved grant narrative will also be posted on the web page. A section of the web page is devoted to reporting ongoing progress towards the proposed goals and objectives. The web page also includes program information and program description and other pertinent information such as site address, hours of operation and contact information for the center coordinator. A copy of the approved grant narrative will be posted on the web page. We will ensure that the community is kept apprised of promising practices and post the data supported success of the program. This information is updated by our Clerk Specialist, Akheim Paisley who will also be responsible for the maintenance of the web page. This information will be presented in a manner that is clear to understand is accessible to all. Any approved grant narrative will promptly be added to the website per requirements. This information will also be shared at monthly school board meetings, Parent/Teacher nights, and other school outreach events.

BCPS will continue to utilize varied platforms to elicit informal and formal feedback from stakeholders including, but not limited to, Title I Nights, School Advisory Council meetings, as well as school surveys and questionnaires. Program information will also be sent to local media outlets and presentations made at both schools' Open Houses to inform and familiarize parents, students, and community members about the program and its benefits. Flyers and letters, in multiple languages, will be disseminated throughout Morrow and Oakridge in recognition of our diverse communities. BCPS recognizes our community's uniqueness and diversity and our Dissemination Plan reflects this. The Dissemination Plan is appropriate for the communities served by these schools because the outreach recognizes our diverse community and the need for numerous platforms by which to share information. These consultations have been meaningful and have afforded opportunities for stakeholders to present viewpoints, feedback, and to be actively involved in the development of this program and its goals and objectives. This

collaboration has reinforced the importance of strengthening the connectedness between teachers and afterschool support to ensure optimal results. Many of the 21st CCLC staff will be educators at the target schools making communication between regular day and afterschool more seamless.

3.4 Target Population, Recruitment and Retention

Both targeted schools, Morrow and Oakridge, meet the criteria as highlighted in Section 1.5 of this RFP. Students at both proposed sites attend the target schools. This is a significant factor in maximizing the number of participation days for each student. Students will be recruited and provided with continuous services that encourage full participation and spark creativity and interest. BCPS is focused on developing positive outcomes for students to ensure optimal attendance. The objective is to ensure that program activities align with students' needs and interests. The activities will be educational but wholly engaging, promoting interest and attendance. Write Brain is a great example of this and we are very excited about this literacy initiative as we have seen the enthusiasm of the students who have been involved to date. Attendance is recorded and reported for each student served. Formal sign-in and out procedures are in place. Our program students will seamlessly transition from regular school day into 21st CCLC programming while will heighten attendance. Ongoing outreach efforts to keep adult family members involved and engaged include meaningful outreach and interventions to meet adult family members' needs and to generate interest and involvement in their children's education.

Morrow and Oakridge students in grades K-5 will attend. Students with special needs, regardless of their severity of need, will not be excluded from services, provided they can be safely accommodated within the program. Morrow and Oakridge Elementary project enrollment priority will be given to students identified by school administration, students scoring below a level 3 on standardized testing in all subject areas, and students with ELL needs. Morrow and Oakridge Elementary center administration will have the ability to screen the most at-risk students for recruitment into the program. Given that the majority of students scored below proficiency level

on state assessments, the project may have to institute a first come, first serve policy for enrollment. Print materials in English, Spanish, and Creole will be sent home with students during the first week of school informing parents of 21st CCLC goals and objectives. Parent involvement is critical so BCPS has developed strategies to not only reach family members but to provide services that are culturally sensitive to meet their needs and to fully engage them.

3.5 Times and Frequency of Service Provision for Student and Adult Family Members

Both schools operating schedules are designed to meet the targeted students and their adult family members' needs. (See attached schedules) There will be a minimum of 300 hours per program per year across all program components. Afterschool will operate five days a week at both schools for three hours daily and four days a week for eight hours daily during the summer recess. The 21st CCLC program offers services during non-school hours. The afterschool program is critical to best serve the children of working families and has been identified as a pressing need in this community. The summer programming is essential to reduce the risk of "summer learning loss" which is more pronounced in low-performing students. Sample schedules for each component proposed are included for review.

Services to adult family members will include training for academic supports, financial literacy, and parenting. BCPS center administrators, with the support of district staff, will coordinate adult family member services to include adult family member training surrounding academic supports, financial literacy, and parenting. These educational forums will include other related educational activities to help adult family members assist students to achieve academically. Six family night sessions will target 80 family members on scheduled Tuesdays from 6:00 p.m.-7:00 p.m. with three events occurring in 2018 and three events occurring from January to May 2019. Both Morrow and Oakridge Elementary, in conjunction with the district's center administrators, will work with BCPS' Family and Community Engagement (FACE), ESOL Department, as well as the Technical Centers, in order to provide information and access to students and families about the various technical and adult education programs available to them.

Families will also be encouraged to seek out career training and options and to identify short and long-term goals to return to school for the attainment of such. Families will also be educated on financial aid and scholarship programs offered through Atlantic Technical Center, as well as through the District's Career, Technical, Adult and Community Education (CTACE) All activities will be designed to support family members to become active participants and strong support systems for the student. Site Profile Worksheets have been attached for each proposed center with the number of students and families to be served and programming component to be offered.

According to Perkins, Christner, Hoy, Webster, and Mock (2004), Parent involvement in afterschool programs provides the same benefits to children, families, and programs as parent involvement in the regular school day. (Kakli, Kreider, Little, Buck & Coffey, 2006) noted that parental participation is increased when parents' concerns and needs are taken into consideration. As previously referenced, adult family members of students in Morrow and Oakridge Elementary have high-risk factors contributing to daily stressors that make parenting and supporting the needs of their child more challenging.

3.6 Program Evaluation

In order to answer the questions related to the project goals and assess outcomes, a mixed method research design using parallel or simultaneous methodologies (Tashakkori & Teddlie, (2008) will be used. This design was selected because it offers the most powerful evaluation of the project, addressing concerns about validity and reliability and thus the transferability of the findings to other settings (Frechtling & Sharp, 1997).

Stufflebeam's CIPP model will provide a framework for the evaluation. It provides a robust tool for continuous quality improvement activities to identify performance measures and ensure outcomes for students. Fundamentally, the model promotes growth and assists leaders and project staff to obtain and use feedback systematically to meet important needs and adhere to grantor guidelines (Stufflebeam, Madaus, and Kellaghan, 2000.) The model provides a comprehensive framework for the development of evaluation questions. The CIPP framework

addresses project issues related to context, input, process, and products (outcomes). Evaluation questions also follow the requirements of the formative and summative evaluation. *Context:* 1) *Are the appropriate students receiving grant-related services* 2) *How many students are receiving grant-related services* 3) *What is the average daily attendance of the students receiving services* 4) *How many students have attended the program for more than 30-days* *Inputs:* 5) *Were appropriate programs and activities selected to ensure progress was made toward project objectives* 6) *Were sufficient resources allocated to ensure progress was made toward project objectives* 7) *Were funded activities implemented according to the approved operational schedule to ensure progress was made toward project objectives during the reporting period* *Process:* 8) *Were activities implemented as intended in the approved grant application to ensure progress was made toward project objectives* 9) *Were partnerships formed to strengthen the sustainability and implementation of the proposed activities.* Products represent progress (formative) or achievement (summative) of goals and objectives as outlined in Section 5b. Measurable Objectives and Assessments of the proposal.

Baseline, Mid-Year, and End of Year data necessary to assess program progress towards goals will be collected by the project director/database clerk in collaboration with the Evaluation Team. Individual student data such as report card grades (Reading, Math, and Science) and conduct grades related to each outcome will be collected electronically from the district in September 2018, December 2018, and May 2019. The same fall, winter, and spring timeline will be utilized for all personal enrichment assessments with information collected online to ensure minimal disruption to the afterschool day. Baseline assessments for newly enrolled students will occur on the 15th of each program month to ensure data is recorded promptly.

Center coordinators will document PBL products for both academic and personal enrichment projects. Student conduct grades will be utilized to assess positive behaviors. The evaluation team will create a health knowledge survey to measure healthy behaviors and a parent survey to measure knowledge acquisition of content provided during parent events. Additionally,

the project will also utilize parent, teacher, and student survey results provided by the 21st CCLC administrative team; garnering parent involvement progress and satisfaction, student program satisfaction, and teacher satisfaction.

Dr. John Enger will manage the 21st CCLC evaluation project team. Dr. Enger was selected from a pool of consultants approved for hire through an RFP administered through the district's Student Assessment and Research Department. The RFP identified qualified researchers by evaluating proposers based on specific evaluation criteria and protocol. Dr. Enger will serve as lead of the BCPS 21st CCLC evaluation team. Dr. Enger offers over 30 years of experience acting as principal investigator for national and international educational and child well-being projects. Dr. Enger earned his Ph.D. in Educational Measurement and Statistics from the University of Iowa. He has taught courses in educational measurement, statistics, research methods, and program evaluation. Dr. Enger has received three academic-year Fulbright scholar appointments in the areas of educational measurement, research methods, and program evaluation. He has served as an external evaluator for school districts, ministries of education, civil service commissions, and the U.S. Department of Education.

Dr. Enger will conduct on-site program visits (including interviews) to monitor progress and compliance with federal and state requirements and to track progress toward program goals and objectives. Site visit reports of each visit will be provided to district administration with the identification of center strengths and weaknesses. The evaluation team will also prepare a *formative summary* (February 2019) to include objective assessment and recommendations for improvement. A *summative evaluation* will be prepared as required (August 2019) to include all U.S. Department of Education reporting requirements such as student attendance compilation and enrollment, program operation, quality of staffing, objective assessment, progress towards sustainability, lessons learned and overall recommendations for improving the program.

All evaluation activities including weekly evaluator consultations, evaluator participation in quarterly advisory council meetings, and data collection processes will be used to continuously

refine, improve, and strengthen the program in order to achieve the stated goals and objectives. Evaluation information will be shared with the 21st CCLC Advisory Committee and disseminated to all staff to inform professional development activities. Stakeholders will receive copies of reports via email and findings will be posted on the site's Facebook Page and Website. Feedback and recommendations will be discussed quarterly with the Advisory Committee for possible improvements to the project.

The project recognizes the need to collect and maintain accurate data. As such, the Evaluation Team has agreed to provide a permission driven, online portal for collection and reporting of required data. This confidential platform will collect and compile daily attendance by component, student demographics, and student baseline-mid-post measures for each objective. Reporting through the platform will be aligned to state requirements to provide immediate, continuous feedback on center progress and data completeness. Each target school location signed a data sharing agreement (*uploaded as an attachment*) that outlines their consent to collect the data above. To further ensure the integrity and accuracy of the data gathered, the project will utilize a database manager through the district to oversee data collection and completeness. The database manager will act as a liaison with centers to ensure adherence to the evaluation timeline by reviewing (1) entry of attendance data as requested, (2) personal enrichment assessment completion by the 15th of every month, and (3) completion of surveys as requested.

3.6.a Statewide Standard Objectives

3.6.b Objectives for Academic Benchmarks

3.6.c Applicant-Specified Objectives

Following the RFP guidelines, The Measurable Objectives and Assessments fillable form was completed and attached to this proposal to comply with section 3.6.a – 3.6.c. of the RFP. Seven goals and objectives that included the required state-wide standard objectives, academic benchmarks, and three additional personal enrichment benchmarks were linked to findings from

the needs assessment as follows: 1) sustained low academic achievement and risks associated with the negative effects of poverty - Statewide Standard Academic Objectives 2) poor decision-making skills as evidenced by numbers of discipline infractions - Personal Enrichment: Behavior and Problem Solving 3) need for nutrition education - Personal Enrichment: Healthy Behaviors and 4) increased parental involvement to reduce environmental risk factors - Adult Family Member Performance.

3.7 Approved Program Activities

Proposed Morrow and Oakridge 21st CCLC program activities were based solely on the needs assessment data and feedback garnered from the community. As suggested, Project Based Learning (PBL) will be an essential strategy used to deliver an enriching and engaging content. According to the Buck Institute of Education (2012), there are forty years of accumulated evidence that instructional strategies and procedures that make up standards- focused PBL are effective in building deep content understanding, raising academic achievement, and encouraging student motivation to learn. Some approved program activities include: 1) Write Brain – Memory Mash allowing students to write about their favorite story and to share and discuss the characters. 2) Write Brain – Unite to Write where students will be given a story card of their choice; 3) Can I Play? – interactive activity allowing students to understand how and why simple machines are used and; 4) May the Force Be with You explores how the world works / how matter and energy are connected; 5) From Farm to Table helps students create healthy snacks from around the globe to share with their parents during Family Nights; 6) This Land is Your Land connects students to geography, social studies, and science; 7) School Beats – where students collaborate and build skills in facilitating the business of their entertainment company. Students will be engaged in this interactive program by developing their own artwork, records, music, and titles. To combat low reading scores, PBL activities will be implemented throughout the academic year with more intensive PBL projects occurring during summer programming. When possible, student field trips that highlight concepts from the classroom will be used as culminating events. BCPS is

very excited to implement a new literacy initiative, Write Brain. It is an innovative narrative and creative writing curricula that are geared to inspire PBL/Literacy programs specifically for after school hours. Through an in-depth and standards-aligned literacy course, students will write thoughtfully crafted storybooks that are published in the process. This generates imagination, creativity, and excitement. The program is especially successful with English learners as it is highly scaffolded and meets each student where they are. Write Brain is disguised learning.

Following homework time, students will transition to their assigned grade level cohort classroom for PBL activities for approximately one hour. Afterschool will begin at 3:00 pm allowing students transition time from the regular school day. Students will sign in, receive a snack, and then begin homework, tutoring, and academic remediation, which will be offered for approximately 60 minutes at a 16:1 student ratio. Small group tutoring, individual tutoring, and homework assistance will be available for students in the endeavor to improve academic achievement. Then students will transition to their assigned grade level cohort classroom for PBL activities for approximately one hour. PBL activities will require the additional assistance of a teacher assistant to the lower student to staff ratios. For the final hour of the day, students will rotate through personal enrichment activities such as Character Education and Physical Fitness. Research supports that students who complete homework assignments had higher academic grades than students who did not (Cooper, Robinson, & Patall, 2006; Cooper & Valentine, 2001; Epstein & Van Voorhis, 2001). Computer-based software platforms will be made available during both component times to assist students in need of further remediation or for students who have completed their assignments. Computer remediation software such as Science Delta, MAFS, First in Math, Reflex Math, LAFS, I-Ready, and I-Station will be available in the computer lab to assist identified students. Both proposed schools' technology components will incorporate research-based programs such as ELA and Mathematics; I-Ready for remediation, practice, and assessment. For Science, Study Island will be used.

Summer activities will be similar to the afterschool schedule, but due to the availability of additional programming hours, all selected programming will be available every day. Students participating in summer services will receive both breakfast and lunch as well as have the opportunity to participate in PBL related field trips.

According to Perkins, Christner, Hoy, Webster, and Mock (2004), Parent involvement in afterschool programs provides the same benefits to children, families, and programs as parent involvement in the regular school day. Kakli, Kreider, Little, Buck & Coffey (2006) noted that parental participation is increased when parents' concerns and needs are taken into consideration. As previously referenced, adult family members of students in Morrow and Oakridge Elementary undergo daily stressors that make parenting and supporting the needs of their child challenging.

BCPS center administrators, with the support of district staff, will coordinate adult family member services to include adult family member training surrounding academic supports, financial literacy, and parenting. Six family night sessions will target 80 family members on scheduled Tuesdays from 6:00 p.m.-7:00 p.m. with three events occurring from August to December 2017 and three events occurring from January to May 2018. Morrow and Oakridge Elementary will work closely with Broward County Public School's Family Literacy Department, ESOL Department, as well as the Technical Centers that will provide information and access to students and families about the various technical and adult education programs including Adult ESOL, Adult Basic Education, and General Education Development (GED) that are available to parents. The technical schools will encourage field trips to tour the campuses and provide information on the literacy and career opportunities available to both students and families within Broward County. Counselors will be available to discuss career pathways programs, including opportunities for individuals to identify short and long-term goals and return to school in order to attain their long-term career goal. Information about career readiness and employability skills.

3.8 Applicant's Experience and Capacity

BCPS has extensive experience providing out of school time programming using public funds. They have demonstrated a well-developed capacity to utilize accounting systems to track funds and expenditures. By the mid -1980's, non-profit agencies were providing child care services at school sites, so BCPS needed to then create policies and procedures to ensure that safety and quality were priorities. Minimum supervision rates were set for all programs. 20:1 for Kindergarten through 5th grade. These ratios are lower than Broward County Child Care Licensing requirements.

BCPS began participation in the 21st CCLC program during the first cohort of funding in 2002 and has since been awarded and successfully managed nineteen 21st CCLC projects with an active project in each funding cohort. Past 21st CCLC evaluation reports detailed academic improvement increases across all objects, decreased suspensions, fewer unexcused absences/improved attendance, improved nutrition, and increased physical fitness (Younkin, 2014).

BCPS' Diversity, Prevention, and Intervention (DPI) department have provided prevention and intervention technical assistance to assist students of Broward County students for over 20 years. DPI oversees 21st CCLC programs, as it manages policies and interventions related to Response to Intervention (RtI) and Multi-Tiered Systems of Support (MTSS); student conduct; instructional strategies; and health and wellness prevention.

DPI manages or has managed funding across all levels of government. An example of Federal funding includes the Safe Schools Healthy Students Initiative with braided funding across the U.S. Department of Education (USDOE), the Office of Juvenile Justice and Delinquency Prevention, and the Substance Abuse and Mental Health Administration (SAMHSA). DPI currently manages several grants through the Florida Department of Children and Families (DCF) among others. Due to the interface with these various funding streams, DPI has become knowledgeable in managing federal funds. BCPS has numerous processes in place to ensure all grant funds are

managed in adherence to outlined rules and regulations. DPI receives a yearly internal audit to ascertain best practices, both fiscally and programmatically. Strict guidelines with multiple layers of approval are in place for contracts. The BCPS Business Support Center will provide centralized business services to DPI to track grant funds, ensure grant funds are appropriately managed and to also ensure timely submission of reports.

3.9 Staffing & Professional Development

Well-developed and trained staff is key to success. BCPS' and DPI's organizational structure supports high program quality and compliance with 21st CCLC rules and regulations. BCPS will require all staff hired, that are not already existing staff, to have a level 2 criminal background screening, complying with all aspects of the Jessica Lunsford Act, before commencing employment. All staff will undergo yearly level 2 screenings, to ensure continued compliance.

Staff will receive yearly training surrounding 21st CCLC fiscal and reporting requirements. Additional training will support BASCC basic requirements such as CPR/First Aid/AED training. All sites will have onsite trained CPR staff at all times. Staff will receive required BCPS mandatory anti-bullying training, district abuse, and neglect reporting, and medication dispensing protocol. DPI administration will provide professional development encompassing 21st CCLC policies and procedures and PBL best practices to assist staff with appropriate expectations. The hired center administration will participate in the state conference as part of the district delegation and 21st CCLC award requirement.

3.9.a Staffing Plan

As outlined in the attached organizational chart, Tresha Fletcher (Grant Manager/District Equal Educational Opportunities/ADA Compliance Administrator) will act as the 21st CCLC Project Director (21st CCLC Grant Manager) under the administrative oversight of Ms. Michaelle Pope, Chief of Student Support Initiatives. Ms. Pope has over 35 years of experience in education, and school/district administration, holding positions such as School Principal, teacher, Area Director

of School Improvement, and Curriculum Facilitator. Ms. Pope holds a Master of Science in Education from the University of Miami, and Bachelor of Arts from the State University of New York. Ms. Pope will ensure that grant deliverables and outcomes are promptly met. Ms. Tresha Fletcher possesses a master's degree in Educational Leadership with 26 years of experience in implementing, coordinating, and supervising student support initiatives. Ms. Fletcher has coordinated the district's efforts surrounding bullying prevention and peer counseling support. Ms. Fletcher's previous experience included management of a United States Department of Education (USDOE) Character Education grant, BCPS online instructor, Miami-Dade Community College tutoring grant coordinator, and school to career facilitator for the District of Columbia Public Schools. Both Ms. Pope and Ms. Fletcher's backgrounds, knowledge of federal programs, and familiarity with 21st CCLC enable a timely startup and on-time implementation of project programs and activities. Ms. Tangie Carr will serve as the 21st CCLC Administrative and Data Research Coordinator and will act as a liaison to all 21st CCLC target schools. Ms. Carr has over 14 years of experience with data management, four of which have been dedicated to 21st CCLC. Ms. Carr has experience in collecting, maintaining, analyzing and successfully reporting accurate program evaluation data. Subsequently, BCPS has utilized this evaluation data to assess, modify, and improve program plans in a continuous effort to improve program quality. Recent monitoring reports are included with required corrective actions.

3.9.b. Professional Development

BCPS has a PDP (Professional Development Plan) that is responsive to the needs of staff. Staff will receive annual training in regard to 21st CCLC fiscal and reporting requirements. Additional training will support BASCC basic requirements such as CPR/First Aid/AED training. All sites will have on-site trained CPR staff. BCPS requires anti-bullying training, district abuse, and neglect reporting, and medication dispensing protocol. DPI administration will also provide professional development encompassing 21st CCLS policies and procedures and PBL best practices to assist staff with appropriate expectations. The hired center administration will

participate in the state conference as part of the district delegations and 21st CCLC award requirement. CCLC policies and requisite background screenings to all new staff needed for the program.

3.10 Facilities

Morrow Elementary is located at 408 SW 76th Terrace, North Lauderdale, FL 33068 and Oakridge Elementary is located at 1507 N 28th Avenue, Hollywood, FL 33020. Both sites are safe and easily accessible sites. Both sites can easily accommodate 80 students in the 21st CCLC programs. Both schools' facilities already met all applicable and accessibility standards, including the Americans with Disabilities Act (ADA). All safety inspection forms are readily available on-site. Participants at both sites will have access to classrooms, cafeteria, media center/library, computer lab, science lab, and outdoor playground. Both target schools have outdoor recreational areas that include large areas for play and sport, including basketball courts. Morrow and Oakridge also have ample parking space to accommodate parking for all parents of participating students during family activities/parent sessions. There is more than ample space to store and secure equipment and resources. As district public schools, both Morrow and Oakridge are exempt from the DCF licensing requirements. The programs will take place at the respective schools so travel to the site is not necessary. Family members live in close proximity to the school and will have easy access to the program site.

3.11 Safety and Student Transportation

The safety of students and their families in the 21st CCLC program is of the highest priority to BCPS. To address safety and safeguard students, BCPS has a clear strategy in place to ensure the from the program sites to their home. Travel to the site is not necessary as both Morrow and Oakridge Elementary are the actual centers of programming ensuring safe access to the programs' services. Documentation of fire drills, emergency drills, and behavioral issues will follow the BCPS standard protocol as required. All hired staff will complete a level 2 background

screening, complying with all aspects of the Jessica Lunsford Act, before commencing employment.

A safety coordinator (security guard) will be brought on during program hours to ensure that all students and staff are kept safe on the campus. Student safety will be maintained during on and offsite activities by following the BASCC safety protocol. Staff will follow designated student ratios and secure the school with a single point of entry monitored by a security guard. Parents will have a designated phone number to call in the case of emergency or contact. Staff will have two-way radios available for every cohort of students. Equipment for physical fitness will be monitored for defects.

Travel to the site is not necessary as both Morrow and Oakridge Elementary are the actual centers of programming ensuring safe and seamless access to the program's services. Once the regular school day ends, participants will meet in a designated, secure area of the school (e.g., classrooms or cafeteria) where attendance is taken. Transitions between programming will be monitored by program staff trained in afterschool classroom management. At the end of programming, students will be released to their parents, allowed to walk home with parental consent, or transported home via district transportation. The method of dismissal will be indicated on student enrollment applications. Parents or approved individuals choosing to pick-up children early must provide identification prior to signing the student out. Persons not indicated as a designated alternate pick-up will not be allowed to remove a student under any circumstance.

Once the regular school day ends, participants will meet in a designated, secure area of the school (e.g., classrooms or cafeteria) where attendance is taken. Transitions between programming will be monitored by program staff trained in afterschool classroom management. At the end of programming, students will be released to their parents, allowed to walk home with parental consent, or transported home via district transportation. The method of dismissal will be indicated on student enrollment applications. Parents or approved individuals choosing to pick-up

children early must provide identification prior to signing the student out. Persons not indicated as a designated alternate pick-up will not be allowed to remove a student under any circumstance.

The BCPS Bus Transportation Department will provide transportation from the center to assigned bus stops daily and during the summer school component. All drivers will participate in district transportation training and will have current CDL licenses on file at the district office. BCPS will ensure the vehicles are safe and dependable. The Student Transportation and Fleet Services Department is committed to the safe and efficient transportation of all Broward County Public Schools' bus riders in compliance with federal, state and local guidelines. This department consists of District Transportation Operations supporting Vehicle Maintenance ensuring safe vehicles for the transportation of students. All services will be provided at the targeted public schools making them compliant with the Americans with Disabilities Act (ADA) and a familiar environment for students. The BCPS Transportation Plan supports the attendance goals of the program by providing continuity of transition from regular day to aftercare during the regular school year. The Plan also supports the attendance and safety goals during non-school days, holidays, and summer programming.

3.12 Partnerships, Collaboration, and Sustainability

3.12.a. Partnerships

Morrow and Oakridge will provide required nutritious snacks and meals during afterschool and summer programming in partnership with the United States Department of Agriculture through the National School Lunch Program. FLIPANY is also partnering with 21st CCLC as a meal sponsor. Documentation supporting distributed snacks/meals will be collected and reported via the district's 21st CCLC online platform. Both target schools participated in several planning sessions after selection for submission by DPI committee. See attached Letters of Support from various partners in this regard.

Both targeted schools' partnerships reflect the continuation of prior partnerships and the development of new ones. In particular, our partners have extended their desire to provide

resources and supplies for schools to ensure that all students have the materials and skills they need to succeed. Our partners will also volunteer, providing mentoring and support. Many of our partners will provide critical support and services to further engage our adult family members.

3.12.b Collaboration

Students targeted for intervention are enrolled and attend Morrow and Oakridge Elementary Schools. There is constant communication with the schools and students to support learning that occurs during the school day in order to reinforce concepts learned in the classrooms. Daily and weekly communication will occur to ensure current student learning is being focused on and reinforced. Staff will work collaboratively to ensure meaningful communication throughout the school year. Regular contact with private schools and the community will also be maintained with regular phone calls, emails, and meetings.

3.12.c. Sustainability

BCPS does have a preliminary plan for how the program will continue after funding ends. BCPS is aware of the need to remain proactive in identifying new sources of funding due to the anticipated decreases in future 21st CCLC funding. BCPS's Sustainability Plan and subsequent strategies will continuously review and revised in anticipation of this. BCPS is committed to securing additional funding and supports for our target population to ensure the same level of services provided during upcoming years when funding ends. One significant and viable option for continued support includes our strong relationship and partnering with the Children's Services Council of Broward County (CSC). They currently sustain our 21st CCLC High School programs. It is BCPS' expectation that as these students age they will transition into the high school partnership with CSC allowing for continued support and programming continuity for these students. BCPS will continue to research grants and other Federal funding sources to supplement and sustain programming for our high need students. BCPS continually seeks opportunities to build additional partnerships and secure funding for this purpose. The advisory board will also play a key role in this.

4.0 Project Budget

As instructed in the RFP, the project budget is attached.

5.0 Priority Points

The priority preference forms were attached with supporting documentation of FRM rates to support that both schools meet **Priority 1** eligibility criteria for the maximum of five points each. **Evidence that the proposal targets only high-need students and families.** *All the targeted eligible schools serve students from low-income families as measured by the percentage of the student population received free/reduced-price meals. 1.b. Over 80% of the student body receives free/reduced-price meals.* **Five points** are being requested as both target schools have extremely high rates of students receiving free/reduced-price meals (FRM). The FLDOE Lunch Status Survey supports that Morrow and Oakridge both have extremely high student populations that receive FRM – 94.1% and 87.8% respectively. This data supports that both targeted schools are qualified as “high-need” schools and meet the criteria cited.

Cohort 17 (2018-19) RFP Scope of Work/Narrative Addendum

Agency Name: Broward County School District

Project Number: 060-2449B—9CC16

Program Name: Oakridge/Morrow

Use this form to add any parameters and information needed to satisfy the requirements included in the RFP. Add all items as bullet points including the section name and number.

This change includes: Additions Deletions Both

The following items are incorporated as part of the Scope of Work:

RFP 3.1 Project Abstract/Summary

- **List the dates, days and hours of service indicated the updated Site Profile Worksheet.**

~~Services are provided afterschool Monday through Friday from 2:50-5:50 pm during the school year (August 15, 2018– May 31\ 2019) and Monday through Thursday from 8:00 am – 4:00 pm (June 10 – July 26, 2019) during the summer.~~

Services for Morrow Elementary will be provided afterschool Monday through Friday from 3:05-6:05 pm during the school year and Monday through Friday from 8:00 am – 5:00 pm (during the summer. Services for Oakridge Elementary will be provided afterschool Monday through Friday from 2:10-5:10 pm during the school year and Monday through Friday from 8:00 am – 4:00 pm during the summer. Both schools will operate on Early Release days.

RFP 3.5 Times and Frequency of Service Provision for Students and Adult Family Members

- **Describe operations that match the site profile worksheet, sample schedules, and AFMS schedule.**

Afterschool will operate five days a week at both schools for three hours daily and ~~four~~ five days a week for eight hours daily during the summer ~~recess~~ program at Oakridge and nine hours daily during the summer program at Morrow.

Morrow will begin at 3:05 and Oakridge at 2:10 allowing students time to transition from the regular school day. Students will sign in and begin homework. Following homework time, students will transition to their assigned grade level classroom for academic enrichment activities. Students will rotate through personal enrichment such as Character Education, physical fitness, Small Bytes, or visual expression. At the completion of the program, students will be released to parents, walk home with parent consent or utilize transportation provided by BCPS.

Six family night sessions will target 80 family members on scheduled Tuesdays from 6:00 pm - 7:00 pm with three events occurring in 2018 and three events occurring from January to ~~May~~ August 2019.

RFP 3.7 Approved Program Activities

- **Include activities that support the objectives of the program and align with the results of the needs assessment of the targeted students. Provide math activities that include interactive, hands-on or PBL Math**