



## 21<sup>st</sup> Century Community Learning Centers



### 2022-2023 Scope of Work

**Agency Name:** Boys & Girls Clubs of Polk County

**Project Number:** 53G-2443B-3PCC1

**Program Name:** Carl G. Schowe 21st CCLC Program

#### Section 1. Project Abstract/Summary

Boys & Girls Clubs of Polk County operates the Carl G. Schowe Boys & Girls Club 21st CCLC Program at 920 Lowry Avenue, Lakeland, 33801. 75 students (grades K-8) are provided programming during the school year from 3:30 p.m.- 6:00 p.m., M-F beginning Aug. 10, 2022 - May 31, 2023 for a total of 180 school days and 15 holidays. 75 total students are provided with programming during the summer from 8:30 a.m. - 4:30 p.m., M-F June 5, 2023 to July 31, 2023 for 35 days. Activities include academic enrichment, literacy education, STEM, healthy/active lifestyles, well-rounded education activities, and drug/violence prevention in addition to adult family literacy and resources.

#### Section 2

See attached Funding Request Guide

#### Section 3. Applicant Capacity

	Number of Years	Dates of Operation
21st CCLC	10+	October 2011 - Current
Federal Funding	10+	2010 - Current
Other Types	10+	2010 - Current

Operating under the direction of a volunteer Board of Directors, Boys & Girls Clubs of Polk County (BGCP) has successfully managed academic programming, food distribution and federal funding through the following departments:

- USDA Child and Adult Care Food Program (CACFP) beginning in 2010.
- USDA Summer Food Service Program beginning in 2015.
- Department of Juvenile Justice Prevention Programming
- Office of Juvenile Justice and Delinquency Prevention – Mentoring Programs
- Department of Education – Mentoring Programs



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- Nita M. Lowey 21st Century Community Learning Center

Organizational systems, policies, and procedures have been put into place from the front-line-level staff through administration allowing for accurate tracking of funds, fiscal responsibility and accountability, effective implementation of program/grant goals and requirements, program monitoring for compliance, and evaluations. The organization is able to accurately manage wage allocation, program expenditures, and program results.

All financial transactions comply with internal policies and procedures and are audited annually by a third party.

The organization has a diverse funding portfolio and has successfully managed several large grants such as multiple Florida State Department of Education grants (including Florida 21st Century Community Learning Centers), U.S. Department of Justice Office of Juvenile Prevention grants, Community Development Block Grants, U.S.D.A. food/feeding programs, Agriculture and Labor Program, Inc. (ALPI) funding, local corporate funding, United Way, and strong individual donations.

BGCPC has a highly effective administrative, operations and fiscal team to ensure that the organization maintains a strong program based on youth development best practices, fiscal and governance requirements and continuous improvement practices.

The Board of Directors and President review financial reports on a monthly basis and maintain a strong system of check and balances to ensure all funding is effectively utilized and tracked based on federal guidelines.

The President is active within the local community both to share the program and program results with stakeholders and to remain educated on community needs. The President is a hands-on, seasoned executive with the experience of building high-performance teams that improve revenue and institutional value. He has held every retail position from entry-level laborer to CEO over the last 20 years and has experience leading teams in sales, operations, logistics, and technology.

With over 80 years of experience in youth development, BGCPC are experts in helping kids stay in school and become successful adults. BGCPC understands the importance of educational enhancement programs that help students achieve academic benchmarks. BGCPC has successfully managed six Nita M. Lowey 21st CCLC grants over the last 11 years with impressive results. The fiscal management team has proven its capacity in meeting the demands of a 21st CCLC program. The organizational chart is comprised of a team with professional expertise in all areas necessary to meet the demands of administering, implementing and evaluating a 21st CCLC program. A focus on professional development, industry best practices, timely change responsive to evaluation data, and listening to our youngest clients has resulted in an organization that has proven capacity to deliver and manage life changing programs. BGCPC has years of experience collecting and evaluating report card data (quarterly), behavioral data (ongoing), attendance data (ongoing), standardized assessment data (annually), and survey/pre-post test data (as needed). During the 2020-2021 year, BGCPC was able to successfully collect 100% of data required for End-of-Year reporting with an 85% rating of meeting the Standard of Success for objectives across four 21st CCLC grants. The 21st CCLC Program Monitor has 11 years of experience effectively managing Nita M. Lowey 21st CCLC grants and using academic data to develop and implement educationally supportive programming. With an established relationship with Polk County Public Schools, BGCPC has an ongoing system in place for



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collecting valuable academic and behavioral data necessary to ensure the success of educational support programming.

### **Section 4. Building Your Program Team**

To begin the application process, Boys & Girls Clubs of Polk County identified individuals that would develop a strong program team that would be valuable to the development of the application, engagement with stakeholders, design of program activities and strategies and planning for sustainability as the program ends. The Carl G. Schowe 21st CCLC program team is comprised of the following individuals:

Andy Baldwin, Senior Director of Federal Programs for the Polk County Public Schools. Mr. Baldwin will act as a school board member to support the 21st CCLC program and assist with aligning to the goals and needs of the Polk County Public Schools. Mr. Baldwin will be able to provide input on curriculum alignment and facilitation of the collection of data from the district level.

John Lane, Director of Operations at Boys & Girls Clubs of Polk County. Mr. Lane will assist with continuous assessment of the needs to students once enrolled in the 21st CCLC program, ongoing design and implementation of activities, and evaluation of the program. Mr. Lane will assist with communication between community stakeholders and 21st CCLC staff.

Erika Cuffy, BSW Field Work Director at Southeastern University. Ms. Cuffy will serve as a representative of a postsecondary institution as well as an expert in mental health to assist with meeting the needs to students through mental health resources.

Tom Pilgreen, PhD Field Studies & Data Coordinator at Polk State College. Mr. Pilgreen will serve as a representative of a postsecondary institution as well as an expert in education studies to assist with meeting the academic needs of our students.

Gabrielle O'Toole, community member with the Central Florida Mediation Group. Ms. O'Toole is a dedicated member of the community with a strong interest in ensuring at-risk youth have beneficial resources to succeed.

Hunter Kaiser, community member. Mr. Kaiser has experience as a not-for-profit auditor in Polk County and is well versed in the requirements related to administering 21st CCLC grant funds. His input will ensure the program success and improve financial sustainability.

Andrea Hall, Community Partnership School Director at Crystal Lake Elementary. Ms. Hall will act as the liaison with Crystal Lake Elementary to support the ongoing partnership and communication between the 21st CCLC program and Crystal Lake Elementary.

Charlie Huntley, Principal at Philip O'Brien Elementary. Mr. Huntley will ensure strong communication between schools day teachers and 21st CCLC staff to ensure a strong partnership with Philip O'Brien Elementary. Mr. Huntley will assist in providing necessary data for program evaluation and assist with strategies for students to increase the likelihood of closing the achievement and opportunity gap.

Mekeisha Brown, Assistant Principal at Crystal Lake Middle School. Ms. Brown will ensure strong communication between Crystal Lake Middle school and 21st CCLC staff. Ms. Brown will be vital to ensuring activities during the 21st CCLC program complement the school day and meet the needs of students.

The following parents have committed to being a part of the program team. Parents and their students are vital to ensuring the program is engaging and beneficial to our most important stakeholders.

- Ryan Juergens, parent of a student at Crystal Lake Elementary
- Netely Huante, parent of a student at Crystal Lake Middle
- Christian Hall, parent of a student at Philip O'Brien Elementary

All members of the program team were highly involved in the application process from securing feedback from stakeholders to assisting with design of student and family activities. The program team discussed the 21st CCLC application through in-person meetings, phone conversations and emails. The program team will formally meet a minimum of 3 times throughout the program year to discuss program activities, ongoing evaluation and sustainability. The program team will engage in informal communication each quarter after the collection of academic data to assess data and inform new strategies to adjust the program to be effective prior to the next data collection period.

### Section 5. Engaging Stakeholders

During the grant application process, BGCP's 21st CCLC Program team partnered with target schools to survey teachers, administrators and staff using a digital survey. The survey provided respondents with the opportunity to address the need and affordability of afterschool and summer programs; students' greatest struggles, needs and wants in a program; and which areas they believe would improve through an academic-focused afterschool or summer program.

Florida DOE reports the following teacher and administrator counts for the targeted schools.

Crystal Lake Elementary School – 32 Teachers, 1 Administrator

Philip O'Brien Elementary School – 42 Teachers, 1 Administrator

Crystal Lake Middle School – 55 Teachers, 1 Administrator

Of those teachers, 46% responded. 95% affirmed a need for a free afterschool program, and 97% affirmed a need for a free summer program. Respondents reported students' greatest struggles as reading at grade level (92%), understanding math concepts (88%), staying out of trouble (83%), and behaving in class (81%). They identified students' greatest needs in an afterschool program as reading help (100%), math help (98%), snacks and meals (92%), and behavior improvement (88%). They ranked students' greatest wants in an afterschool program as snacks and meals (95%), arts programs (76%), fitness programs (71%), technology education (69%) and reading help (69%). 90% agree or strongly agree that an academic-based afterschool program would help improve student engagement with school. 81% agree or strongly agree that an academic-based after-school program would help students improve their reading and math skills.

BGCP also surveyed parents and students to determine the need for afterschool and summer programming, ability to pay for services, program components that are wanted and needed, days and hours desired, and children's greatest struggles in school. According to the 2021-2022 Florida DOE Fall Enrollment data, there are 427 students at Crystal Lake Elementary School, 617 students at Philip O'Brien Elementary School, and 948 students at Crystal Lake Middle School. BGCP received responses from 5% of



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the represented students and parents. 92% identified a need for a five-day afterschool program. 69% indicated a need for service three hours per day, 19% requested 2 hours per day, and 12% requested 1 hour per day. 93% of respondents requested summer programming be provided 5 days per week, and 81% requested 8-hour days during the summer.

Respondents reported students' greatest wants in an afterschool and summer program include sports activities (78%), field trips (78%), art and painting (75%), and fitness and outdoor play (69%). They reported students' greatest struggles are reading (63%), math (47%), and homework (44%). Parents listed students' greatest needs as snacks and meals (88%), homework help (75%), reading help (66%) and math help (66%).

Finally, BGPC sought input from community partners through emails, phone calls and face-to-face discussions, including the Polk County School Board Superintendent's office, Polk County Sheriff's Office, United Way of Central Florida, Central Florida Health Care and Southeastern University. Their feedback will be incorporated into our program through the intentional design of activities, including Adult and Family Member Service topics and additional behavioral and mental health support as requested in the survey results.

BGPC will continue to gather stakeholder input throughout the duration of the project in order to assure the program adequately meets the needs of the students and community and will adjust plans as needed. BGPC staff will maintain a communication log to track communication between club staff and school teachers regarding individual student needs. BGPC will provide digital surveys to parents and students at a minimum of three times per project year to assess the effectiveness of the program and provide community input. Device access will be provided for any parents who do not have access to technology to allow all parents to have an equal opportunity to participate. Surveys will be provided in English and Spanish to accommodate all 21st CCLC families. BGPC will survey teachers and school staff quarterly after each grading period ends to ascertain any new or immediate needs that may impact academic success, evaluate key components of the program, and prioritize areas of focus. BGPC will seek input from community partners at least quarterly through emails, phone calls, and face-to-face discussions.

### Section 6. Assessing Program Needs

Crystal Lake Elementary School was identified as a 2020-2021 Comprehensive Support and Improvement school and was included on Florida DOE's 2020-2021 Lowest 300 Performing Elementary Schools. Crystal Lake Elementary has also been identified as a Persistently Low-Performing School.

The most recent overall Federal Index (FI) for this school is 27%. Underperforming subgroups include White (21% FI), Black/African American (13% FI), Hispanic (26% FI), English Language Learners (24% FI), Students with Disabilities (7% FI) and Economically Disadvantaged (29% FI).

Crystal Lake Elementary School serves 427 students, all of whom are identified as Economically Disadvantaged as of 2021/2022 Fall Enrollment. Polk County School District confirmed that this school qualified for school-wide free lunches in 2021-2022 under the Community Eligibility Provision.

While the Florida DOE School Report Card shows 189 students participated in the 2020-2021 English Language Arts Assessment (ELA) and 187 in the Mathematics Assessment, scoring tables for achievement show results for 160 total students for ELA and 162 total students for Mathematics. On the ELA assessment, 21% of participants attained an achievement score of 3 or higher, 26% of all students showed learning gains, and 42% of the lowest scoring 25% of students showed learning gains. On the Math



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assessment, 12% of all participants attained an achievement score of 3 or higher, 24% of all students showed learning gains, and 39% of the lowest scoring 25% of students showed learning gains.

ELA achievement rate differences among races are significant – 10% for Black/African American, 21% for Hispanic, and 31% for white students. Twice as many girls (27%) as boys (13%) scored 3 points or higher.

Students scored considerably lower on the Math assessment, with Black/African American students again struggling the most. Only 4% of Black/African American students achieved a Level 3 score or higher, compared with 14% for Hispanic students and 18% for white students. 15% of girls achieved a Level 3 or higher score compared with 9% of boys.

Students with Disabilities struggled most on the annual assessments. 3% of Students with Disabilities achieved passing grades on both the ELA and Math assessments; 25% of students without disabilities achieved a passing score for ELA and 15% for math.

While the 2020-2021 Fall Enrollment table shows all students were identified as Economically Disadvantaged, the 2020-2021 achievement test results showed 21% of Economically Disadvantaged students achieved a passing grade on the ELA assessment compared with 19% for Non-Economically Disadvantaged. 13% of Economically Disadvantaged students achieved a passing grade on the Math assessment versus 10% of Non-Economically Disadvantaged students.

Of the 160 student ELA achievement test results, only 13 showed learning gains, 7 of whom were Hispanic, 4 African American, 2 white, 11 female, 2 male, 3 English Language Learners and 2 Students with Disabilities. Five of those students were from the low 25% bracket. Results were similar for Math; notable differences included 6 ELLs, 8 females and 5 males with overall math learning gains.

Based on the 2020-2021 Florida DOE scoring achievement table, success rates for English Language Learners (ELLs) closely paralleled those of non-ELLs. On the ELA assessment, 19% of ELLs passed compared with 21% of non-ELLs. On the Math assessment, 13% of ELLs passed compared with 12% of non-ELLs.

Crystal Lake Elementary reported 65 English Language Learners in 2020/2021. 15% of those students were identified as proficient, and 41% showed progress in learning English.

The following chart compares the number of 2020-2021 chronic absentees and their percentage within their student subgroup. Students with Disabilities had the highest rate of chronic absenteeism at 65% of their subgroup.

Black/African American – 122 total students, 68 chronic absentees (56% of subgroup)

Hispanic – 140 total students, 79 chronic absentees (56%)

Multiracial – 16 total students, 7 chronic absentees (44%)

White – 116 total students, 54 chronic absentees (47%)

Students with Disabilities – 60 total students, 39 chronic absentees (65%)

English Language Learners – 65 total students, 36 chronic absentees (55%)

Totals – 398 total students, 209 chronic absentees (53%)

Of the 398 students enrolled at Crystal Lake Elementary in 2020-2021, 14 served one or more in-school suspensions, 26 served one out-of-school suspension, and 15 served more than one out-of-school suspension. Of those 55 disciplinary records, 64% involved African American students, 25% white, and 11%



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Hispanic; 36% involved Students with Disabilities. There was one incident of violence without a weapon and one referral to law enforcement.

Based on school-level data, the greatest struggles students face at Crystal Lake Elementary School are economic hardship, high rates of chronic absenteeism within each significant subgroup, disciplinary concerns, and low levels of achievement or learning gains, with Black/African American children and Students with Disabilities demonstrating greatest needs of support. The school's 2021-2022 School-wide Improvement Plan shows one of the primary causes for low student performance is lack of teacher effectiveness in covering academic standards, with improvement efforts highly focused on teacher development.

Philip O'Brien Elementary School was identified as a 2020-2021 Comprehensive Support and Improvement school and was included on Florida DOE's 2020-2021 Lowest 300 Performing Elementary Schools. Low federal indices among subgroups include Black/African American (33%), Hispanic (34%), ELL students (36%), and Students with Disabilities (26%).

Philip O'Brien Elementary School serves 617 students, all of whom are identified as Economically Disadvantaged on the 2021-2022 Fall Enrollment table. Polk County School District confirmed that Philip O'Brien Elementary School qualified for school-wide free lunches in 2021-2022 under the Community Eligibility Provision.

While the Florida DOE School Report Card shows 299 students participated in the 2020-2021 English Language Arts Assessment (ELA) and 289 in the Mathematics Assessment, scoring tables for achievement show results for 245 total students for ELA and 239 total students for Mathematics. On the ELA assessment, 31% of participants attained an achievement score of 3 or higher, 38% of all students showed learning gains, and 42% of the lowest scoring 25% of students showed learning gains. On the Math assessment, 34% of all participants attained an achievement score of 3 or higher, 56% of all students showed learning gains, and 53% of the lowest scoring 25% of students showed learning gains.

On the ELA assessment, passing achievement rates were highest among white students (50%), followed by multiracial students (42%), Hispanic students (23%) and Black/African American students (15%). Although Fall Enrollment shows all students at this school are Economically Disadvantaged, Achievement results show 26% of Economically Disadvantaged students achieved a passing ELA score compared with Achievement 46% of Non-economically Disadvantaged. There was a 20-point gap between Students with Disabilities (15%) and Students without Disabilities (35%), and a 12-point gap between ELLs (21% passing) and Non-ELLs (33% passing). The gap between females (35%) and males (28%) was 7 points.

On the Math assessment, passing achievement rates were much higher among white students (53%) and multiracial students (50%) compared with Hispanic students (20%) and Black/African American students (21%). Although Fall Enrollment statistics show all students were economically disadvantaged, achievement results show 27% of Economically Disadvantaged students achieved a passing ELA score compared with 53% of Non-economically Disadvantaged. There was a 16-point gap between Students with Disabilities (21%) and students without disabilities (37%), and an 18-point gap between ELLs (19% passing) and Non-ELLs (37% passing). The gap between females (31%) and males (35%) was 4 points.

29 students showed learning gains in ELA, with 10 of those students Black/African American, 7 Hispanic and 11 white. 4 were English Language Learners, 4 were Students with Disabilities, and 8 were in the low 25% range of students.





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43 students showed learning gains in Math, with 14 of those students Black/African American, 9 Hispanic, and 17 white. 7 of those students were English Language Learners, 9 were Students with Disabilities, and 10 were in the low 25% of students.

Philip O'Brien Elementary reported 71 English Language Learners (ELLs) in 2020-2021. 8% of those students were identified as proficient for 2020-2021, and 51% showed progress in learning English.

The following data details the number of 2020-2021 chronic absentees and their percentage within their student subgroup.

Black/African American – 177 total students, 106 chronic absentees (60% of subgroup)

Hispanic – 153 total students, 119 chronic absentees (78%)

Multiracial – 25 total students, 15 chronic absentees (60%)

White – 191 total students, 123 chronic absentees (64%)

Students with Disabilities – 80 total students, 63 chronic absentees (79%)

English Language Learners – 71 total students, 51 chronic absentees (72%)

Totals – 549 total students, 364 chronic absentees (66%)

Of the 549 students enrolled at Philip O'Brien Elementary in 2020-2021, 36 served one out-of-school suspension, and an additional 36 served more than one out-of-school suspension. No data was reported for in-school suspensions. Of the 72 out-of-school suspension records, 57% involved Black/African American students, 13% involved Hispanic students, 29% involved white students, 40% involved Students with Disabilities, 3% involved ELLs, 25% were females and 75% were males. The school reported no violent attacks and two threats of violence without a weapon.

Based on school-level data, the greatest struggles students face at Philip O'Brien Elementary School are economic hardship, high rates of chronic absenteeism within each significant subgroup, disciplinary concerns, and low levels of achievement or learning gains, with Black/African American students, Hispanic students, English Language Learners and Students with Disabilities demonstrating greatest needs of support.

Philip O'Brien Elementary School's 2021-2022 School-wide Improvement Plan lists contributing factors to need for improvement as vocabulary deficits when entering school, language acquisition skills, and teachers unable to discern how to meet children where they are instructionally while also giving them on grade level content to help accelerate learning. Teaching students on grade level in a way that struggling readers can succeed without frustration, while building a risk-free environment for learning was identified as their goal.

Crystal Lake Middle School is identified by the Florida DOE for support with an overall Federal Index of 36% for 2020-2021. Crystal Lake Middle School serves 948 students, all of whom are identified as Economically Disadvantaged. Polk County School District confirmed that this school qualified for schoolwide free lunches in 2021-2022 under the Community Eligibility Provision.

While the Florida DOE School Report Card shows 848 students participated in the 2020-2021 English Language Arts Assessment (ELA) and 819 in the Mathematics Assessment, scoring tables for achievement show results for 729 total students for ELA and 723 total students for Mathematics. On the ELA assessment, 28% of participants attained an achievement score of 3 or higher, 32% of all students showed learning gains, and 24% of the lowest scoring 25% of students showed learning gains. On the Math





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assessment, 28% of all participants attained an achievement score of 3 or higher, 31% of all students showed learning gains, and 30% of the lowest scoring 25% of students showed learning gains.

ELA achievement rate differences among races are once again significant – 16% for Black/African American, 24% for Hispanic, 39% for multiracial and 39% for white, with a 23-point gap between multiracial or white students and Black/African American students. There was a 10-point gap between female students (34%) and male students (24%).

There was a 22-point gap on the math assessment between white students (41% passed) and Hispanic students (19% passed). 22% of Black/African American students and 26% of multiracial students passed the math assessment.

Again, Students with Disabilities struggled the most on the annual assessments. 7% of Students with Disabilities passed the ELA assessment compared to 33% of Students without Disabilities, and 7% of Students with Disabilities passed the Math assessment compared to 32% of Students without Disabilities.

While the 2020-2021 Fall Enrollment shows 100% of students were Economically Disadvantaged, Academic Achievement tables show 41% of Non-Economically Disadvantaged students passed the ELA assessment compared with 24% of Economically Disadvantaged, and 34% of Non-Economically Disadvantaged students passed the Math assessment compared with 26% of Economically Disadvantaged.

There were 50 English Language Learners (ELLs) identified at this school. 9% of those students were identified as proficient for 2020/2021, and 33% showed progress in learning English. Of the 160 English Language Learners (ELLs) participating in the ELA assessment, 16% attained a passing grade of 3 or higher, and 20% of the 157 ELLs participating in the Math assessment achieved a passing grade. By comparison, 31% of non-ELLs achieved a passing ELA score, and 30% achieved a passing math score.

Of the 729 ELA assessment scores, the numbers of students who achieved learning gains were reported as follows:

- Economically Disadvantaged – 157 students (33 from low 25% of student scores)
- Homeless – 2 students (no data for low 25%)
- English Language Learners – 44 students (20 from low 25%)
- Students with Disabilities – 19 students (7 from low 25%)
- Black/African American – 41 students (9 from low 25%)
- Hispanic – 90 students (24 from low 25%)
- Multiracial – 9 students (No data for low 25%)
- White – 75 students (9 from low 25%)
- Female – 102 students (11 from low 25%)
- Male – 117 students (31 from low 25%)
- Total – 219 students (42 from low 25%)

Of the 723 Math assessment scores, the numbers of students who achieved learning gains were reported as follows:

- Economically Disadvantaged – 161 students (41 from low 25% of student scores)
- Homeless – 3 students (no data for low 25%)
- English Language Learners – 45 students (13 from low 25%)
- Students with Disabilities – 24 students (12 from low 25%)
- Black/African American – 52 students (15 from low 25%)



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Hispanic – 80 students (22 from low 25%)  
Multiracial – 7 students (no data for low 25%)  
White – 70 students (12 from low 25%)  
Female – 77 students (15 from low 25%)  
Male – 134 students (37 from low 25%)  
Total – 211 students (52 from low 25%)

55% of Crystal Lake Middle School students successfully participated in accelerated course work. The following shows the number of chronic absentees and their percentage within their student subgroup.

Black/African American – 197 total students, 80 chronic absentees (41% of subgroup)  
Hispanic – 365 total students, 132 chronic absentees (36%)  
Multiracial – 30 total students, 14 chronic absentees (47%)  
White – 282 total students, 130 chronic absentees (46%)  
Students with Disabilities – 172 total students, 72 chronic absentees (42%)  
English Language Learners – 50 total students, 20 chronic absentees (40%)  
Totals – 884 total students, 356 chronic absentees (40%)

Of the 884 students enrolled at Crystal Lake Middle School in 2020-2021, 188 served one or more inschool suspensions, 140 served one out-of-school suspension, and 86 served more than one out-of-school suspension. Of those 414 records, 29% involved Black/African American students, 31% white, 38% Hispanic, and 3% multiracial; 37% involved Students with Disabilities, and 6% involved English Language Learners. No violent incidents were reported, and there were three allegations of harassment or bullying on the basis of sex. There were 12 referrals to law enforcement, 5 involving Black/African American students, 5 Hispanic and 2 white.

Based on school-level data, the greatest struggles students face at Crystal Lake Middle School are economic hardship, high rates of chronic absenteeism, disciplinary concerns, and low levels of achievement or learning gains, with Black/African American and Hispanic students, English Language Learners, and Students with Disabilities demonstrating greatest needs of support.

Crystal Lake Middle School's 2021-2022 School-wide Improvement Plan indicated that one of their contributing factors was not having a dedicated ESOL teacher. The plan also noted that Crystal Lake ranked top 10 in the state for number of suspensions per 100 students for the 2019-2020 school year, and the school is working to address this concern.

The majority of Crystal Lake Middle school students transition to Lakeland Senior High School. While Lakeland Senior High School has a higher recent Federal Index (49%), the school is also identified as in need of support with struggling subgroups including Black/African American (37%), English Language Learners (40%), Students with Disabilities (31%) and Economically Disadvantaged (40%). 64% of Lakeland Senior High School students successfully participated in College and Career Acceleration in 2019-2020. 88% of students graduated on time in 2020-2021. Graduation rate was highest among English Language Learners (95%) and Hispanic students (92%) and lowest among multiracial students (75%), Students with Disabilities (74%), and Homeless students (71%). There was a 4-point gap between Black/African American (85%) and white (89%) student graduation rates.

48% of students who graduated in 2019-2020 enrolled in post-secondary education within one year after graduation. Of the larger racial groups, the largest gap occurred between white students (58%) and Black/African American students (32%), with Hispanic students holding just below the mid-point at 43%. 6



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Asian students and 4 multi-racial students also pursued post-secondary education within one year, representing 60% of Asian students and 33% of multiracial students who graduated in 2019-2020.

Lakeland demographics show that 12% of adults over 25 years of age do not have a high school diploma, with the highest prevalence occurring in minority families. Current statistics show that 29% of African American households and 21% of Hispanic households live in poverty compared with 11% of white households.

Target school teacher surveys identified students' greatest struggles as reading at grade level (92%), understanding math concepts (88%), and staying out of trouble (83%). A significant percentage of respondents also listed understanding teacher instructions (63%) and understanding English (58%). They reported students' greatest afterschool needs as reading help (100%), math help (98%), snacks and meals (92%) and behavioral improvement (88%).

Surveys of parents and students revealed students' greatest areas of struggle are reading (63%), math (47%), and homework (44%). They listed students' greatest needs as snacks and meals (88%), homework help (75%), reading help (66%), math help (66%) and fitness programs (50%). Students expressed the activities they most want in an afterschool program include sports activities (78%), field trips (78%), art and painting (69%), and fitness and outdoor play (59%).

While student performance confirms a strong need for additional academic and behavioral support, resources for economically disadvantaged families are scarce. None of the targeted schools are included in Polk County's Campus KidCare program. Crystal Lake Elementary School provides free afterschool tutoring in reading and math four days a week to students in grades 3-5. The school closes at 5 pm.

The majority of after school programs in Lakeland charge fees to participating families and do not provide free meals and snacks. One academic after-school program in the vicinity charges \$175 per child per week. Lakeland area YMCA sites charge \$75 per child per week for after-school care. Several afterschool programs focus primarily on martial arts, athletics or dance. Stakeholder surveys overwhelmingly support the need for free after-school and summer programs that foster improvements in school attendance, behavior, and academic achievement. BGPC's Carl G. Schowe unit is the only afterschool program in the area that is free, provides daily meals, and offers 3 hours of service 5 days per week during the school year.

### **Section 7. Intentionally Designing Activities**

OPERATIONAL PLANNING: Boys & Girls Clubs of Polk County plans to operate one 21st Century Community Learning Center site at the Carl G. Schowe Boys & Girls Club serving an average daily attendance of 75 students per day in grades K - 8. The site will target 15 students from Philip O'Brien Elementary, 35 students Crystal Lake Elementary, and 25 students Crystal Lake Middle School.

Students are supervised maintaining appropriate 1:10 ratio for academic activities and 1:20 ratios for enrichment activities. Only trained employees who have passed Level II background checks, National Sex Offender Data base check, drug test and an extensive hiring process are permitted to work with students. Employees are trained in program, youth development and organization policy/procedure. All employees are required to wear a uniform for easy identification. Employee positions are filled by individuals having appropriate qualifications and licenses for the hired position (i.e. CDL with passenger endorsement for a driver). Students are accompanied by staff throughout all program activities.

BGPC has a strong commitment to safety and exercises strict safety standards within all areas of operation. The procedures followed are in compliance with National Boys & Girls Clubs standards, local



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regulations, industry “best practices” and self-imposed safeguards. The program continues to build momentum around safety with several initiatives designed to help Clubs create a safer environment for youth, including new programs, training, and updated tools and resources. BGPC continues to look for ways to strengthen safety practices and training offerings for local Clubs and staff, and will introduce additional resources as they become available. Staff participate in monthly staff trainings that include a safety topic review to ensure safety is always at the forefront of our staff’s mind and they are prepared to handle emergency situations. The program site has a detailed Safety Manual that details all the policies and procedures that need to be followed in an emergency situation. Safety Drills, such as, but not limited to fire drills, active shooter drills and severe weather drills are conducted on a monthly basis to ensure a good understanding of what should happen in case of an emergency. At the end of the program students must be checked out following necessary protocol to parents or an approved adult who are named in student applications and are verified using an approved state issued ID. Students remain supervised by a 21st CCLC staff person until formal dismissal is complete.

Students from Philip O’Brien Elementary will require transportation from their school to the 21st CCLC program. Students who are transported to the site are picked up by an appropriately licensed driver in a BGPC owned vehicle. All drivers must undergo an additional driving history check to verify approval to operate a BGPC vehicle. Insurance and registration is maintained and is in compliance with the Florida Department of Transportation. A pre-trip inspection is conducted daily and identified repairs are made immediately by an appropriately qualified mechanic. If the vehicle is deemed unsafe a substitute vehicle is utilized until repairs are made. Students who are part of the after school bus route are on the bus an average of 10 minutes or less from the school campus to the 21st CCLC site. While on the school campus, school personnel supervise until the bus arrives for pick-up. Travel has been considered in program schedules. Upon entering the bus, the staff takes attendance and shares the results with the front desk upon arrival at the club. From the bus students are dismissed in an orderly fashion to their designated program areas.

Students from Crystal Lake Elementary and Crystal Lake Middle will walk to the designated 21st CCLC program space. Both school campuses are adjacent to the Carl G. Schowe Boys & Girls Club location. 21st CCLC staff will monitor the students the entirety of the walk.

BGPC plans to provide a minimum of 10 Adult Family Member Service (AFMS) events throughout the year. Each will last 45 – 60 minutes in duration and be offered at times that are convenient to the parents based on assessment feedback from parent stakeholders. BGPC chose topics based on feedback from stakeholders and members of the program team. There is concern from school representatives regarding internet safety as Polk County Public Schools is transitioning to a one-to-one device policy in the 2022-23 school year which led to a partnership with the Polk County Sheriff’s Department to provide “Child and Parent Internet Safety” as an AFMS during the school year. Also brought up during the needs assessment were concerns regarding homework, literacy and mental health. BGPC has worked to connect with resources to provide information on those topics to parents during Adult Family Member Service events.

A sample AFMS schedule is provided as follows:

August – Orientation to 21st CCLC Program

October – Homework Tips for Parents

December – Child and Parent Internet Safety (provided by Polk County Sheriff’s Department)

January – Mental Health Awareness and Resources

March – 10 things to ask your Child’s Teacher

April – How to help your child learn to read



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May – Financial Literacy

ACTIVITY DESIGN/PROGRAM SCHEDULE: Intentional programming is focused on student needs and outcomes. Includes activities that address the needs and interests of the students and their families while simultaneously using student data from [edudata.org](http://edudata.org) and SIPS to identify specific learning gaps. BGPC will be implementing Project Learn, Triple Play, SMART Moves, Positive Action and STEM programming as part of the 21st CCLC program. All programs are evidence-based programs.

Through data and parent feedback, BGPC has recognized that our students come from a highly food insecure area. 87.5% of parents reported that meals were a high need for their student in an afterschool and summer program. BGPC will provide daily meals during the school program and breakfast, lunch and snack during 8-hour program days facilitated through the USDA Child and Adult Care Food Program (CACFP) and the USDA Summer Food Service Program (SFSP).

PROJECT LEARN / POWER HOUR

ACADEMIC ENRICHMENT & WELL-ROUNDED EDUCATION ACTIVITIES

ACTIVITY DESCRIPTION: Project Learn was developed by Boys & Girls Clubs of America as a holistic strategy supporting youth-centered learning in clubs. Project Learn is intended to complement and reinforce the skills that youth are taught during the school day, which cultivating a love of learning through fun, engaging experiences. The program features four major components: homework help, high-yield learning activities, parent and adult involvement and collaboration with schools. Project Learn includes experiential learning, so that youth can learn actively through a hands-on approach. Through Project Learn, staff will provide homework help, and high-yield learning activities such as reading, writing activities, discussions with knowledgeable adults, math activities, tutoring and education based games. Project Learn will be facilitated by certified teachers. The facilitation of this academic activity will allow program teachers to adjust to the needs of students enrolled in the 21st CCLC program and complement the school day through the alignment to the Polk County Public Schools curriculum maps.

NEED ALIGNMENT: As noted in the needs assessment, teachers and parents have expressed that students need additional support for homework, reading and math. Project Learn would be able to meet that need.

FREQUENCY: This activity is provided Monday - Thursday for 60 minutes per day during the school year and 120 minutes per day during the summer.

EVIDENCE:

Project Learn Evidence Base (meets Tier 2 of WWC Evidence): An evaluation of Project Learn was conducted by Columbia University, using a quasi-experimental design with comparison groups. The evaluation documented the following improvements in Project Learn participants: improved verbal and writing skills; increased enjoyment and engagement in reading; and improved grades in reading, spelling, history, science, and social studies.

Additional What Works Clearinghouse recommendations used in Project Learn:

Tier 1 (Strong Evidence):

- Systematic Instruction: Provide systematic instruction during intervention to develop student understanding of mathematical ideas.
- Mathematical Language: Teach clear and concise mathematical language and support students' use of the language to help students effectively communicate their understanding of mathematical concepts.
- Representations: Use a well-chosen set of concrete and semi-concrete representations to support students' learning of mathematical concepts and procedures.



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- Regularly include timed activities as one way to build students' fluency in mathematics.
- Word Problems: Provide deliberate instruction on word problems to deepen students' mathematical understanding and support their capacity to apply mathematical ideas.

Tier 2 (Moderate evidence):

- Provide opportunities for extended discussion of text meaning and interpretation.
- Increase student motivation and engagement in literacy learning.

Tier 3 (Promising evidence):

- Provide explicit vocabulary instruction.
- Provide direct and explicit comprehension strategy instruction.
- Combine graphics with verbal descriptions
- Ask deep explanatory questions

Tier 4 (Demonstrates rationale):

- Align the OST program academically with the school day.
- Provide engaging learning experiences.
- Assess program performance and use the results to improve the quality of the program.

Evidence Citation: Schinke, Steven, et al. (2000) Enhancing the Educational Achievement of At-Risk Youth. Prevention Science, Volume 1, No. 1.

Project Learn is an evidence-based program featured in the OJJDP Model Programs Guide.

STEM

SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS

ACTIVITY DESCRIPTION: STEM programming is comprised of fun, hands-on activities using easy-to-procure materials allow students to explore the "science of every day." STEM provides an innovative and creative cross-disciplinary approach that channels our students' natural curiosity and empowers them to create new solutions to real-world challenges. STEM will be provided in project-based learning approach that develops critical thinking, problem-solving and other 21st century skills critical to success. STEM activities will be facilitated by a certified teacher. Program teachers will adjust the activities to meet the academic needs of students in the areas of English Language Arts, Mathematics and science.

NEEDS ALIGNMENT: 88% of teachers surveyed indicated students struggle with understanding math concepts. Nearly half of students surveyed indicated a desire to have science and math included in afterschool programming.

FREQUENCY: STEM programming would be done once weekly for 60 minutes during the afterschool program and 120 minutes in the summer program.

EVIDENCE:

What Works Clearinghouse recommendations used in STEM programming:

Tier 1 (Strong Evidence):



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- Integrate oral and written English language instruction into content-area teaching.
- Teach a set of academic vocabulary words intensively across several days using a variety of instructional activities.

Tier 2 (Moderate evidence):

- Provide opportunities for extended discussion of text meaning and interpretation.

Tier 3 (Promising evidence):

- Provide explicit vocabulary instruction.
- Provide direct and explicit comprehension strategy instruction.
- Combine graphics with verbal descriptions
- Ask deep explanatory questions
- Create a classroom environment that sparks initial curiosity and fosters long-term interest in math and science.
- Teach students that academic abilities are expandable and improvable.

Tier 4 (Demonstrates rationale):

- Align the OST program academically with the school day.
- Provide engaging learning experiences.
- Assess program performance and use the results to improve the quality of the program.

TRIPLE PLAY

HEALTHY & ACTIVE LIFESTYLES

**ACTIVITY DESCRIPTION:** Triple Play is nationally adopted curriculum provided through Boys & Girls Clubs of America. The comprehensive health and wellness initiative, strives to improve the overall health of students by increasing their daily physical activity, teaching them good nutrition and helping them develop healthy relationships. Students will rotate through programming engaging in physical activity, healthy eating habits and positive relationship skills. Activities during Triple Play will also focus on team building and other 21st century core competencies such as communication and collaboration.

**NEEDS ALIGNMENT:** 69% of students and parents surveyed requested sports activities be included in afterschool programming, and 59% requested fitness and outdoor play.

**FREQUENCY:** Triple Play programming will be facilitated twice weekly for 45 minutes during the school year and 60 minutes during the summer.

**EVIDENCE:** Triple Play Evidence Base (meets Tier 1 of WWC Evidence): An evaluation of Triple Play was conducted by Youth Development Strategies, Inc., using a randomized experimental approach with treatment and control groups. The evaluation documented that youth who attended Clubs implementing Triple Play for 1.5 years were more likely to eat healthier foods, exercise more often, and rate their peer interactions as more positive than youth attending Clubs that were not implementing Triple Play.

**Evidence Citation:** Gambone, Michelle, et al. (2009) Promoting Healthy Lifestyles: The Impact of Triple Play on Healthy Eating, Exercise Patterns, and Developmental Outcomes. Youth Development Strategies, Inc.





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### POSITIVE ACTION

#### WELL-ROUNDED EDUCATION ACTIVITIES

**ACTIVITY DESCRIPTION:** Positive Action teaches the philosophy that you feel good about yourself when you do positive actions and there is always a positive way to do everything. It aims to promote good behavior while disrupting problem behaviors, improves academics, and develops resiliency skills while improving mental and physical health. Activities use a variety of strategies such as discussion, role-play, games, journals, manipulatives and activity sheets.

**NEEDS ALIGNMENT:** Behavior and mental health was identified by 89% of teachers as a high need area for our students.

**FREQUENCY:** Positive Action will be facilitated four days per week for 15 minutes.

**EVIDENCE:** According to What Works Clearinghouse, Positive Action was found to have positive effects on student's behavior and academic achievement at a Tier 3 evidence level for both.

#### Tier 3:

- Identify the specifics of the problem behavior and the conditions that prompt and reinforce it.
- Teach and reinforce new skills to increase appropriate behavior and preserve a positive classroom climate.
- Modify the classroom learning environment to decrease problem behavior.

Flay, B., Acock, A., Vuchinich, S., & Beets, M. (2006). Progress report of the randomized trial of Positive Action in Hawaii: End of third year of intervention. Available from Positive Action, Inc. 264 4th Avenue South, Twin Falls, ID 83301.

### SMART MOVES

#### DRUG AND VIOLENCE PREVENTION

**ACTIVITY DESCRIPTION:** SMART Moves is a skills mastery and resilience training curriculum developed by Boys & Girls Clubs of America. SMART Moves utilizes a health promotion approach focused on building youth's attitudes and skills that support healthy decision-making. The program focuses on building resiliency skills of self-regulation, impulse control and stress management as well as identifying emotions and developing healthy decision-making attitudes and skills. The program teaches essential skills that enable students to communicate effectively.

**NEEDS ALIGNMENT:** The 2020 Florida Youth Substance Abuse Survey reported that 45.2% of Polk County youth respondents indicated having used alcohol or any illicit drug. 8.2% reported carrying a handgun, up nearly 2% from the prior year. 8.3% reported attacking someone with intent to harm. 35% of middle schoolers reported a perceived availability of drugs, and 27% reported a perceived availability of handguns. 42% of middle schoolers reported peer and individual favorable attitudes toward ATOD use, and 26% reported early initiation of drug use. Drug and violence prevention among youth is also a high priority of Polk County Sherriff's Department.

**FREQUENCY:** SMART moves programming will be facilitated twice weekly for 45 minutes during the school year and 60 minutes during the summer.

#### EVIDENCE:

SMART Leaders Evidence Base (meets Tier 2 WWC Evidence): An evaluation of SMART Leaders was conducted by Pennsylvania State University using a pre-test/post-test nonequivalent group design. The



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evaluation documented decreases in behaviors related to drugs, tobacco and alcohol, and increased knowledge of the health consequences of substance abuse.

Tier 1 (Strong Evidence):

- Teach students to use the writing process for a variety of reasons

Tier 3 (Promising Evidence):

- Teach and reinforce new skills to increase appropriate behavior and preserve a positive classroom climate.

Evidence Citation: St. Pierre, Tena L., D. Lynne Kaltreider, Melvin M. Mark, and Kathryn J. Aikin. (1992) Drug Prevention in a Community Setting: A Longitudinal Study of the Relative Effectiveness of a 3-Year Primary Prevention Program in Boys & Girls Clubs Across the Nation. *American Journal of Community Psychology*, Vol. 20, Issue 6.

SMART Leaders is an evidence-based program featured in the OJJDP Model Programs Guide.

### ARTS

#### WELL-ROUNDED EDUCATION ACTIVITIES/CULTURAL PROGRAMS

ACTIVITY DESCRIPTION: A highly requested element of programming has been Arts education. BGPCPC recognizes the importance of art experiences and using art to drive education and social-skills. The program plans to allow all youth to access imagination and creativity to express themselves and build connection with others in their community. BGPCPC's 21st CCLC program will incorporate Arts programming that falls under four categories:

Visual Arts – Visual art created and judged for its beauty and meaning. It may include painting, sculpture, drawing, printmaking, collage, mixed media, graphics and architecture.

Digital Arts – Two- or three-dimensional visual media that uses computers and other technology as an essential part of the creative process. This may include graphic design, animation, photography, movie making, Claymation, game design, music composition and digital illustration.

Performing Arts – Arts that involve public performance, including playing instruments, acting, singing and dancing. This includes performance support roles, such as creating scenery, costumes, lighting and sound manipulation.

Applied Arts – Any art form that applies artistic design to functional objects. This includes industrial design, bookmaking, illustration, printmaking, jewelry making, wood working, ceramics, fashion design, culinary arts, creative writing and commercial art.

NEEDS ALIGNMENT: 75% of students showed interest in having arts education in an afterschool and summer setting. According to the National Center on Time & Learning, "Research evidence suggests that the skills, practices, pursuits, and habits of mind that students gain through sustained encounters and engagement with high-quality experiences in the arts can promote the kind of intellectual growth that we value throughout their school years and beyond. Moreover, creating and learning through the arts offer children and adolescents access to an invaluable endeavor: a means to connect emotionally with others." Arts education will be used as a facilitator to engage students in emotional regulation techniques and behavioral intervention as a means to express strong emotions in a positive, productive manner.

FREQUENCY: Arts programming will be facilitated weekly for 45 minutes.

EVIDENCE:



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Tier 3 (Promising Evidence):

- Teach and reinforce new skills to increase appropriate behavior and preserve a positive classroom climate.

Tier 4 (Demonstrates rationale):

- Provide engaging learning experiences.

Evidence Citation:

Montgomery, D., Roguin, P., & Persaud, N. (2013). (rep.). Something to Say: Success Principles for Afterschool Arts Programs from Urban Youth and Other Experts. New York, NY: The Wallace Foundation.

Farbman, D., Wolf, D. P., & Sherlock, D. (2013). (rep.). Advancing Arts Education through an Expanded School Day: Lessons from Five Schools. Boston, MA: National Center on Time & Learning. Retrieved May 10, 2022, from <https://www.wallacefoundation.org/knowledgecenter/Documents/Advancing-Arts-Education-through-an-Expanded-School-Day.pdf>.

STUDENT RECRUITMENT AND RETENTION: BGCP has successfully recruited 21st CCLC participants for the past 11 years and local youth “who need us most” for over 80 years. Location, coupled with a positive community image built over time, are two factors that will ensure successful recruitment and retention of families. Experience tells us that active recruitment efforts must take place in the communities we aim to serve. With strong school relationships in place it is expected that the overwhelming majority of participants will come from public or private school referral. To ensure students who are most at-risk are served, referrals from public and private schools will be prioritized. This includes students qualifying for free or reduced lunch, low-income families, students at-risk of academic failure, students with a record of behavioral issues. Site coordinators will pass out fliers and talk to families at their neighborhood grocery stores and churches, and recruit through other local outreaches/non-profits already in the area and trusted by residents. Specific 21st CCLC retention efforts will include the establishment of strong personal relationships with students and their families and a comprehensive Positive Behavior Support System (PBS). A hallmark of BGCP- and the most effective retention tool that BGCP practices- is showing genuine caring to its participant families. A child who is bullied for a dirty or wrong size school uniform cannot focus on classroom instruction. If a child cannot see the smart board, they cannot learn the material. These are just two examples of the many situations in which BGCP would assist beyond the measurable program objectives, by facilitating vision correction and providing a more appropriate school uniform. Families will be presented a strong partnership approach from the beginning. This approach will lay the foundation for active participation in all aspects of the program. Once a participating student/family enrolls, daily attendance will be formally recorded and reported for each student. Program offerings will be diverse and engaging to encourage long term, regular weekly and year-round participation.

In addition to student recruitment and retention, BGCP will recruit families to attend family member events as well. Adult family member events will be held at a time that is most convenient for the majority of parents to attend in order to attract parent participation.

IDENTIFICATION AND SELECTION OF PARTNERS: A proven history of community support and a network of alumni places BGCP at the top of youth development organizations in the county, with diverse partners that uniquely meet the needs of target students and their families. Active partners are included within the partner table provided. They represent the business community, education stakeholders, other community-based organization and private donors. These partners have been a part of formulating the proposal and have committed to ongoing support.

All food needs will be met through the USDA Child Care Food Program during the school year and the USDA Summer Food Service Program during summer programming. BGCP is seasoned in the delivery of this program and will exceed 21st CCLC minimum requirements by providing full daily meals after school (most



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days it will be a hot meal) and will meet the non-school day requirements through this program as well. A letter of partnership is provided.

BGCPC will continue to seek meaningful collaboration with target schools. A letter of partnership for each target school is provided. At the beginning of the program, BGCPC will send notices to school day teachers to inform them of the student's participation in the 21st CCLC program and provide them with contact information for Site Coordinator and Program Monitor. Program teachers and tutors effectively utilize student agendas, email and phone to keep in constant contact with classroom teachers. In addition to regular contact as needed, the program will reach out to teachers after every report card release to discuss any areas of improvement that students may have. BGCPC works closely with the Polk County Public School system to obtain curriculum maps to guide academic activities and ensure activities are aligning with Florida Standards. BGCPC uses a FERPA Compliant Request for Student Records to obtain data on testing, academics and behavior directly from the Polk County Public Schools.

BGCPC will be partnering with Central Florida Health Care, Inc. to provide families with outreach services for health and dental care to support the needs of the students in 21st CCLC programs.

BGCPC will be partnering with the Polk County Sheriff's office to provide subject matter experts for Adult Family Member Services to align with the objectives of the program.

BGCPC will be partnering with Southeastern University to provide social work interns at the 21st CCLC program site to assist with mental health and behavioral needs. Interns will be provided in-kind.

BGCPC has identified additional partners for funding to assist with sustainability and ongoing support after the grant period ends such as Summit, Florida Natural Grower's Foundation, Silver Properties, Powerscreen of Florida and United Way of Central Florida.

In addition to providing funding for sustainability, United Way of Central Florida will also provide in-kind services to support adult family member services such as financial literacy programming.

### **Section 8. Recruiting and Retaining High Quality Staff**

Recruiting and retaining high quality staff begins at the top of the Boys & Girls Clubs of Polk County organization with its volunteer Board of Directors. The Board sets policy and provides resources that optimize the delivery of high value learning opportunities that support the mission and vision of the BGCPC. Professional staff are led by the president/CEO who directs senior level staff including the Program Monitor, who will serve as the primary contact with 21st CCLC for administration and compliance of the program, and the director of operations who is responsible for supervising the various BGCPC sites.

Each unit is overseen by a full-time 21st CCLC site coordinator responsible for hiring, training and supervising staff who provide direct services to program participants. The site coordinator serves as the primary liaison with partnering schools and general oversight of the 21st CCLC staff. The Site Coordinator conduct fidelity-of-implementation walkthroughs, assessment reviews, program planning, and school collaboration. The Site Coordinator is also responsible for ensuring that staff have all of the materials, supplies, and equipment necessary to implement a high-quality program.

Direct service staff include teachers, tutors, driver, enrichment staff, membership clerk and a special needs coordinator.

A driver plays a critical role transporting students from partnering schools and reporting observations of behaviors and moods that might warrant special attention.



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BGCP teachers are certified in the content-areas of the activities offered at the Carl G. Schowe site. Teachers plan and coordinate the academic group activities central to the 21st CCLC where they can observe students and identify areas of concern for individual students. Tutors are assigned to students based on the tutors' proficiency with and enthusiasm for the subject matters that an individual student is struggling with and the challenges they are facing. Additionally, BGCP teachers and tutors coordinate directly with the participating students' partner school's teacher to ensure that an individual student's specific needs are being addressed. Teachers and tutors are also responsible for recording and reporting attendance and student progress as well as regularly interacting with participants' parents or family members as appropriate when family activities are scheduled.

Enrichment staff will provide enrichment activities and assist with academic programming under the direction of the teacher. Enrichment staff ensure curriculum is implemented in a timely manner and accurate program records are collected. They serve as a consistent positive mentor to club members. Enrichment instructors work with members daily to recognize and address needs in social and behavior skills.

Membership clerks will be responsible for maintaining daily attendance records, membership records and assisting with the collection of evaluation data. Membership clerks ensure all data collected is maintained in a confidential manner.

Special Needs Coordinators will be on staff to ensure that all youth are being served appropriately and equally in all program areas. The Special Needs Coordinator will assist with students' behavioral needs, accommodations during academic and enrichment activities and communication with day-school teachers and families. The Special Needs Coordinator will also assist with Adult Family Member Services to ensure parents have beneficial resources to meet the academic needs of their students.

BGCP will also employ a Program Administrative Assistant who is responsible for budget data collection, monthly reconciliation and submission to DOE, payment of vendors and budget monitoring. This position has experience in management of non-profit bookkeeping and management of a multitude of grants being carried out simultaneously with complicated financial reported systems.

All staff hired will be required to have a Level II background screening through the Florida Background Screening Clearinghouse prior to starting. Upon hiring, staff will be trained on programming, policies and procedures.

The entire staff of the Carl G. Schowe site meet on a regular basis to share observations and insights on individual students. Together they recommend and coordinate any special mentoring, counseling, or coaching that an individual participant needs that is outside the scope of the teachers' and tutors' responsibilities. Additionally, observations of family member's involvement are discussed and strategies to improve that involvement are developed. Site Coordinators regularly report to the 21st CCLC Program Monitor to ensure that each unit is meeting the expectations and standards that will provide the optimal 21st CCLC experience.

All staff will receive ongoing professional development during the program year to ensure staff are equipped to manage the expectations of the 21st CCLC program. Professional Development topics include: Mandatory Reporters, Academic Support in Out of School time, Active Learning, Ask-Listen-Encourage, De-escalating Concerning Behavior, Developmental Characteristics of Youth and Planning and Reflection of



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Programming. Additional trainings will be added based on ongoing program evaluations and assessment of needs.

Based on the high percentage of ELL students in the community, preference will be given to ensuring that at least one staff on site is bilingual and able to provide translation during family engagement activities.

### **Section 9. Implementing with Fidelity**

The 21st CCLC Program Monitor has general oversight of the programs implemented at the 21st CCLC program operated by BGPC. Organization-wide standards of days and hours of operation are in place and verified through personnel practices including time sheets, annual evaluations, and supervisors' reporting. Within the Carl G. Schowe unit, the site coordinator and program monitor regularly meet with staff members to gather feedback, offer advice, and ensure the 21st CCLC programming is being delivered with utmost adherence to goals and objectives. The 21st CCLC program monitor will perform monthly process checks and site visits to ensure the program is being facilitated as proposed in the 21<sup>st</sup> CCLC application.

Attendance and participation of students are recorded with daily check-in/out procedures. Attendance records are reviewed weekly to determine if any adjustments or recruitment activities are needed to quickly adapt to ensure the program is meeting the proposed attendance requirements.

Partner schools share students' academic and attendance records with BGPC to help evaluate program outcomes and drive any necessary adjustments or improvement in programming. 21st CCLC staff will review students' grades and school attendance along with program participation data collected by the program after each collection period. Students and family members are surveyed a minimum of three times throughout the program year to optimize participant's experience and inform BGPC staff of areas needing improvements.

All data will also be shared with the program team on a quarterly basis. The 21st CCLC program team will be included in quarterly site visits verify the 21st CCLC program is being implemented at a high level of quality and to make recommendations to adapt programming to better meet the needs of program participants.

### **Section 10. Plan for Sustainability**

Over its 80 years in the community, BGPC has garnered strong support through local businesses; has created awareness of BGPC programs among stakeholders of influence; and has gained long-term support capable of sustaining programming. As required, BGPC has created a program team specific to the 21st CCLC program. This group of people, in addition to the Board of Directors, will be tasked with identifying potential ideas for sustaining the program. The BGPC Board of Directors is comprised of community leaders who have repeatedly taken on the responsibility of investing in and providing stability to the program, which has resulted in growth of a committed donor base. BGPC has recruited a diverse and powerful board consisting of 30 community leaders, 25 of whom are senior executive officers in private or public companies. The organization will seek sustainability through the addition of program partners who have the shared goal of maintaining the high quality of services provided in the first four years of the program. Program team members will help identify and reach out to potential program partners that could help sustainability. Reaching the goal will require diverse partnerships and diverse funding sources. Over the next four years, BGPC will implement a strategic plan that includes consolidated financial reporting, improved cash flow, digitized administrative processes, expanded social media reach, increase endowment, pay off any uncollateralized debt and implement fiscal best practices to control expenses. BGPC has launched a capital campaign with the intent of raising funds to renovate/expand multiple BGPC club locations. The organization has created a strong resource development plan coupled with current sustainability partners, such as United Way (funding), Summit (funding), the USDA Food Program (reimbursement/funding) and of course school partners, the



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organization is poised for long-term impact. Over the last three years, the stability and sustainability of BGCCPC has only improved and is trending more positively, given the cash on hand, accounts receivable, accumulation of talent and the ability to meet AP and Payroll demands through currently generated operating sources.



## Cohort 20 (2022-23) RFP Scope of Work/Narrative Addendum

Agency Name: Boys & Girls Clubs of Polk County

Project Number: 53G-2443B-3P001

Program Name: Carl G. Schowe Boys & Girls Club

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:*

### Section 1. Project Abstract/Summary

- Names and locations of the targeted school(s) are not indicated in the Project Abstract/Summary.

Boys & Girls Clubs of Polk County operates the Carl G. Schowe Boys & Girls Club 21st CCLC Program at 920 Lowry Avenue, Lakeland, 33801. The Carl G. Schowe Boys & Girls Club 21<sup>st</sup> CCLC Program will target students from Crystal Lake Elementary (700 Galvin Dr. Lakeland, 33801), Philip O'Brien Elementary School (1225 E. Lime St., Lakeland 33801), and Crystal Lake Middle School (2410 N. Crystal Lake Dr., Lakeland, 33801). 75 students (grades K-8) are provided programming during the school year from 3:30 p.m.- 6:00 p.m., M-F beginning Aug. 10, 2022 - May 31, 2023 for a total of 180 school days and 15 holidays. 75 total students are provided with programming during the summer from 8:30 a.m. - 4:30 p.m., M-F June 5, 2023 to July ~~31~~, 28, 2023 for 35 days. Activities include academic enrichment, literacy education, STEM, healthy/active lifestyles, well-rounded education activities, and drug/violence prevention in addition to adult family literacy and resources. The program will include 10 Adult Family Member activities providing one monthly for a minimum of 1 hour.

### Section 4. Building Your Program Team

- The number of team members is not indicated.

To begin the application process, Boys & Girls Clubs of Polk County identified individuals that would develop a strong program team that would be valuable to the development of the application, engagement with stakeholders, design of program activities and strategies and planning for sustainability as the program ends. The Carl G. Schowe 21st CCLC program team is comprised of the following twelve individuals in addition to the 21st CCLC Program Monitor and Site Coordinator:

Andy Baldwin, Senior Director of Federal Programs for the Polk County Public Schools. Mr. Baldwin will act as a school board member to support the 21st CCLC program and assist with aligning to the goals and needs of the Polk County Public Schools. Mr. Baldwin will be able to provide input on curriculum alignment and facilitation of the collection of data from the district level.

John Lane, Director of Operations at Boys & Girls Clubs of Polk County. Mr. Lane will assist with continuous assessment of the needs to students once enrolled in the 21st CCLC program, ongoing design and implementation of activities, and evaluation of the program. Mr. Lane will assist with communication between community stakeholders and 21st CCLC staff.

Erika Cuffy, BSW Field Work Director at Southeastern University. Ms. Cuffy will serve as a representative of a postsecondary institution as well as an expert in mental health to assist with meeting the needs to students through mental health resources.

Tom Pilgreen, PhD Field Studies & Data Coordinator at Polk State College. Mr. Pilgreen will serve as a representative of a postsecondary institution as well as an expert in education studies to assist with meeting the academic needs of our students.

Gabrielle O'Toole, community member with the Central Florida Mediation Group. Ms. O'Toole is a dedicated member of the community with a strong interest in ensuring at-risk youth have beneficial resources to succeed.

Hunter Kaiser, community member. Mr. Kaiser has experience as a not-for-profit auditor in Polk County and is well versed in the requirements related to administering 21st CCLC grant funds. His input will ensure the program success and improve financial sustainability.

Andrea Hall, Community Partnership School Director at Crystal Lake Elementary. Ms. Hall will act as the liaison with Crystal Lake Elementary to support the ongoing partnership and communication between the 21st CCLC program and Crystal Lake Elementary.

Charlie Huntley, Principal at Philip O'Brien Elementary. Mr. Huntley will ensure strong communication between schools day teachers and 21st CCLC staff to ensure a strong partnership with Philip O'Brien Elementary. Mr. Huntley will assist in providing necessary data for program evaluation and assist with strategies for students to increase the likelihood of closing the achievement and opportunity gap.

Mekeisha Brown, Assistant Principal at Crystal Lake Middle School. Ms. Brown will ensure strong communication between Crystal Lake Middle school and 21st CCLC staff. Ms. Brown will be vital to ensuring activities during the 21st CCLC program complement the school day and meet the needs of students.

The following parents have committed to being a part of the program team. Parents and their students are vital to ensuring the program is engaging and beneficial to our most important stakeholders.

- Ryan Juergens, parent of a student at Crystal Lake Elementary

- Netely Huante, parent of a student at Crystal Lake Middle

- Christian Hall, parent of a student at Philip O'Brien Elementary

All members of the program team were highly involved in the application process from securing feedback from stakeholders to assisting with design of student and family activities. The program team discussed the 21st CCLC application through in-person meetings, phone conversations and emails. The program team will formally meet a minimum of 3 times throughout the program year to discuss program activities, ongoing evaluation and sustainability. The program team will engage in informal communication each quarter after the collection of academic data to assess data and inform new strategies to adjust the program to be effective prior to the next data collection period.

## **Section 8. Recruiting and Retaining High Quality Staff**

- The staffing ratio and how the staff structure meets the ratios in the Site Profile Worksheet are not provided in this section.
- Content area certified Teachers – scheduled activity matching is not included.

Recruiting and retaining high quality staff begins at the top of the Boys & Girls Clubs of Polk County organization with its volunteer Board of Directors. The Board sets policy and provides resources that optimize the delivery of high value learning opportunities that support the mission and vision of the BGPC. Professional staff are led by the president/CEO who directs senior level staff including the Program Monitor, who will serve as the primary contact with 21st CCLC for administration and compliance of the program, and the director of operations who is responsible for supervising the various BGPC sites.

Each unit is overseen by a full-time 21st CCLC site coordinator responsible for hiring, training and supervising staff who provide direct services to program participants. The site coordinator serves as the primary liaison with partnering schools and general oversight of the 21st CCLC staff. The Site Coordinator conduct fidelity-of-implementation walkthroughs, assessment reviews, program planning, and school collaboration. The Site Coordinator is also responsible for ensuring that staff have all of the materials, supplies, and equipment necessary to implement a high-quality program.

Direct service staff include teachers, tutors, driver, enrichment staff, membership clerk and a special needs coordinator. Staff will maintain a 1:20 ratio when conducting enrichment activities and a 1:10 ratio when conducting academic activities.

A driver plays a critical role transporting students from partnering schools and reporting observations of behaviors and moods that might warrant special attention.

BGPC teachers are certified in the content-areas of the English Language Arts and Mathematics to align with the activities offered at the Carl G. Schowe site. Teachers plan and coordinate the academic group activities central to the 21st CCLC where they can observe students and identify areas of concern for individual students in the areas of English Language Arts and mathematics. Teachers will facilitate Project Learn and STEM activities with 21st CCLC students. Tutors are assigned to students based on the tutors' proficiency with and enthusiasm for the subject matters that an individual student is struggling with and the challenges they are facing. Additionally, BGPC teachers and tutors coordinate directly with the participating students' partner school's teacher to ensure that an individual students specific needs are being addressed. Teachers and tutors are also responsible for recording and reporting attendance and student progress as well as regularly interacting with participants' parents or family members as appropriate when family activities are scheduled.

Enrichment staff will provide enrichment activities and assist with academic programming under the direction of the teacher in order to ensure staff-to-student ratios are being met. Enrichment staff ensure curriculum is implemented in a timely manner and accurate program records are collected. They will facilitate Triple Play, Positive Action, SMART Moves and Arts programming. They serve as a consistent positive mentor to club members. Enrichment instructors work with members daily to recognize and address needs in social and behavior skills.

Membership clerks will be responsible for maintaining daily attendance records, membership records and assisting with the collection of evaluation data. Membership clerks ensure all data collected is maintained in a confidential manner.

Special Needs Coordinators will be on staff to ensure that all youth are being served appropriately and equally in all program areas. The Special Needs Coordinator will assist with students' behavioral needs, accommodations during academic and enrichment activities and communication with day-school teachers and families. The Special Needs Coordinator will also assist with Adult Family Member Services to ensure parents have beneficial resources to meet the academic needs of their students. Special Needs Coordinators are trained and able to fill in as needed when enrichment staff are unavailable to maintain appropriate staff-to-student ratios.

BGPC will also employ a Program Administrative Assistant who is responsible for budget data collection, monthly reconciliation and submission to DOE, payment of vendors and budget monitoring. This position has experience in

management of non-profit bookkeeping and management of a multitude of grants being carried out simultaneously with complicated financial reported systems.

All staff hired will be required to have a Level II background screening through the Florida Background Screening Clearinghouse prior to starting. Upon hiring, staff will be trained on programming, policies and procedures.

The entire staff of the Carl G. Schowe site meet on a regular basis to share observations and insights on individual students. Together they recommend and coordinate any special mentoring, counseling, or coaching that an individual participant needs that is outside the scope of the teachers' and tutors' responsibilities. Additionally, observations of family member's involvement are discussed and strategies to improve that involvement are developed. Site Coordinators regularly report to the 21st CCLC Program Monitor to ensure that each unit is meeting the expectations and standards that will provide the optimal 21st CCLC experience.

All staff will receive ongoing professional development during the program year to ensure staff are equipped to manage the expectations of the 21st CCLC program. Professional Development topics include: Mandatory Reporters, Academic Support in Out of School time, Active Learning, Ask-Listen-Encourage, De-escalating Concerning Behavior, Developmental Characteristics of Youth and Planning and Reflection of Programming. Additional trainings will be added based on ongoing program evaluations and assessment of needs.

Based on the high percentage of ELL students in the community, preference will be given to ensuring that at least one staff on site is bilingual and able to provide translation during family engagement activities.

## **Section 10. Plan for Sustainability**

- Financial consequences for contractors who do not deliver services as prescribed is not provided. Payment for contractors is based upon the delivery of services as prescribed in the contract agreement. BGC Polk reserves the right to withhold payment for failure to fulfill agreed upon services. If a contractor fails to provide services, they will not be contracted with in the future.

Over its 80 years in the community, BGCP has garnered strong support through local businesses; has created awareness of BGCP programs among stakeholders of influence; and has gained long-term support capable of sustaining programming. As required, BGCP has created a program team specific to the 21st CCLC program. This group of people, in addition to the Board of Directors, will be tasked with identifying potential ideas for sustaining the program. The BGCP Board of Directors is comprised of community leaders who have repeatedly taken on the responsibility of investing in and providing stability to the program, which has resulted in growth of a committed donor base. BGCP has recruited a diverse and powerful board consisting of 30 community leaders, 25 of whom are senior executive officers in private or public companies. The organization will seek sustainability through the addition of program partners who have the shared goal of maintaining the high quality of services provided in the first four years of the program. Program team members will help identify and reach out to potential program partners that could help sustainability. Reaching the goal will require diverse partnerships and diverse funding sources. Over the next four years, BGCP will implement a strategic plan that includes consolidated financial reporting, improved cash flow, digitized administrative processes, expanded social media reach, increase endowment, pay off any uncollateralized debt and implement fiscal best practices to control expenses. BGCP has launched a capital campaign with the intent of raising funds to renovate/expand multiple BGCP club locations. The organization has created a strong resource development plan coupled with current sustainability partners, such as United Way (funding), Summit (funding), the USDA Food Program (reimbursement/funding) and of course school partners, the organization is poised for long-term impact. Over the last three years, the stability and sustainability of BGCP has only improved and is trending more positively, given the cash on hand, accounts receivable, accumulation of talent and the ability to meet AP and Payroll demands through currently generated operating sources.

Boys & Girls Clubs of Polk County aims to increase sustainability by implementing the four year strategic plan listed below. The program will measure the progress by determining if all steps are being met on a yearly basis.

Year One:

- Develop advisory board and schedule meetings three times a year
- Survey partners, family, and advisory board
- Meet all deadlines and deliverables
- Increase partner contracts by two
- Communicate with partners to recognize their input and share program successes

Year Two:

- Complete a SWOT analysis and share with stakeholders
- Advisory Board meetings three times a year
- Increase parent involvement and student achievement
- Meet all deadlines and deliverables
- Communicate with partners to recognize their input and share program successes
- Increase partner contracts by at least one

Year Three:

- Complete a SWOT analysis and share with stakeholders
- Advisory Board meetings three times a year
- Continue to increase parent involvement and student achievement
- Meet all deadlines and deliverables
- Communicate with partners to recognize their input and share program successes
- Increase partner contracts by at least one

Year Four:

- Complete a SWOT analysis and share with stakeholders
- Advisory Board meetings three times a year
- Continue to increase parent involvement and student achievement
- Meet all deadlines and deliverables
- Communicate with partners to recognize their input and share program successes

- Obtain partner commitment to sustain grant for upcoming years