

*AFTER SCHOOL PROGRAMS, INC.*

*BROWARD COUNTY*

*WALKER ELEMENTARY SCHOOL*

**2018  
2019** **SUMMATIVE  
EVALUATION**



**21<sup>ST</sup> CENTURY COMMUNITY LEARNING CENTERS**

AUGUST 15, 2019





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## Section 1

# THE NEED FOR QUALITY AFTERSCHOOL PROGRAMMING

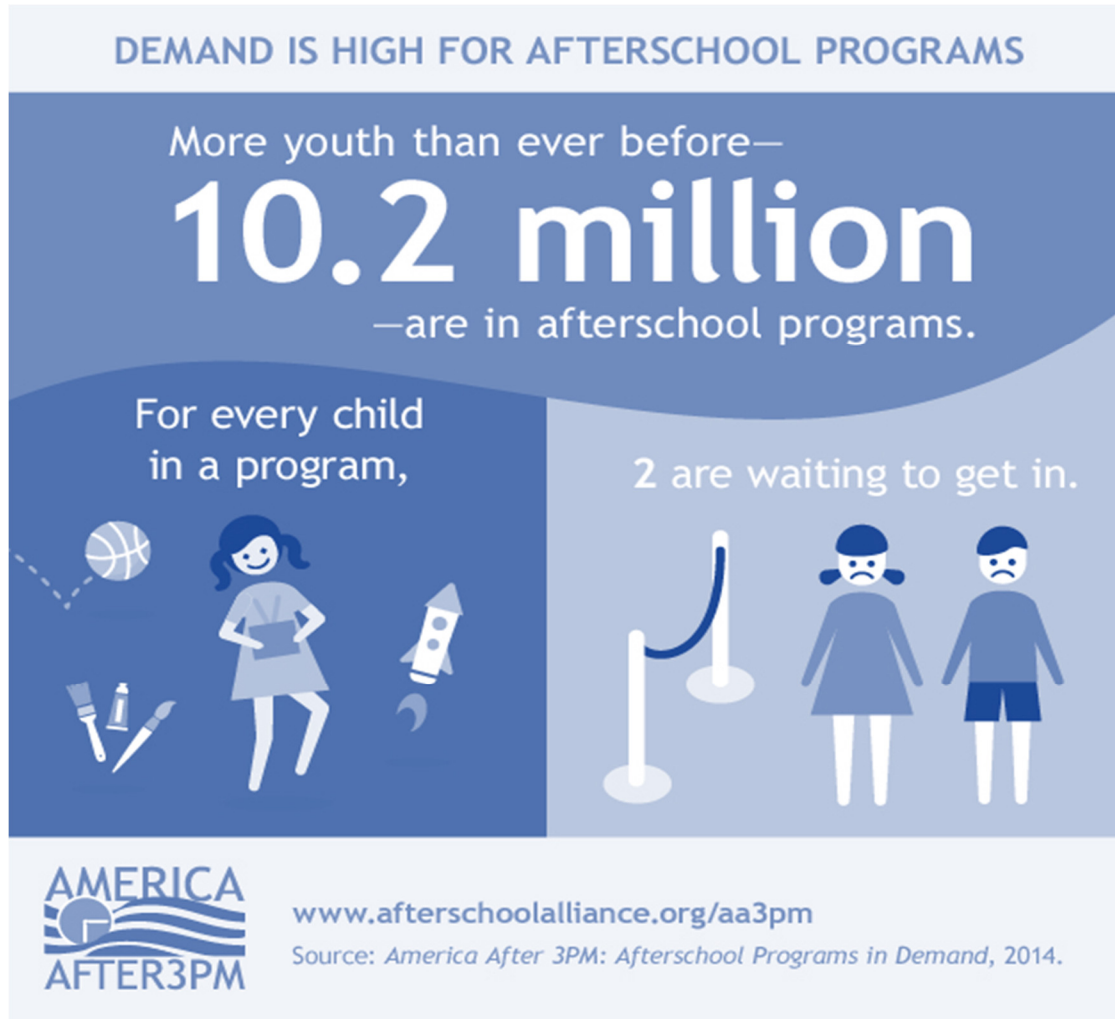
## *THE UNIVERSAL NEED FOR AFTERSCHOOL*

The National Center for Education Statistics (2019) reports that, across the United States, 50.8 million students in over 13,000 public school districts attended over 98,000 public elementary and secondary schools, with an additional 5.9 million students attending approximately 35,000 private schools. With such staggering numbers of students, it is not surprising that a growing number of children are left alone and unsupervised after the regular school day ends, with an estimated seven million "latch-key" children in the United States alone. Indeed, the substantial gap between parents' work schedules and children's school schedules has long been considered to be over 20 hours per week (Reno & Riley, 2000; Seligson, 1991). This supervision gap has continued to grow alongside increases in contemporary social issues such as divorce rates, single-parent families, and families where both parents work outside the home (Nash & Fraser, 1998; Sanacore, 2002), with the most recent "America After 3PM" survey (2014) showing 20% of children (11.3 million across America) do not have someone to care for them afterschool. This includes more than 800,000 elementary school students and 2.2 million middle school students caring for themselves. Parent surveys conducted for the "America After 3PM" survey (2014) showed that 19.4 million children not in an afterschool program would enroll if one were available.

Such supervision gaps are critical to a child's social, emotional, and academic development, as research has clearly and consistently demonstrated that inadequate or non-existent care occurring during after-school hours can lead to a vast array of negative outcomes. For instance, when compared to children and teens regularly participating in constructive, supervised activities after school, children without adequate supervision are more susceptible to negative peer pressures (such as drugs, crime, violence, and sexual activities), display increased problem behaviors, receive lower grades, and drop out of school more often (Baker & Witt, 1996; Reno & Riley, 2000). The "America After 3PM" survey (2014) found nine in ten parents (88 percent) with a child in an afterschool program agreed that the programs helped children develop social skills through interaction with their peers and 83 percent agreed that afterschool programs helped



reduce the likelihood that youth engaged in risky behaviors, such as committing crime, using drugs, or engaging in sexual activities. Clearly, providing comprehensive, well-organized, and supervised activities during the aforementioned gap is critical to ensure the safety and proper development of America's youth.



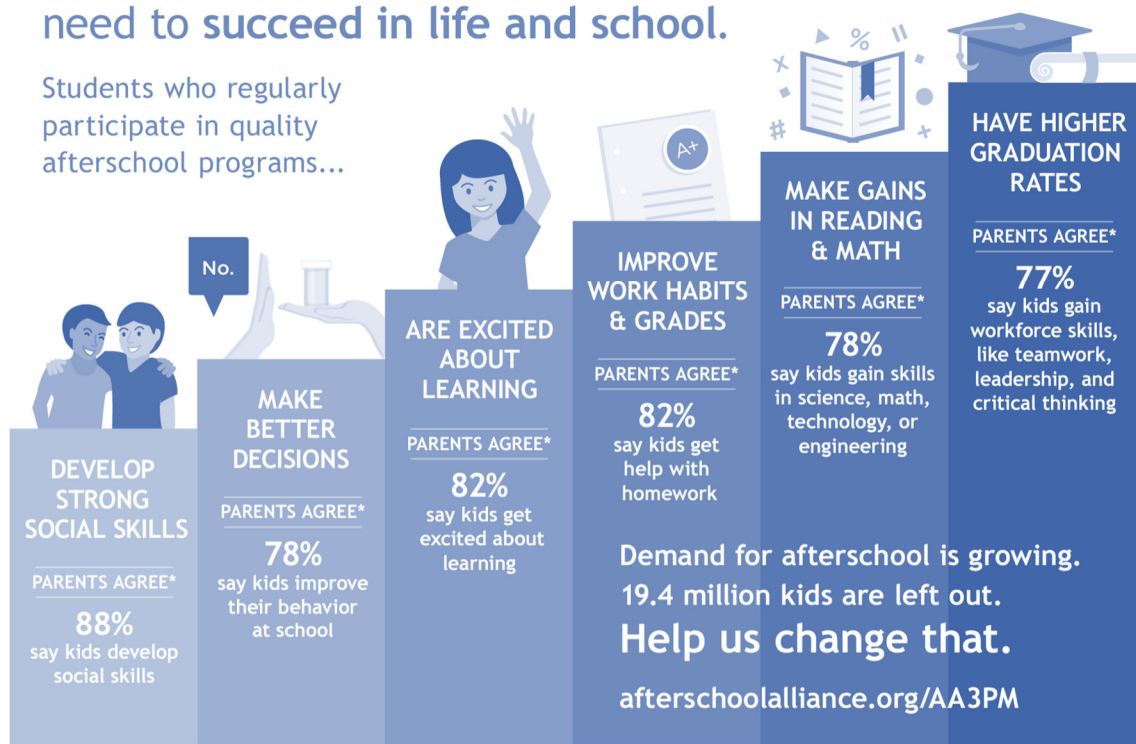
Certainly, a great need exists for after school activities that provide appropriate youth supervision and involvement. Academic literature supports that children and parents are well-served by carefully organized and supervised youth programs during after school hours. These programs can extend social, educational, and recreational activities for children, while protecting them from unhealthy environments (Posner & Vandell, 1994; Riley, 1994). Although there is no established formula for quality after-school programs, most successful programs typically combine academic, recreational, physical, and artistic elements in a curriculum designed to engage youth in a variety of structured and supervised activities. The activities can fulfill numerous needs of children, families, and communities, while also providing safe and positive environments to nurture the



cognitive, social, physical, and emotional development of youth (Reno & Riley, 2000). Consensus usually exists among program administrators that these curriculum components serve the following four key program objectives: (1) scholastic development, grade improvement, and increased performance on standardized tests (e.g., disguised learning, homework assistance, academic remediation, career awareness, and technology education); (2) improve behavior and develop social skills (e.g., behavior modification, character development, social skills education, conflict resolution; and substance abuse education); (3) provide a caring and safe environment, thus reducing negative impacts of unsupervised activities and allowing parents to be less worried about their child's safety after school, more appreciative of their child's talents, and more comfortable concentrating on their vocations (Wallace, 2002); and (4) provide children with personal inspiration, thus improving feelings of self-worth, self-concept, self-confidence, overall self-esteem, and self-perceptions of ability (Davis, 2001; Sanacore, 2002; Sanderson, 2003), as well as motivation to succeed in life and school.

## Afterschool provides the building blocks kids need to succeed in life and school.

Students who regularly participate in quality afterschool programs...



\*Among parents with kids in afterschool programs

Sources:

- <http://afterschoolalliance.org/AA3PM>
- [www.researchgate.net/publication/42346373\\_A\\_Meta-Analysis\\_of\\_After-School\\_Programs\\_That\\_Seek\\_to\\_Promote\\_Personal\\_and\\_Social\\_Skills\\_in\\_Children\\_and\\_Adolescents](http://www.researchgate.net/publication/42346373_A_Meta-Analysis_of_After-School_Programs_That_Seek_to_Promote_Personal_and_Social_Skills_in_Children_and_Adolescents)
- [http://educarefoundation.com/wp-edument/uploads/EduCare-Foundation\\_HS\\_2010-2011.pdf](http://educarefoundation.com/wp-edument/uploads/EduCare-Foundation_HS_2010-2011.pdf)
- [www.ride.ri.gov/Portals/0/Uploads/Documents/Students-and-Families-Great-Schools/Educational-Programming/21stCCLCs/RI21stCCLC-Impact-Report-2011-12.pdf](http://www.ride.ri.gov/Portals/0/Uploads/Documents/Students-and-Families-Great-Schools/Educational-Programming/21stCCLCs/RI21stCCLC-Impact-Report-2011-12.pdf)
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- [www.tea.state.tx.us/index2.aspx?id=3546&menu\\_id=814](http://www.tea.state.tx.us/index2.aspx?id=3546&menu_id=814)
- [www.k12.wa.us/21stCenturyLearning/pubdocs/14-1167WA21CCLCFinalYear2Report-ed.pdf](http://www.k12.wa.us/21stCenturyLearning/pubdocs/14-1167WA21CCLCFinalYear2Report-ed.pdf)



## THE NEED FOR STEM EDUCATION AFTERSCHOOL

Throughout the Nation, educational leaders and afterschool providers are fully embracing Science, Technology, Engineering and Math (STEM) activities to help prepare students for success in future college and career opportunities. Certainly, it is well-known that America’s increasingly knowledge-based economy is driven by innovation, the foundation of which lies in a dynamic and well-educated workforce equipped with STEM knowledge, skills, and abilities. Indeed, according to the U.S. Bureau of Labor Statistics, 15 of the 20 fastest growing jobs will require substantial math or science preparation. Going forward, more jobs will require, at minimum, a basic understanding of scientific and mathematical principles, a working knowledge of computer hardware and software, and problem solving skills enhanced through afterschool STEM learning activities.

“A new workforce of problem-solvers, innovators, and inventors who are self-reliant and able to think logically is one of the critical foundations that drive innovation capacity in a state. A key to developing these skills is strengthening science, technology, engineering, and math (MATH) competencies in every K-12 student.”

— National Governors Association: *Building a Science, Technology, Engineering, and Math Agenda*

Policymakers across the country continue to recognize the need to dramatically increase student STEM achievement and knowledge beginning with K-12 education, thus forming the foundation for the “talent pipeline.” However, Florida data show a disparate situation when compared to national data. For instance, the most recent results of the National Assessment of Education Progress (NAEP; 2017) provided by the United States Department of Education show that only 48% of Florida 4<sup>th</sup> graders and 29% of Florida 8<sup>th</sup> graders are “at or above proficient” in mathematics – with 4<sup>th</sup> grade higher than the national average (40%) and 8<sup>th</sup> grade significantly (33%) lower than the national average. Similarly, the most recent NAEP data (2015) show only 42% of Florida 4<sup>th</sup> graders and 33% of Florida’s 8<sup>th</sup> graders were “at or above proficient” in science. With a national average of 38% and 34%, respectively, the entire Nation is struggling with science performance in an increasingly science-based society.

In addition to national exams and course enrollment, Florida’s challenges in STEM education are also evidenced within the most recent (2016-2017) statewide, standards-based, Florida Standards Assessment in Mathematics (FSA) and Florida Comprehensive Achievement Test in Science (FCAT 2.0). As shown in Table 1-1, when aggregating all students across all schools with available data from the 2017 statewide testing, a clear demonstration of need emerges. Specifically, an average of only 58.4% of all Florida students are at or above “proficiency” in mathematics, while an average of only 53.1%



are at or above “proficiency” in Science – both lower than proficiency rates in 2015 and 2016. This is certainly a troubling situation in Florida (and likely across the country), but is an area where project-based learning, hands-on learning, and experiential learning have become a hallmark of strong interventions and improvements in mathematics and science performance across all students. Afterschool programs provide one of the best methods for implementing such interventions and improving student outcomes, particularly structured programming provided through the 21<sup>st</sup> CCLC initiative.

*Table 1-1: Florida Student Proficiency in Math and Science (2017)*

	% Proficient Mathematics	% Proficient Science	% Proficient ELA	Number of Schools
Elementary School	61.1%	51.0%	54.9%	1,836
Middle School	56.3%	50.3%	52.4%	572
High School	49.6%	65.4%	53.7%	483
Combination Schools (e.g., K-8)	58.5%	53.2%	57.9%	441
<b>OVERALL</b>	<b>58.4%</b>	<b>53.1%</b>	<b>54.7%</b>	<b>3,332</b>

*Source: Florida Department of Education, School Accountability Reports (2017).*

While data across all students presents troubling findings about the apparent readiness of students across Florida, data findings compared across student demographic subgroups are even more concerning. Indeed, research has shown that there often exist large achievement gaps between schools with high levels of “traditionally defined minority” students and those with high levels of poverty. For instance, the U.S. Department of Education (National Center for Education Statistics, 2018) reports that national data show the achievement gap in reading between White students and Black students (as defined by the US Department of Education) in 4<sup>th</sup> grade remained unchanged from 27 points in 1992 to 27 points in 2017, while the achievement gap among 8<sup>th</sup> graders increased from 26 points in 1992 to 27 points in 2017. Unfortunately, the reading achievement gap increased from 24 points to a staggering 30 points for 12<sup>th</sup> grade students. National data for Hispanic students showed performance rates slightly higher than their Black peers, with the achievement gap between Hispanic and Black students being 3 points for 4<sup>th</sup> grade students and 5 points for 8<sup>th</sup> grade students in 2017. Such achievement gaps are even more staggering when realizing, across the country, that only 18% of Black 8<sup>th</sup> graders and 45% of white 8<sup>th</sup> graders are proficient in reading, while only 13% of Black 8<sup>th</sup> graders and 44% of white 8<sup>th</sup> graders are proficient in mathematics.

Such achievement gaps are important to understand given that, within the State of Florida, many communities and schools are “minority-majority” schools, wherein the



“minority” student population outnumbers the traditional “majority” population. In fact, based on data obtained from the Florida Department of Education, across all schools in the state of Florida, students from traditional “minority” groups compose 61.3% of the entire K-12 population of over 2.8 million students in 2017, with 61.8% of all 3,332 Florida schools having over 50% of students from these traditional “minority” groups. As shown in Table 1-2, on average, Florida schools with at least 50% “minority” rates (i.e., minority-majority schools) are significantly lower in mathematics, science, and ELA proficiency scores than low-minority schools – with all three subjects at least 15 percentage points lower in the majority-minority schools. This significant achievement gap holds true at each level of schooling (i.e., elementary, middle, and high school).

**Table 1-2: Proficiency in Math and Science by School Minority Rate (2017)**

	<b>“Minority-Majority” Schools</b>				<b>Low-Minority Schools</b>			
	Prof. in Math	Prof. in Science	Prof. in ELA	# Schools	Prof. in Math	Prof. in Science	Prof. in ELA	# Schools
Elementary	56.3%	44.5%	48.9%	1163	71.4%	65.6%	67.4%	177
Middle	50.5%	45.2%	47.6%	359	69.5%	60.9%	62.4%	55
High	45.1%	61.4%	50.1%	276	61.7%	73.9%	61.2%	54
Combination	54.2%	47.7%	53.3%	262	65.3%	62.7%	65.6%	78
<b>OVERALL</b>	<b>53.7%</b>	<b>47.2%</b>	<b>49.3%</b>	<b>2060</b>	<b>68.5%</b>	<b>65.5%</b>	<b>65.4%</b>	<b>364</b>

*Note: “Minority-Majority” schools have at least 50% of overall student population identified from traditionally defined minority populations, while “Low Minority” schools have no more than 25% from these populations. Source: Florida Department of Education, School Accountability Reports (2017).*

In addition to proportions of traditional “minority” students, research also suggests that schools with high percentages of low-income students also tend to struggle in academic subjects more than schools with higher average income levels, with a common research focus being on STEM subjects (math and science). Within Florida, an astonishing 58.1% of the entire student population qualifies for Free or Reduced Price Lunch (FRPL), a national indicator of low-income status (FLDOE, 2017). As with ethnic minority status, as shown in Table 1-3, Florida schools with predominantly low-income students (50%+ FRPL) showed significantly lower performance in all academic subject assessments (i.e., mathematics, science, and ELA) than did schools with less than 50% proportion of low-income students. Also, consistent with ethnic minority rates, students in “low income” schools had significantly lower performance across all levels of schooling (i.e., elementary, middle, and high) than those in “non-low-income” schools.



Ultimately, Florida appears to be failing to adequately develop STEM skill sets and STEM interest among the state’s K-12 student population, thus reducing the chances that Florida students will eventually work in the wide range of state industries and emerging segments of the innovation economy. In fact, as established by Florida’s Ad-Hoc Sub-Committee on K-12 STEM Education (2009), Florida’s business community has expressed serious concerns about looming shortages of high-quality engineers, scientists, information technology workers, and technicians of all types, as well as how such shortages will adversely impact the state’s economy. Moreover, even if K-12 students do not enter the STEM field, research indicates that all K-12 students can still benefit from a relevant STEM education, both in terms of productivity in the workplace and achievement in post-secondary education.

**Table 1-3: Proficiency in Math and Science by Low-Income Rate (2017)**

	<i>“Low=Income” Schools</i>				<i>Non-Low-Income Schools</i>			
	Prof. in Math	Prof. in Science	Prof. in ELA	# Schools	Prof. in Math	Prof. in Science	Prof. in ELA	# Schools
Elementary	56.5%	45.8%	49.3%	1425	77.2%	69.3%	74.8%	411
Middle	49.1%	43.9%	45.6%	428	77.3%	68.5%	72.1%	144
High	42.9%	59.6%	46.5%	321	62.5%	76.6%	67.4%	162
Combination	50.9%	44.9%	49.0%	268	70.6%	66.5%	72.0%	173
<b>OVERALL</b>	<b>53.0%</b>	<b>47.1%</b>	<b>48.3%</b>	<b>2442</b>	<b>73.4%</b>	<b>70.0%</b>	<b>72.5%</b>	<b>890</b>

*Note: “Low Income” schools are those having at least 50% of students on Free or Reduced Price Lunch. “Non Low Income Schools” are those with less than 50% of students qualifying for FRPL. Source: Florida Department of Education, School Accountability Reports (2017) Results are similar when using the federal cut-off for Title I School-Wide Program Schools (40% Free or Reduced Price Lunch).*

The impact of such achievement gaps between Florida and other states, as well as within Florida among specific student populations, cannot be understated. Research shows that many elementary school students lose interest in and understanding of STEM subjects prior to reaching middle and high school grades. The loss of STEM interest and understanding is secondary to a wide range of intertwined circumstances, such as increased focus on higher-stakes subjects of reading and writing; use of highly formalized educational processes during the school day (e.g., pacing guides); and focus on assessments as performance evaluations for faculty. Certainly, there is great debate about the primary reasons for decreased interest and understanding of STEM among K-12 students, yet there is general consensus that afterschool programming can provide the informal, hands-on, high-engagement science education activities necessary to boost





interest and understanding. Given that afterschool programs in Florida have a long-standing relationship in working directly with students from high-minority and low-income schools, structured afterschool programming can provide unique opportunities to decrease achievement gaps through building collaborations and partnerships for innovative, informal, afterschool STEM education efforts.

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### *THE OPPORTUNITY GAP*

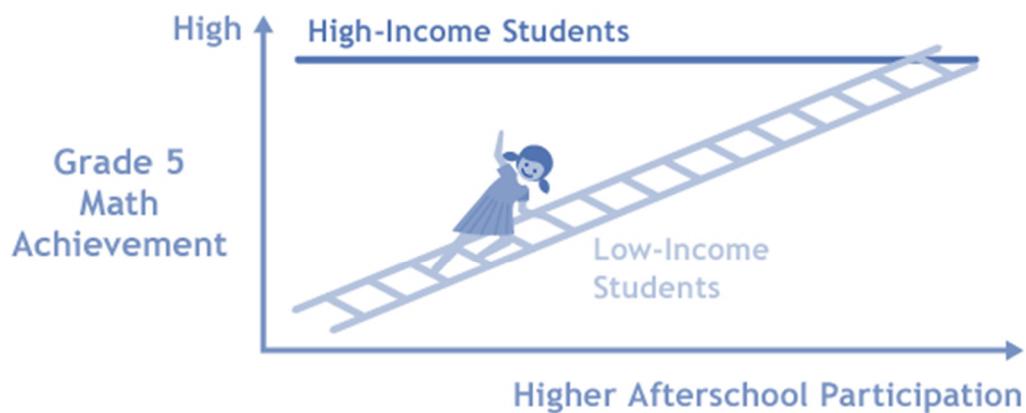
In addition to achievement gaps across various sub-groups, there also exists a tremendous opportunity gap between white students and those of traditional ‘minority’ groups (e.g., African American / Black and Hispanic / Latino(a) students). Unfortunately, in Florida and across the Nation, a double-edged disadvantage is common, with African-American and Hispanic children significantly more likely to live in poverty and live in neighborhoods with low-performing schools (Hernandez, 2011). Indeed, a number of studies link living in poverty with academic struggles and increased dropout rates, largely secondary to a lack of resources available to the children and families, such as academic support, positive role models, strong mentors, financial support, and emotional support (Isaacs & Magnuson, 2011). Specific to financial support, the Urban Institute (2014) found a growing wealth disparity between white families and African-American and Hispanic families, with the average difference in wealth growing from \$230,000 in 1983 to over \$500,000 in 2010. This wealth gap helps explain some of the divergence in opportunities between upper-income families and lower-income families. For instance, in the last 40 years, upper-income families have increased their spending on out-of-school activities by \$5,300 per year, while lower-income families increased by only \$480 per year (Brooks, 2012).

The direct impact of such opportunity gaps is not theoretical – rather it is clearly supported by disappointing statewide achievement data. For instance, Florida improved in both mathematics and reading achievement across the state among 4th grade and 8th grade students (NAEP, 2017). More specifically, from 2003 to 2017, 4th grade students increased 12 percentage points in reading and 12 percentage points in mathematics, while 8th grade students increased 4 percentage points in mathematics and 9 percentage points in reading. However, African American students had an average mathematics score that was 22 points lower than that for White students, while Hispanic students had an average score that was 14 points lower than for white students – worse than the gap that was present in 2003. This demonstrates the achievement gap is not narrowing at a desired rate, with opportunity gaps one of the primary reasons for such continuing gaps.

## CLOSING THE ACHIEVEMENT GAP

The academic achievement gap between students from lower- and higher-income families has grown by 40% in 30 years.

Consistent participation in high-quality afterschool programs can help eliminate the achievement gap.



Learn more at [www.afterschoolalliance.org/AA3PM](http://www.afterschoolalliance.org/AA3PM)

[cepa.stanford.edu/sites/default/files/reardon%20whither%20opportunity%20-%20chapter%205.pdf](http://cepa.stanford.edu/sites/default/files/reardon%20whither%20opportunity%20-%20chapter%205.pdf)  
<http://expandinglearning.org/research/vandell>

To help close the opportunity gap, afterschool and summer learning programs can provide valuable services, such as low-cost (or free) safe and supervised environments, academic enrichment opportunities, and healthy snacks and meals. The Afterschool Alliance (2013) found that 84% of afterschool programs serving predominantly African-American youth and 70% of programs serving predominantly Hispanic youth reported an increase in enrollment in the past three years due to greater demand for services for children, such as provision of food or access to technology. Moreover, African-American and Hispanic parents of children not enrolled in an afterschool program were significantly more likely than the general population to say they would enroll their children in an afterschool program if one were available – with 61% (4.1 million) African-American parents saying that they would enroll their children in quality afterschool programs if programs were available and 50% (4.2 million) Hispanic parents



saying they would enroll their children if programs were available. The demand for summer learning is even higher, with 75% of African-American and 70% of Hispanic families saying they would enroll their children in a summer learning program, if one were available to them.

However, the America After 3PM (2014) report shows parents in low-income and minority households were also more likely to report a lack of available afterschool programs in their community, more likely to perceive cost as a significant barrier to participating in the already limited opportunities, and more likely to cite location and transportation as an additional barrier to participation. Unfortunately, the Afterschool Alliance also revealed that the majority of afterschool providers (particularly those serving African-American and Hispanic children) have budgets insufficient to meet the needs of families and communities. Nationally, unmet demand is nearly twice as high as current participation, with approximately 19.4 million children in families where afterschool programming is desired, but not available. In Florida alone, the Afterschool Alliance (2017) reports an even more dire situation, with 627,430 students enrolled in afterschool programs (with an estimated 64,541 in 21<sup>st</sup> CCCL programs), but 1,031,509 are on wait lists and/or actively searching for an affordable afterschool program within their area – meaning approximately two-thirds of Florida youth needing afterschool programs are not receiving this important opportunity, with over 500,000 children left unsupervised and alone after the school day ends. Although the cost of structured afterschool programs can cost approximately \$1,000 per student per year (based on the Afterschool Alliance estimation for 21<sup>st</sup> CCLC programs), given the high demand for programming and the struggles with affordability, it is not surprising that 89% of families in Florida support the use of public funding for afterschool programming. Moreover, 65% of families feel afterschool programming helps excite children about learning, 77% say afterschool reduces the likelihood that children will engage in risky behavior, and 84% of families say afterschool programming helps them keep their jobs. Most certainly, the need for afterschool programs far surpasses the availability for such opportunities.

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### *SPECIFIC NEEDS*

In addition to general needs, it is imperative that high-quality afterschool programs provide activities that address specific needs of the students, families, schools, and communities served by the program. The most structured and comprehensive afterschool programs require academic components to be based on scientifically based research, and all non-academic activities to be designed to reinforce and complement the regular



academic program of participating students. Indeed, all activities and services provided within this 21st Century Community Learning Center (CCLC) program are based on established needs, aligned to specific objectives, and contain an established set of continuous performance measures to ensure high-quality academic and enrichment opportunities. The specific needs for this program can be found within the approved grant application, and are not restated within this report. Objectives and performance metrics are detailed in future sections of this report.

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### *TYPES OF AFTERSCHOOL PROGRAMMING*

It is important to distinguish between three major types of after school programs. Child Care and Day Care (or “after care”) programs are typically the least structured programs with a primary focus on providing a supervised place for children while parents are still in work. Extracurricular programs are typically more structured, school-run programs with a primary focus in single areas (e.g., after school band, football, debate, etc.). Finally, “afterschool program” (or “Extended Learning Program”) is a term typically used to describe the most structured types of programs offering a wide breadth of activities to enrich the minds and bodies of participating students. The latter are those programs generally included in research studies and are more likely to receive federal, state, and local funding. Ultimately, 21st CCLC programs, including the one at focus of this evaluation, are some of the most structured, comprehensive, and diverse afterschool programs in Florida. Within Florida, 21<sup>st</sup> CCLC programs follow a highly structured model of educational enrichment and personal development through research-based and/or scientifically based programming and activities that serve the whole child, their families, and the communities where they reside.



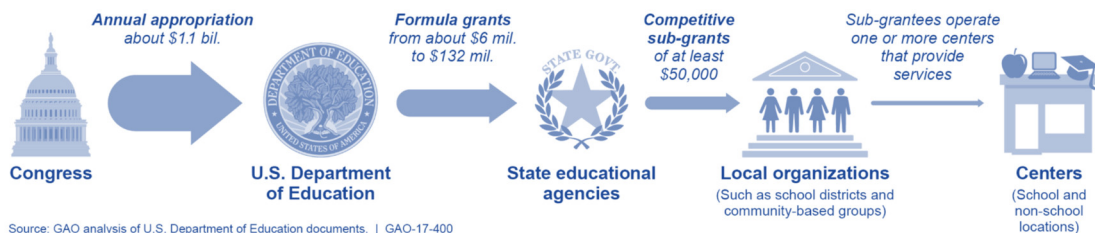
Section 2

# THE 21ST CENTURY COMMUNITY LEARNING CENTER INITIATIVE

## THE 21ST CCLC INITIATIVE

The national need for structured afterschool programming spawned the creation of the 21<sup>st</sup> Century Community Learning Centers (CCLC) initiative in 1994, when the U.S. Congress authorized the establishment of the federal afterschool programs. In 1998, the 21<sup>st</sup> CCLC program was refocused on supporting schools to provide school-based academic and recreational activities during after school hours, summer, and other times when schools were not in regular session. The development of the *No Child Left Behind Act of 2001* brought further political focus and federal funding to after school programs, which signified the beginning of federal funding aimed at directly addressing the need for after school programs in a systematic manner. Total federal funding began with \$750,000 in 1995 and has grown to approximately \$1.206 billion dollars in 2019 (United States Department of Education, 2019). Figure 2-1 (obtained from the United States Government Accountability Office, GAO-17-400, 2017) shows the relatively complex process by which funds are awarded to individual programs.

Figure 2-1: Overview of the 21<sup>st</sup> CCLC Grant Process (Federal to Local)



The 21st Century Community Learning Center (21<sup>st</sup> CCLC) initiative, as outlined in federal law, is an opportunity for students to enhance and reinforce academic lessons of the regular school day, while also allowing them to learn new skills and discover new opportunities after the regular school day has ended. As described by the US Department of Education, the focus of this program “is to provide expanded academic enrichment opportunities for children attending low performing schools. Authorized under Title IV, Part B of the Elementary and Secondary Education Act (ESEA; 2015), as amended by

the Every Student Succeeds Act (ESSA) (20 U.S.C. 7171-7176; 2015), the specific purposes of this federal program are to:

*(1) provide opportunities for academic enrichment, including providing tutorial services to help students, particularly students who attend low-performing schools, to meet the challenging State academic standards;*

*(2) offer students a broad array of additional services, programs, and activities, such as youth development activities, service learning, nutrition and health education, drug and violence prevention programs, counseling programs, arts, music, physical fitness and wellness programs, technology education programs, financial literacy programs, environmental literacy programs, mathematics, science, career and technical programs, internship or apprenticeship programs, and other ties to an in-demand industry sector or occupation for high school students that are designed to reinforce and complement the regular academic program of participating students; and*

*(3) offer families of students served by community learning centers opportunities for active and meaningful engagement in their children's education, including opportunities for literacy and related educational development.*

Since the inception of the federal 21<sup>st</sup> CCLC initiative, Florida's 21<sup>st</sup> CCLC programs have been among the most structured and diverse out-of-school programs for students attending Florida's low-income, Title I school-wide-program-eligible schools. In 2018, the Florida Department of Education (FLDOE) revised the requirements for eligible schools to those identified by the FLDOE as needing support (targeted support or comprehensive support) or identified by the local school district superintendent as needing supports provided by the 21<sup>st</sup> CCLC model. Private schools were not eligible as primary targets, as they do not receive school grades in Florida, but could be served as secondary targets for student participants. This change was expected, as Title I school-wide eligibility and income status of families were removed from eligibility requirements within federal law and, as such, were also removed from criteria included by the FLDOE within the 2017 competitive proposal process. However, regardless of the changes to eligibility criteria and given overall performance of low-income schools noted in the prior section, it is not surprising that most schools from which students are targeted remain low-income and eligible for school-wide Title I supports in their respective districts. Overall, Florida remains focused on providing some of the most structured, wrap-around, and diverse out-of-school programming to students attending the state's most at-risk public schools and residing in the most at-risk communities.



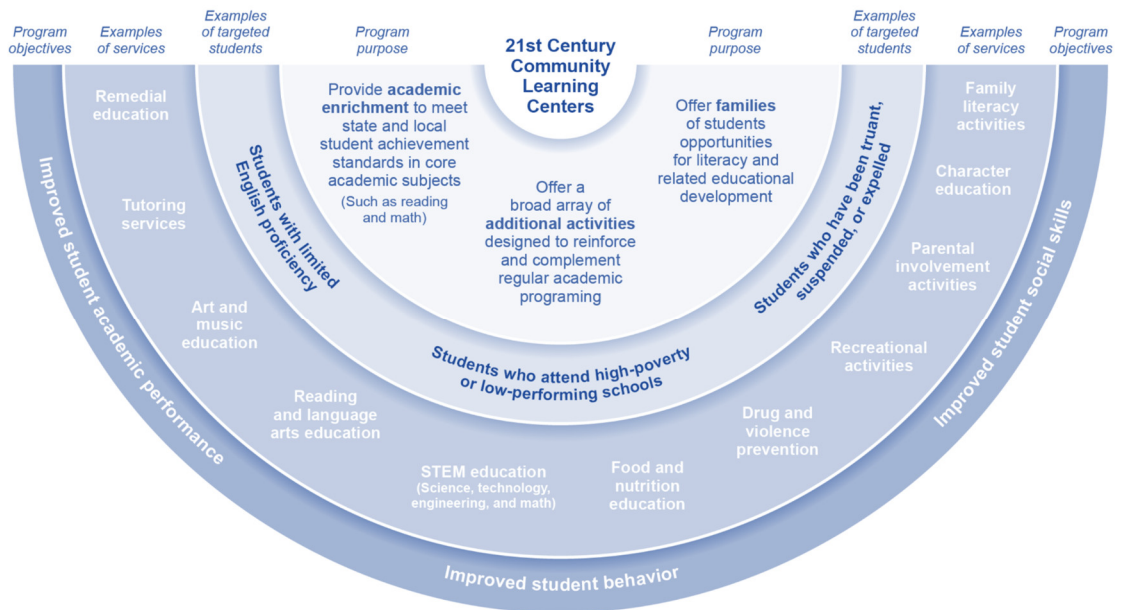
While the FLDOE allows some flexibility in operations, particularly for programs serving middle school and high school students, there are some expectations and best-practices established by the Florida Department of Education, the Florida After School Alliance (FASA), and the Florida Afterschool Network (FAN). In essence, the greatest success is found with 21<sup>st</sup> CCLC programs that operate for the entire 36 weeks of the academic year, as well as at least four (4) days and 12 hours per week. In addition, it is widely accepted that a 5-day and 15-hour-per-week program provides for the best model to allow snack/dinner, health/wellness, personal enrichment, and an hour of academic support (e.g., project-based learning, problem-based learning, etc.).

Regardless of the operational hours and grade levels of participating students, all 21<sup>st</sup> CCLC programs are required to provide each attending student a full repertoire of wrap-around services. In keeping with federal law, the FLDOE expects these services to include (1) academic remediation in reading, math, and science; (2) personal enrichment to improve academic success and educational achievement; and (3) literacy education and/or other educational development for adult family members of participating students. Older programs are required and newer programs are encouraged to ensure that all academic remediation activities are project-based, fun, creative, engaging, and enhancements to the lessons provided during the regular school day.

In addition to academic activities, 21<sup>st</sup> CCLC programs are expected to provide a variety of personal enrichment activities from the following categories allowed under federal law: (1) physical education; (2) dropout prevention and character education; (3) service learning; (4) tutoring (e.g., homework help) and mentoring; (5) arts and music education; (6) entrepreneurial education; (7) programs for limited English proficient students; (8) telecommunications and technology education; (9) expanded library service hours; and/or (10) drug and violence prevention and/or counseling. In addition to wrap-around services for each participating student, 21<sup>st</sup> CCLC programs must also assure the FLDOE that: (1) all targeted students receive services regardless of special need, (2) services are provided with safe and well-planned program facilities and transportation services, (3) there will be a high level of communication with student's schools, (4) adequate professional development will be provided for employed staff, and (5) daily snacks/meals will be provided to all participating students using other funding sources.

In essence, 21<sup>st</sup> CCLC programs provide structured, academically-focused, safe learning environments for students during non-school hours. As shown in Figure 2-2 (obtained from the United States Government Accountability Office, GAO-17-400, 2017), the 21<sup>st</sup> CCLC Program includes a wide variety of wrap-around services and activities for students and family members.

Figure 2-2: Overview of Objectives and Activities of 21<sup>st</sup> CCLC



Source: GAO analysis of U.S. Department of Education documents. | GAO-17-400

## BENEFITS OF AFTERSCHOOL PROGRAMMING

Research on the benefits of afterschool programs are generally limited to highly structured programs. With this caveat, research often shows a number of positive impacts on children and families, often depending on the types of activities offered. The most common benefit, spanning all activities and programs, is that children are kept safe and out of trouble. Many studies have shown that children in afterschool programs have a reduced incidence of juvenile delinquency, violence, and drug use. In addition, research has shown the following benefits of regular participation in a high-quality program:

- Gains in academic grades, standardized test scores, and quality of school work.
- Improved motivation and dedication to school and learning.
- Enhanced creativity and interest in school.
- Improved in-school behaviors and greater self-reported control over behaviors.
- Reduced stress for students and parents.
- Improved self-esteem, self-efficacy, and greater hope for the future.
- Improved well-being, improved physical fitness, and decrease in obesity.
- More connection to the community (particularly with service learning).







Afterschool programs can also offer many intangible benefits, such as the opportunity to engage in activities that help children realize they have something to contribute; the opportunity to work with diverse peers and adults to create projects, performances, and presentations; and the opportunity to develop a vision of life's possibilities that, with commitment and persistence, are attainable.

## SUPPORTING STUDENTS' SUCCESS


Consistent participation in afterschool programs leads to improved:



**Behavior**



**Academics**



**Attendance**


Parents say their afterschool programs provide opportunities that help their children succeed.

- 77%

say they offer homework assistance
- 72%

say they offer reading or writing opportunities
- 69%

say they offer opportunities to learn science, technology, engineering, and math



Learn more at [www.afterschoolalliance.org/AA3PM](http://www.afterschoolalliance.org/AA3PM)

<http://afterschoolalliance.org/AA3PM>

<http://expandinglearning.org/research/vandell>

### *IMPACT OF AFTERSCHOOL IN FLORIDA*

Recent research has found strong evidence that afterschool programs, in general, can provide for both the academic and personal needs of participating students. Quality afterschool programs support Florida's state and local goals in education, economic development, child development, delinquency and gang prevention by providing



structured learning environments for students outside the regular school day. Florida's local citizens in major cities have repeatedly expressed overwhelming support of afterschool programs by voting for local tax to support afterschool and child development programs - with most voting for permanent taxing for these efforts. Such investments in quality afterschool have been fueled, in part, by research demonstrating the effectiveness of such programs. Unfortunately, even with over \$200M in afterschool programming in Florida, over 500,000 of Florida's K-12 youth are responsible for taking care of themselves after school, and over 1,000,000 would enroll in an afterschool program if one were available and affordable. These children spend an average of 15 hours per week engaged in unsupervised activities afterschool. A brief summary of some of the more recent research findings follows:

- In the America After 3 PM survey, Florida parents/guardians were asked about their children's regular participation in various afterschool care arrangements, with a special focus on afterschool program participation and satisfaction. The survey addressed afterschool program need and availability and sought to reveal the major barriers to afterschool program participation. The survey found that: (1) almost 750,000 (25 percent) K-12 youth are responsible for taking care of themselves after school and spend an average of 15 hours per week unsupervised afterschool; (2) 841,951 (36%) children are not in afterschool programs but would likely participate in an afterschool program if it were available in their community, regardless of their current care arrangement; and (3) more than 22,000 school age children are on waiting lists for subsidized afterschool services.
- Wesley College evaluated the Jacksonville TEAM UP program (one of the largest providers in Florida) and found: (1) better attendance rates than the rest of the students in their schools who do not attend TEAM UP (12.7% better in elementary; 6.2% better in middle); (2) better promotion rates than other children in their schools who do not attend TEAM UP (1.3% better in elementary school; 3.8% better in middle school); (3) better FCAT performance with the rate of TEAM UP students who scored at Levels 3, 4 or 5 on the FCAT being 5.8% higher in elementary school and 1.5% higher in middle school than for the overall population in their schools; and (4) of the 2,400 children in the program 30 days or more, 83.4% were promoted to the next grade level on time.
- The University of Florida (Zhang & Byrd) evaluated the 21<sup>st</sup> Century Community Learning Centers and found (1) 32.9% of 21<sup>st</sup> CCLC students improved their math scores on standardized tests and 43.5% maintained their score level; (2) 35.1%



improved their reading scores on standardized tests while 44.1% maintained their score level; and (3) 80.2% of the teachers surveyed believed kids in the 21<sup>st</sup> CCLC programs improved their overall academic performance. University of Florida researchers also found a protective effect of the 21<sup>st</sup> CCLC afterschool programs, wherein students may have been relatively equal to their peers at the beginning of the year, but demonstrated higher performance by the end of the academic year than the same peers with which they were compared.

- A Florida Tax Watch Study of all Boys and Girls Clubs of Florida found (1) overall achievement levels in terms of learning gains in reading and mathematics for Club members was greater than that of their peer reference group or the state student population; (2) members had lower rates of absenteeism at all grade levels; (3) the dropout rate for Club members was lower than that of both their peer reference group and the state student population; and (4) the graduation rate for Club members from all ethnic backgrounds met or exceeded the statewide K-12 population and comparable to that of the peer reference group. The Florida Tax Watch study also found that the average annual income of members graduating from high school rises by \$6,935 (2005 dollars). If the state dropout rate matched that of the Boys and Girls Clubs, the annual increased earnings would total over \$78 million. Beyond high school, the average annual income rises by \$13,109 for persons with some college, and \$23,396 for persons graduating college. The Florida Legislative Office of Program Policy Analysis and Governmental Accountability (OPPAGA) found that elementary and middle school participants in the Boys and Girls Clubs performed better on the FCAT in reading (elementary school only) and math at grade level versus a comparison group of students who were not in quality afterschool programs.
- The Ounce of Prevention evaluation of Florida's YMCAs program inventoried 478 teachers of afterschool students and found: (1) 85% of the children's comprehension improved due to the afterschool programming; (2) 86.3% of the children's fluency improved due to afterschool programs; (3) 76.7% achieved a minimum grade level of "C"; and (4) 93% had acceptable attendance during the school year (higher than the average acceptable attendance rate of Florida).
- Other findings include the Fight Crime: Invest in Kids survey, wherein 70 percent of police chiefs surveyed said "Afterschool and child care programs are the most effective strategy for reducing juvenile crime." A 2008 Presidential Campaign poll found that 76% of voters want state and local officials to increase funding for afterschool, believe afterschool is important to curbing the dropout rate and think



afterschool programs are important to preparing our future workforce. 83% believed there should be some type of organized activity or safe place for kids to go afterschool every day. The Council of Chief State School Officers and the National Governor's Association report students indicate that quality extended learning programs help them feel safe, maintain self-control, curtail fighting, avoid premarital pregnancy and shun risk-taking behaviors such as alcohol and drug use.

- A study of nearly 3,000 low-income, ethnically diverse elementary and middle school students found that those students who regularly attended high-quality programs (including 21st Century Community Learning Center programs) for more than two years gained up to 20 percentiles in standardized math test scores, as compared with peers who were routinely unsupervised during the afterschool hours. Even students with lower program attendance gained 12 percentiles compared with their non-participating peers. The study also found that regular participation in structured afterschool programs improved student work habits and reduced behavioral problems (Vandell, et.al., 2007).
- A meta-analysis by the Collaborative for Academic, Social and Emotional Learning (CASEL) examined 75 studies of 68 afterschool programs and found that students who participated in an afterschool program exhibited improved behavior, improved school attendance, achieved higher grades, and performed better on academic achievement tests than students who did not participate in any afterschool programming (Durlak, et.al., 2010).
- The United States Government Accountability Office (GAO) recently completed a national review of the 21<sup>st</sup> Century Community Learning Centers initiative (GAO-17-400, 2017). In addition to state surveys and some site visits, the GAO reviewed 10 studies that were determined to use methodologies appropriate to exploring the effect of 21<sup>st</sup> CCLC programs on student participants. The results were not entirely surprising, though must be cautiously generalized to Florida (which did not have a state evaluation included in the review and has not had a statewide evaluation for several years). The primary impacts of 21<sup>st</sup> CCLC programs was found to be in the realm of social-emotional learning, with such outcomes as decreased school absenteeism and decreases in school discipline issues. Unfortunately, the impact on school discipline was not corroborated by other research findings. In addition, findings from the reviewed studies indicated mixed results with impacts on math and reading achievement, though the GAO acknowledges that some of the issues with



showing impact can be attributed to the selection of the most at-risk and poor performing students at the targeted school.

- Traditionally one of the most prominent research bodies for afterschool and out-of-school time since 1983, the Harvard Family Research Project (HFRP) published a research brief in 2008 that summarized 10 years of findings. While the HFRP has now become the Global Family Research Project, they remain a seminal body for out-of-school research and support. The findings presented in the 2008 brief demonstrated that “A decade of research and evaluation studies, as well as large-scale, rigorously conducted syntheses looking across many research and evaluation studies, confirms that children and youth who participate in afterschool programs can reap a host of positive benefits in a number of interrelated outcome areas - academic, social/emotional, prevention, and health and wellness.” (Little, Wimer, & Weiss, 2008, p. 2). More specifically, afterschool programs were found to impact three primary domains: (1) improved student academic achievement; (2) improved social and emotional development (e.g., self-esteem, self-confidence, etc.); (3) prevention of risky behaviors (e.g., juvenile crime, sexual activity, drug and alcohol use, etc.); and (4) improved health and wellness outcomes (e.g., reduced obesity, improved knowledge of healthy behaviors, improved fitness, etc.).



## Section 3

# ENHANCING QUALITY THROUGH SUMMATIVE EVALUATION

## *THE EVALUATION PROCESS*

Given the impacts of high quality out-of-school programs, federal, state, city, and community efforts and numerous initiatives across the U.S. have established and expanded afterschool enrichment programs in both public and private settings. However, as afterschool enrichment programs move toward greater recognition and become more institutionalized social functions, they are continuously challenged to demonstrate quality by reaching more children, strengthening programs and staff, and providing adequate facilities and equipment. Indeed, program quality has already become a public concern (Halpern, 1999) and, since the early 1990s, researchers have become more interested in identifying characteristics of quality and effective after school programs for children. In fact, poor quality educational programs have been reported to put children's development at risk for poorer language acquisition, lower cognitive scores, and lower ratings of social and emotional adjustment (Scarr & Eisenberg, 1993). Although hours of program operation, program stability, and type of activities can impact children's achievement, research has established the greatest influence to be program quality (Caspary et al., 2002). In fact, Title IV, Part B of the Elementary and Secondary Education Act (ESEA), as amended by the Every Student Succeeds Act (ESSA) (20 U.S.C. 7171-7176), requires all 21st CCLC programs to undergo periodic evaluation to “assess the program’s progress toward achieving the goal of providing high-quality opportunities for academic enrichment and overall student success.”

Evaluation of program quality is integral to maintaining high quality programs and assessing progress towards achieving the primary program objectives. Program evaluation provides information for curriculum and activity adjustment, reallocation of funding, staff development, decision-making, and accountability (McGee, 1989). However, it is critically important to carefully establish evaluation procedures to effectively and accurately monitor the quality of after school programs. Towards this end, it is impossible to determine the effectiveness of an afterschool program without an in-depth assessment of all aspects of an individual program. Methods of assessment tend



to be qualitative in nature to ensure that program goals are being met, although quantitative data can often allow for more concrete conclusions about program effectiveness. Thus, a mixed method approach is typically the most advantageous, incorporating an exploration of quantitative and qualitative data (Halpern, 2002; Magnusson & Day, 1993; Miller, 2001; Owens & Vallercamp, 2003; Piha & Miller, 2003). In general, summative evaluations and data reports to the Florida Department of Education are based on quantitative data, though the program is always encouraged to explore qualitative responses and discussions from focus groups or advisory board meetings to help qualify the data presented within formal reporting processes.

Although assessing specific activities or services is often the basis for establishing program quality, it is also important to collect data from participants, parents, and program staff. For instance, recognizing that feedback from the participants is essential to assess program quality and to encourage continued participation, a number of assessments are available to measure participant perceptions and satisfaction with afterschool enrichment programs. Numerous researchers (e.g., Byrd et al., 2007; Deslandes & Potvin, 1999; Grolnick et al., 2000) have also indicated that parental involvement in the education of their children is an important aspect of effective education programs from the elementary through high school years. Indeed, children often make better transitions in educational programs and have a more positive orientation if their parents are more involved in their learning. As such, it is important for an evaluation to include assessment of parent participation in and parent perceptions about the afterschool programs. Finally, the opinions of program staff are fundamental for recognizing the importance and future directions of after school enrichment programs. Program staff members are the first-line deliverers of the program and are best able to provide immediate feedback about program operation.

Byrd, et al. (2007) and Smith et al. (2002) have suggested that evaluating the effectiveness of structured afterschool programs necessitates the assessment of a number of variables in addition to the opinions of program participants, parents, and facilitators. These variables include: (a) characteristics of program sites; (b) program operations and finance; (c) characteristics of participants and staff members; (d) program curriculum; (e) program attendance; (f) academic achievement in test performance, school attendance, and school behaviors; and (g) prevention of delinquent behaviors and fostering of good citizenship. Other researchers have suggested that fundamental evaluations of implementing quality after school programs should generally include the following 10 areas: (a) community needs assessment, (b) clarification of goals and intended outcomes, (c) program structure, (d) curriculum content, (e) program

environment, (f) program facilities and infrastructure, (g) staff competency, (h) community partnership, (i) parent involvement, and (j) linkage to regular day school (Byrd et al., 2007; Friedman, 2003; Halpern, 2002; Magnusson & Day, 1993; Miller, 2001; Owens & Vallercomp, 2003; Piha & Miller, 2003). Finally, Baker and Witt (1996) and Byrd et al. (2007) suggested reporting community characteristics and assessing the effect of after school achievement programs on the enhancement of participants' self-esteem levels. Clearly, there exists a plethora of variables from which an individualized, effective and accurate evaluation of program quality can be generated.

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### *EXTERNAL EVALUATOR - QUALIFICATIONS*

The 21<sup>st</sup> CCLC Program engaged The Center for Assessment, Strategic Planning, Evaluation and Research (d.b.a. CASPER) to oversee the external evaluation of this project. CASPER employees have evaluated over 600 educational programs for 19 years (with the past fourteen focused on structured afterschool programs and expanded learning opportunities). The CEO of CASPER - Charles E. Byrd, Ph.D. – was previously the executive director of the Florida 21<sup>st</sup> CCLC Statewide Administrative Project and has been engaged with the 21<sup>st</sup> CCLC project at focus in this summative report since submission to the Florida Department of Education, such that he has a tremendous foundation of knowledge about the project requirements and expectations of the Florida Department of Education. This report was prepared directly by Dr. Byrd, who also sits on the Executive Board of the Florida Afterschool Network (the developer of Florida's Gold Standards for Quality Afterschool Programs) and the Florida After School Alliance (FASA; Florida's organization to support and train afterschool professionals). Led by a professional evaluator and a licensed clinical psychologist, CASPER is a member of the American Evaluation Association and American Psychological Association.

Dr. Byrd also holds a faculty appointment as a Licensed Clinical Psychologist and Professor with the University of Florida, College of Medicine, Department of Community Health and Family Medicine. Dr. Byrd is also an Affiliate Professor in the Department of Psychology at the University of Florida (College of Liberal Arts and Sciences). Dr. Byrd began his career as a middle-school educator before being trained as an industrial and organizational psychologist specializing in program evaluation and statistics. Dr. Byrd further focused his expertise by receiving a doctorate in counseling psychology with a focus on culturally sensitive evaluation, assessment, and treatment of children, families, and those with severe and persistent mental illness. Primarily trained as a psychologist, Dr. Byrd is the author of several chapters within the Encyclopedia of



Counseling Psychology regarding intellectual assessment and high-stakes achievement testing, as well as the author of several journal articles and national/international peer-reviewed and invited presentations. Dr. Byrd has also received significant training and expertise in leadership theory, program evaluation, survey development, data management, statistics, and data analysis.

Since 2002, Dr. Byrd has received over \$3.7 million in grants as Principal Investigator, over \$7.7 million as Co-Principal Investigator, over \$4.0 million as Co-Investigator, and over \$215,000 in private donations and gifts to enhance his projects. As a grant writer, Dr. Byrd has also written over \$120 million in awarded grants for external agencies, thus providing a strong understanding and foundational knowledge of grant management, financial management, personnel management, operational design, and project leadership. Sources for funding have included the National Institutes of Health, Department of Education, Department of Transportation, EdVentures, Charles Stewart Mott Foundation, and Robert Wood Johnson Foundation. As such, Dr. Byrd is uniquely able to provide feedback and recommendations specific to the operations of the 21<sup>st</sup> CCLC program, as well as the overall administration of grants and resources.

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### *THE SUMMATIVE EVALUATION*

For the purposes of the summative evaluation, all possible variables were assessed as reported, based on the data and deliverables provided by the 21<sup>st</sup> CCLC Program. Using all available data, the primary foci of this evaluation are: (1) operational accomplishments and challenges (e.g., staffing, teacher recruitment/retention, etc.), (2) proposed versus actual operation (e.g., days, hours, attendance), (3) status of progress towards proposed objective, (4) demonstration of progress and progress towards recommendations, and (5) recommendations for enhanced program implementation. To enhance the quality and effectiveness of the 21<sup>st</sup> CCLC program, it is necessary to establish a mechanism that links the program evaluation process with program improvement actions. As such, using a developmental model of evaluation, the Center for Assessment, Strategic Planning, Evaluation, and Research (CASPER) has worked directly with the program in identifying and implementing the recommendations provided throughout this report and/or addressed previously as ‘lessons learned’.





## Section 4

## OVERVIEW AND HISTORY OF A HIGH-QUALITY 21<sup>ST</sup> CCLC PROGRAM

### *THE ASP (BROWARD - WALKER) 21ST CCLC PROGRAM HISTORY*

The After School Programs (Broward - Walker) 21st CCLC program has been in operations under the current grant for two years, having successfully navigated the competitive grant process for the 2017-2018 program year. Since beginning services in the 2017-2018 program year, the ASP (Broward - Walker) 21st CCLC program has worked to provide all services for which it was funded and has historically made progress towards the approved goals and objectives. As per the grant proposal, the 21st CCLC program was designed to provide a wide variety of creative, engaging, and educational programming designed to both support and extend the academic and personal enrichment of participating students and their families. After School Programs, Inc. (ASP), a state-wide non-profit educational agency, submitted this proposal in partnership with schools where students attend during the regular school-day. The program was proposed to serve “at-risk” students at the targeted public schools in some of the most “at-risk” areas of the county. A number of critical needs were identified within the targeted student and parent populations, each of which are addressed by the proposed services: (1) academic remediation to address low levels of student academic performance in reading, writing, science, and mathematics; (2) health, nutrition, and physical education to address obesity rates and poor health outcomes; (3) visual and performing arts education and cultural programming to address community awareness and enhance academic performance; (4) service learning to enhance community awareness; (5) character education, drug prevention, and violence prevention programming to address character and commitment to education; and (6) parent services to address low educational levels, enhance parenting skills, and improve parental involvement in their child’s education. Ultimately, the project focuses on those students with the greatest needs and those populations with the greatest potential for positive growth. Program goals are to (1) Improve academic achievement and understanding in core academic areas (e.g., reading, math, and science); (2) promote positive youth development and personal growth to help enhance motivation, dedication, and academic performance; and (3) enhance parenting skills and literacy to promote involvement and improve family conditions for students.



## *HISTORY OF EXPERIENCE IN AFTERSCHOOL SERVICES*

After School Programs (ASP) is a non-profit (501(c)3) organization established in 1991 to enhance, enrich, and meet the needs of Florida’s children, families and communities. ASP was founded with the explicit mission of developing and implementing national models of high-quality, academic focused, and personally enriching afterschool programming. For over twenty years, ASP has worked to improve student achievement and help children reach their fullest potential by providing innovative learning programs during afterschool, holidays, and summers. ASP is the only afterschool provider in South Florida to be nationally accredited by AdvancEd (formerly Southern Association of Colleges-SACS) and the Commission on International and Trans-Regional Accreditation (CITA), thus ensuring ASP programs meet stringent academic and quality standards. ASP is licensed and insured, and currently operates 21st CCLC out-of-school programs in four Florida counties (i.e., Broward, Orange, Collier, and Miami), as well as in Baltimore, Maryland. ASP programs serve over 7,000 children annually from Pre-K through Middle School, and from a wide variety of socioeconomic and cultural backgrounds. Indeed, ASP has over 25 years of experience providing academic and enrichment programs, with over ten years of providing 21st CCLC programming services similar to that provided in the current grant of focus.

Since 2003, ASP has received over \$20 million in grants from such organizations as Children’s Services Council, United Way, Jim Moran Foundation, and Florida DOE. ASP currently operates 77 afterschool programs in Florida, providing daily services to over 8,000 students and families from diverse populations. Programs implement “best practices” that are educational, enriching, support social achievement and promote physical fitness and nutrition. Most recent programs include 21st CCLC, Maximizing Out-of School Time (MOST), and ACCESS (All Children Can Excel, Shine and Succeed). ASP is highly familiar with 21st CCLC requirements, and thrives in providing services under the highly structured and academic 21st CCLC model. The lasting impact of ASP programs have been repeatedly demonstrated with improved student achievement, social skills, physical fitness and increased parental involvement. For instance, a recent ASP Impact Report showed, among students in ASP programming, 87% improved reading and literacy skills, 98% improved social skills, 84% improved homework skills and 67% improved their FCAT scores.

**Leadership Capacity:** ASP administrators share a passion and commitment for educational excellence, community involvement and child development. Collectively, the 21st CCLC leadership team will bring extensive experience in education, leadership,





and youth services to the 21st CCLC program, including a former Deputy Superintendent, principal and teachers with experience in grants, curriculum, and educational programs. The 21st CCLC program will be supervised by the Director of Operations, Grants Administrator and Program Coordinator, with a Program Director responsible for daily operations. ASP's multi-tiered management system of District and Area Coordinators will support quality programming, active and direct daily supervision, and rapid response to any concerns. The staffing model at each site will include a Site Coordinator, Certified Teachers, and Enrichment Instructors. All staff will receive training specific to the 21st CCLC model at least three times per year. A program advisory board made of students, parents, teachers, staff, and partners will inform and enhance the leadership model.

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### ***PROACTIVE PLANNING: ASP (BROWARD - WALKER)***

The focus of the After School Programs (Broward - Walker) 21st CCLC program during the initial weeks of academic year operation was to plan the successful implementation of a high-quality program while reengaging and/or enrolling students into the program. This implementation planning process helped ensure that all students, both those continuing from the prior year of operations and new student enrollees, would be afforded the most complete and comprehensive program possible without enduring significant changes that could detract from receiving the full breadth of services and/or lead to premature termination of students secondary to frustration and confusion. Unlike many other agencies initiating such a complex educational program, the outstanding ties between the After School Programs (Broward - Walker) 21st CCLC Program and the schools and communities where services are located, as well as relationships with established stakeholders and partners, allowed for an efficient and effective implementation of the program, with services starting within the required timeframe established by the FLDOE (i.e., within two weeks of the start of the academic year).

As quality of state-funded educational programming becomes a public concern, it is imperative that program quality be more than just monitored and measured. Rather, it must be actively managed with a view towards continuous improvement and development. Within such active management, it is important to account for the impact of both program structure and delivery processes on the quality of the program. For instance, effective programs must match the developmental needs of their participants, and they must also fit the demands and resources of the particular settings in which they are implemented. A key to successful implementation of high-quality programming is to



be proactive when planning and structuring the program to overcome or account for predetermined areas that may be problematic. Indeed, it is critical to take corrective actions during the design of the program, rather than waiting until corrective actions could have detrimental impacts. For such proactive planning to be successful, the ASP (Broward - Walker) 21st CCLC program required a program-wide commitment to continuous quality improvement and continuous process improvement. Program staff members worked collaboratively to develop a culture of critical inquiry and ensured that quality processes and outcomes were central to the vision, goals, and priorities of all staff members and within all program activities.

In cooperation with such a proactive planning process, Elias et al. (2003) proposed the following factors associated with the successful implementation of an enduring program: (a) presence of a program coordinator or committee to oversee implementation and resolve day-to-day problems, (b) involvement of individuals with highly shared morale, good communication, and a sense of ownership, (c) employment of qualified personnel, (d) ongoing processes of formal and informal training, including the involvement of knowledgeable experts, (e) high inclusiveness of all school stakeholders, (f) high visibility in the school and the community, (g) program components that explicitly foster mutual respect and support among students, (h) varied and engaging instructional approaches, (i) linkage to stated goals of schools or districts, (j) consistent support from school principals, and (k) balance of support from both new and seasoned administrators.

Each element of the proactive planning process rests upon high-quality leadership, effective staffing, and program visibility. The importance of a physical presence in the community cannot be understated for the purposes of proactive planning and to help establish a stronger, more dedicated staff. Over the course of the initial weeks and months of operation, the After School Programs (Broward - Walker) 21st CCLC Program leveraged and enhanced their strong community presence developed during last year's 21st CCLC program operations, while also focusing on retaining and hiring necessary staff to implement the highest quality program for all student participants. In addition, the ASP (Broward - Walker) 21st CCLC Program revised their comprehensive student enrollment packet, student application form, parent agreement/consent form, and other critical forms for the 21st CCLC program.



## Section 5

## PROGRAM LEADERSHIP AND STAFF CHARACTERISTICS

Regardless of the adequacy and depth of the proactive planning process, and regardless of the quantity of operations and services (discussed later in this report), implementing and maintaining high-quality out-of-school programming depends heavily upon consistently effective program management. Ultimately, program management is a process of planning, organizing, leading, and controlling program resources and the work of program staff members to achieve stated program objectives. In turn, achievement of program objectives depends upon the extent to which program activities are formulated, organized, and coordinated in terms of human, financial, and material resources. Within this process, leadership plays a vital role in establishing a new culture, developing new directions, mobilizing change, creating opportunities, and motivating staff members. The leadership model of the After School Programs (Broward - Walker) 21st CCLC program includes a full-time program director, a grant specialist, a district coordinator, budget and bookkeeping support staff, and other ASP staff members providing support to the 21st CCLC program.

In addition to program leaders, a high-quality program relies heavily upon well-qualified and experienced core program staff and service providers. The After School Programs (Broward - Walker) 21st CCLC program successfully attracted experienced staff members to provide both core academic enrichment and personal growth activities to actively participating 21st CCLC students. As required by the Florida Department of Education (FLDOE), all academic-based 21st CCLC projects and services were supervised by a teacher certified by the FLDOE (note: the FLDOE does not specifically require all project-based activities to be provided by teachers, only that at least one teacher be on-site to supervise these activities – a requirement the ASP (Broward) 21st CCLC program far surpasses). Personal enrichment activities are provided by certified teachers, qualified non-certified instructors, and/or a combination of staff members.

Regardless of the activity, as shown in Table 5-1, the teachers and instructors appear to be adequately qualified to provide the specific activities. As per the program, all staff



members have been trained in the federal and state 21st CCLC initiative, as well as the specific model proposed by the After School Programs (Broward - Walker) 21st CCLC Program. Table 5-1 also demonstrates that the program is well-staffed and is capable of maintaining the proposed ratio of students-to-teachers in both academic and personal enrichment activities. By applying the Florida Afterschool Network Standards, the program reports ensuring the staff-to-student ratio was at or below a 1:20 ratio, when possible. It is important to note that Table 5-1 does not necessarily suggest that these are the number of staff each day of programming, as this indicates only the total number of staff members which have worked in the ASP (Broward - Walker) 21st CCLC Program during the entire operational year (Summer 2018 and 2018-2019 Academic Year). When necessary and prudent, several staff members can share a single position and would appear as two staff within the staffing table, as required for reporting requirements. This table provide necessary staffing information that has been required in the past for reporting to the US Department of Education through the federal reporting system (21APR) and the Florida Department of Education.

**Table 5-1: Staff Member Regular Responsibilities**

<b>Walker Elementary</b>	<b>2018 Summer</b>		<b>2018-2019 Academic Year</b>	
	<i>Paid</i>	<i>Volunteer</i>	<i>Paid</i>	<i>Volunteer</i>
Administrator	--	--	--	--
College Student	5	--	12	--
Community Member	--	--	--	--
High School Student	--	--	--	--
Parent	--	--	--	--
School Day Teacher	5	--	6	--
Other Non-Teaching School Day Staff	1	--	2	--
Sub-Contracted Staff Member	--	--	--	--
Other Staffing	1	--	5	--
<b>Total Staff</b>	12	--	25	--
<b>Total Staff Paid by Other Funds</b>	--	--	--	--
<b>Total Staff Replaced within 21<sup>st</sup> CCLC</b>	9	--	11	--

\* These categories represent the regular responsibilities of program staff during the regular school day. These categories were designated by the US Department of Education for all 21st CCLC programs. Data are reported to the US Department of Education for each Site separately, rather than for the overall Program (Grantee).

**Table 5-2: Staff Gender Distribution (2018-2019)**

	<b>Walker Elementary</b>	
	<i>Summer</i>	<i>Academic Year</i>
Male Staff	3	2
Female Staff	9	23
<b>Total Staff</b>	<b>12</b>	<b>25</b>

\* Gender data for staff members are required for the Florida Department of Education. The proportions are overall reflective of the overall teaching staff in this District and across the nation.

In addition to staff responsibilities, the Florida Department of Education requires Florida's 21st CCLC programs to submit data on the educational levels of staff working within these state-funded out-of-school programs. Table 5-3 provides a breakdown of educational levels of staff within the After School Programs (Broward - Walker) 21st CCLC program, as reported by the program. As shown, many staff had a bachelor's degree or higher, with about two-thirds of the staff members having less than a college education. It is important to note that the program utilizes non-certified instructors to assist teachers in the program, and these are often reported as having only a high school degree. This does not suggest these assistants are unqualified or incapable of providing the services assigned. Overall, the staff members appear sufficiently well-educated and capable of providing the proposed 21st CCLC activities and services for which they have been assigned (e.g., teachers have bachelor's degrees or higher).

**Table 5-3: Staff Distribution by Highest Education Level**

	<b>2018 Summer</b>		<b>2018-2019 Academic Year</b>	
	<i>Paid</i>	<i>Volunteer</i>	<i>Paid</i>	<i>Volunteer</i>
Doctorate	--	--	--	--
Professional Degree	--	--	--	--
Master's Degree	3	--	2	--
Bachelor's Degree	2	--	5	--
Associates Degree	--	--	--	--
Technical Degree	--	--	--	--
High School Diploma/GED	7	--	18	--
Other/Unknown	--	--	--	--
<b>Total Staff</b>	<b>12</b>	<b>--</b>	<b>25</b>	<b>--</b>

\* Staff members are indicated by their highest degree completed, such that a staff member with a doctorate is considered to also have the lower-level educational degrees. Education status is not necessarily an indicator of program quality, so long as the assignments to staff match their experiences and abilities. There is no indication that the staff members within this 21st CCLC program were unqualified to perform their assigned duties.



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***QUICK FACTS***  
***21st CCLC Staffing***

***25 AY Staff Members***  
***6 AY Certified Teachers (24%)***  
***12 AY College Students (48%)***

***Staff Turnover:***  
***9 Staff Replaced during Summer 2018***  
***11 Staff Replaced during AY 2018-2019***

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***STAFF TURNOVER***

The 21st CCLC program provided data on staff turnover during the course of the 2018-2019 program year (Summer 2018 and 2018-2019 Academic Year). As demonstrated by submitted data, the program had some turnover during the course of the program year, with 20 staff members leaving the program and being replaced by another staff member in the same position. This is not necessarily an indicator of program quality problems, as there are a number of non-performance reasons for staff members to depart the program (e.g., moving to new area, finishing their college degree, finding a new full-time job, being promoted, etc.). There are also performance-based reasons for staff turnover, such as the program firing a staff member due to poor performance or a staff member resigning under duress. However, the program did not provide specifics about why these staff left the program (as it would be inappropriate to distribute this information outside the agency) and such information was not requested of the program by the evaluator. Regardless of the reasons for the staff turnover, the ASP (Broward - Walker) 21st CCLC program is encouraged to internally explore why the limited number of staff left the program and ensure the program is being implemented in such a way as to promote satisfaction and engagement of all staff members, as well as the students.

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***STUDENT-TO-STAFF RATIOS***

The After School Programs (Broward) 21st CCLC Program works to keep ratios both within the limits established by the Florida Afterschool Network Gold Standards and the approved grant application. For the purposes of project-based academic activities, the



program keeps the ratio at approximately 15 students per staff member, using teachers coupled with non-instructional personnel to help keep ratios lower. During personal enrichment activities, the program maintains slightly higher ratios of 20 students per staff member. Overall, the program is adhering to both the approved grant applications and Florida's gold standards for out-of-school programming.

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### *CERTIFIED TEACHERS*

The Florida Department of Education required that the After School Programs (Broward - Walker) 21st CCLC Program provide academic activities supervised or provided directly by a certified teacher - particularly those related to core academic subjects (i.e., reading, writing, mathematics, and science). The 21st CCLC program was not required to have certified teachers provide all aspects of the lesson plans, only that the activities be provided while a certified teacher supervised the activities, although best-practices for afterschool programs would have certified teachers directly provide the academic activities to maximize impact and effectiveness. As noted, the program utilized a total of 6 certified teachers for use primarily during the English Language Arts, mathematics, science, and homework assistance components of the 21st CCLC program. Overall, the After School Programs (Broward - Walker) 21st CCLC program reports having utilized certified teachers as proposed in the approved grant application, approved budget narrative, and required by the Florida Department of Education. The program has submitted their 2019-2020 application and included a relatively similar level of staffing with certified teachers for the next year of program operations.

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### *STAFF DEVELOPMENT AND TRAINING*

Effective leadership requires a great deal of wisdom, skill, and persistence to design and implement a quality educational program; and the leadership process is vital to ensure that stakeholders (e.g., program staff, students, teachers, parents, and community partners) are equipped with the skills they need to help achieve and support program objectives. Indeed, effective leadership will engage students, parents, teachers, counselors, and administrators, while also providing them with the necessary support to help bridge achievement gaps through program activities. Towards this end, conducting quality assessments, offering professional training, and providing technical assistance are necessary elements for an optimal education program and can have measurable effects on students' academic performance and social behaviors.





To support student services through the 21st CCLC program, the After School Programs (Broward - Walker) 21st CCLC program leadership and agency administrators (in-kind) provided staff development for those hired to provide 21st CCLC services. As per the program, trainings provided to active 21st CCLC staff members included formal training on the 21st CCLC initiative, as well as training on specific activities provided under the 21st CCLC initiative. In addition to program and policy training, staff members were provided more informal in-vivo trainings from the program leadership, including walkthroughs, demonstrations, and guided implementation of 21st CCLC projects.





## Section 6

## PARTNERSHIPS AND PROGRESS TOWARDS SUSTAINABILITY

One of the goals of the After School Programs (Broward - Walker) 21st CCLC program is to continue activities beneficial to students and their families after the five-year project period is over. Programs receive 100% funding for each of the first two years of the program, followed by 80% funding for each of the final three years (if eligible to continue receiving funding and providing services to the targeted populations). Therefore, programs are required to demonstrate how the program will become self-sustaining both within and beyond the five years of initial funding. In addition, all programs in Florida are expected to maintain the size and scope of their programs and are forbidden from reducing the quantity or quality of services, the number of children, or the length of operation to account for the reduced funding. Moreover, Florida 21st CCLC programs are not generally permitted to charge any fees to students or parents in association with 21st CCLC programming without authorization from the Florida Department of Education (FDOE) and this program has not received such authorization.

Structured afterschool program costs vary widely, depending on the organization and other funding available to the organization. For instance, as noted, all 21st Century Community Learning Centers are federally-funded and are generally prohibited by the Florida Department of Education from charging any fees for eligible students. Other programs (such as some Children Services Councils) receive local funding from tax dollars to provide free or inexpensive services to students (generally a sliding-scale fee, if charged). Still other programs receive charitable donations (e.g., Boys and Girls Clubs) and charge minimal or no fees to students. The costs associated with structured afterschool programs that do not receive external funding are often dependent on the level of services provided, such that the programs with the most expensive activities (e.g., out-of-state field trips) will result in a higher cost to families. Nationally, the average cost of structured afterschool programs are between \$1,500 and \$2,500 annually. When taking into account the number of hours and days of services provided to 21st CCLC students within Florida's 21st CCLC programs, the annual funding is generally an average of \$1,000 per student, which is less than half that of most other structured



afterschool programs. As such, marketing and sustaining the program are critical even in the early years of 21st CCLC program operations.

Certainly, with such high costs, sustainability is an extraordinarily difficult task for 21st CCLC programs across the nation. The location of program services generally had little, if any, services prior to the implementation of the 21st CCLC program, which often gives competitive applications an edge due to higher unmet needs and gaps in achievement. However, when a community is in such dire need for afterschool programming, yet has no resources and no support for such services, it is highly unlikely that this situation will significantly change in the short period of time during which 21st CCLC programming is provided. As such, when 21st CCLC funding ends, programs often find themselves in the same situation as before funding – with families unable to afford an afterschool program, communities unable to provide resources for such programming, local businesses with limited funding to support child programming, and agency budgets wholly unable to afford the high-quality and teacher-driven activities at the same level of operations.

In fact, the United States Government Accountability Office (GAO) issued findings against the US Department of Education for failing to provide effective technical assistance to states in addressing the challenges of helping 21st CCLC sub-grantees continue operating after federal funding ends (a requirement of the federal law). The GAO noted that 35 states reported centers often faced challenges in providing the same levels of services without 21st CCLC funding, and 20 states reported that sub-grantees often reduce the level of services or cease operations when 21st CCLC funding ends. Some states indicated that as few as 10 percent of 21st CCLC sites are able to maintain any level of services following the end of 21st CCLC funding. The difficulty in sustaining programs is largely due to the lack of available state and local funding, with school district budgets already strapped in providing mandated services, and Florida has very limited state funding directed explicitly to providing out-of-school programming.

Regardless of the difficulties faced by the nation's 21st CCLC programs, federal law requires sub-grantees to have a plan for sustainability and ideally show progress towards implementing the sustainability plan throughout the funded years of 21st CCLC programming. As per the GAO, about half the states reported having programs with some success towards sustainability, with the primary methods of sustainability being charging student fees, obtaining private foundation funding, and obtaining public and non-profit funding (e.g., from universities). As with most 21st CCLC programs, the most prominent

and strongest foundation of sustainability planning is the development and maintenance of high-quality partners that provide free or discounted services, staffing, and materials.

As such, although 21st CCLC objectives do not specifically address the importance of developing, maintaining, and enhancing partnerships and sustainability, it would be remiss for this evaluation to ignore the progress of the After School Programs (Broward - Walker) 21st CCLC Program in such efforts. The ASP (Broward - Walker) 21st CCLC Program engaged and received support from a number of partners that have and will continue to assist with developing, implementing, evaluating, and sustaining the 21st CCLC program. Table 6-1 provides information on partnerships developed and/or maintained during the 2018-2019 program year. It is anticipated that the program will develop new partnerships and/or further enhance the current partnerships during the 2019-2020 operational year, with a focus on strengthening and sustaining the program. The program is encouraged to track all partnerships providing any discounts and/or services to support the 21st CCLC program, which should include information about the partner, an estimated valuation of the support, and whether the partner is new or existing for the 21st CCLC program.

**Table 6-1: Summary of Partners and Contractors**

Agency Name	*Type of Organization	Subcontract (Yes/No)	Estimated Value (\$) of Contributions	Estimated Value (\$) of Subcontract	Type of Service Provided
Broward County Schools	SD	No	\$27,050	--	Facilities
Florida After School Snack and Dinner Program	GOV	No	\$22,780	--	Meals
<b>TOTAL</b>			<b>\$49,830</b>	<b>--</b>	

*\*School District (SD), Community-Based or other Non-Profit Organization (CBO), Nationally Affiliated Nonprofit - Boys & Girls Club (BGC), Nationally Affiliated Nonprofit - YMCA/YWCA (YMCA), Nationally Affiliated Nonprofit - Other Agency (NPOO), Faith-Based Organization (FBO), Charter School (CS), Private School (PS), College or University (CU), Regional/Intermediate Education Agency (IEA), Health-Based Organization (hospital/clinic/etc.) (HBO), Library (LIB), Museum (MUS), Park/Recreation District (PRD), Other Unit of City or County Government (CNT), For-Profit Entity (FPO), Bureau of Indian Affairs School (IAS), Other (OTH)*

**NEW PARTNERSHIPS**

The After School Programs (ASP) 21st CCLC program was encouraged in past evaluation recommendations to focus efforts on sustainability of the 21st CCLC program by engaging and developing new partners. The program was encouraged to find partners that would help increase dedicated funding and fill any service gaps within the federally funded programming (e.g., snacks, food-based curriculum materials, incentives, etc.).



Based on data submitted by the program, there was no success in developing new partnerships during the 2018-2019 program year – with the program reporting no new partnerships providing support for the program. It is noted that ASP reports they attempt to recruit new partners throughout the year to assist with adult literacy nights and student success. ASP tries to work with partner agencies to promote business exposure and company marketing materials. ASP calls potential partners to ask if they are interested to come speak to the students, parents, and communities about their services. Sometimes partners ask for compensation, however, some are willing to come out for no fee.

While it is commendable that the program director focused efforts on the students and programming (e.g., finding guest speakers as partners), the absolute lack of success in gaining new strategic partners leaves the program at risk of reduced quality in the next years of operations. Finding partners and sponsors is critically important for the maintenance of the program and the success of the students within the program. It is noted that the program reports an outstanding level of contribution in support of the 21<sup>st</sup> CCLC program from the school locations (providing facilities, utilities, toiletries, custodial services etc.). However, neither the school district nor the individual school partners are likely to provide direct funding to support the program after the end of federal funding. Presently, with the current level of partnerships, it is unlikely the program can sustain programming after the end of federal funding without substantial increases to the number of partners and the overall level of contribution. The program is encouraged to focus on partnerships for sustainability, as the program has only three more years of services. The program should ensure to record every partnership supporting the program, including the estimated valuation of the partnership and the actual cost to the program of any sub-contract (with many sub-contracted partners providing deep discounts). New partnerships can include anything from discounted costs for services or in-kind contributions that directly support the 21<sup>st</sup> CCLC program.

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### *PARTNER UPKEEP*

After School Programs, Inc., is one of the largest non-profit providers of out-of-school programming in Florida (outside of those funded by local funds, such as the Children's Services Councils). ASP has worked to develop several internal strengths over the past two years of this 21<sup>st</sup> CCLC grant, with the agency contributing tens-of-thousands of dollars to support this 21<sup>st</sup> CCLC grant through non-reimbursed costs – such as personnel, administration, trainings, facilities, and other costs. In addition to providing such support, ASP also strengthened many policies and processes due to “lessons learned” through this grant – such as more robust reimbursement policies, human

resources procedures, purchase order procedures, and grant management policies. In addition, ASP built strength in reaching out to community leaders and school principals – a required skill for a successful 21<sup>st</sup> CCLC program. Unfortunately, the ASP 21<sup>st</sup> CCLC program made little progress in attracting new partners in the second year of operations, though ASP was able to maintain the district and school partners that existed at the end of the prior year of operations. The ASP Leadership team is well connected to the non-profit community and has extensive networks through their history in Florida and a strong advisory board. Most past partnerships were recruited through these local networks or through state level partnerships. The program is encouraged to maintain accurate records on an ongoing basis, such that changes in site-level staff do not impact the accurate reporting of data. Keeping an ongoing and ‘living’ list of partners and their contributions would help alleviate the ‘lost data’ caused by such personnel changes. The program is encouraged to ensure all partnerships for the program are recorded and that the valuations of the partnerships are recognized through annual ‘thank you’ letters that express what was received and the estimated valuation of the provisions. The program director reports having plans already in place to better track the program partnerships and their contributions.

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### ***21<sup>ST</sup> CCLC ADVISORY BOARD***

One of the most impactful methods of engaging partners and other stakeholders is through membership on the 21st CCLC Advisory Board. The Advisory Board developed by the After School Programs (Broward - Walker) 21st CCLC program is comprised of a number of important stakeholders, including program staff, teachers, parents, and students. While the 21st CCLC Advisory Board is a specific requirement from the Florida Department of Education for all 21st CCLC programs, it can be a tremendous asset to enhance program quality of utilized correctly. For the ASP (Broward - Walker) 21st CCLC program, the role of the advisory board was to provide important feedback and advice to the 21st CCLC program in matters regarding programmatic refinements and improvements. The list of Advisory Board members provided by the program for review demonstrates an outstanding mix of individuals and stakeholders, thus ensuring the Advisory Board has the experience and skills necessary to provide guidance to enhance the 21st CCLC program.

The Florida Department of Education requires at least two meetings of the Advisory Board during the course of the program year, and the ASP (Broward - Walker) 21st CCLC Program has fully complied with these requirements. As shown below, the Advisory Board has met on several occasions, thus providing them ample opportunity to



help enhance the 21st CCLC program. The program is encouraged to ensure both regular meetings of the Advisory Board and informal methods for the Board to provide feedback and/or advice to the program (e.g., emails, feedback surveys, etc.).

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### *PROGRAMMATIC INFORMATION DISSEMINATION*

A proactive implementation plan, including hiring quality staff and establishing a visible community presence, is further enhanced by strong information dissemination and marketing. In this regard, the After School Programs (Broward - Walker) 21st CCLC Program also focused efforts on disseminating information throughout the communities and schools housing 21st CCLC student participants. The process of disseminating information to the community and schools involved the development of numerous partnerships, meeting with community leaders and the school principal, and creating 21st CCLC announcements for dissemination. Effective community outreach strategies were used to broadly disseminate program information, data-based progress, and achievements to all appropriate audiences and to expand the network of potential partners. The methods included handing out flyers at pick up to parents or guardians, giving flyers to teachers to place in their school agendas, placing notifications on the school marquee board, and placing flyers at community centers and organizations. Throughout the process of dissemination and marketing activities, the program ensured a consistent theme for all materials, included the 21st CCLC logo, and ensured the Florida Department of Education was indicated as the funding agency.

**21st CCLC Website:**

**[www.aspkids.com](http://www.aspkids.com)**





## Section 7

# 21<sup>ST</sup> CCLC PROGRAM OPERATIONS

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## *REQUIRED PROGRAM OPERATIONS*

According to the U.S. Department of Education (USED), the majority of 21st Century Community Learning Centers previously funded directly by the USED were open at least 15 hours per week, and the Florida Department of Education has generally encouraged programs to maximize service hours, with most current 21st CCLC programs in Florida operating at least 12 hours per week afterschool. To best serve the children of working families and reduce potential confusion, centers must establish consistent and dependable hours of operation. The Every Student Succeeds Act (ESSA) revised the 21st CCLC federal law and specifically indicates that 21st CCLC services must be provided outside the regular school day or during periods when school is not in session (e.g., before school, afterschool, evenings, weekends, holidays, or summer). The 21st CCLC program may offer services to students during normal school hours only on days when school is not in session (e.g., school holidays or professional development days). However, federal law allows limited 21st CCLC activities to take place during regular school hours (e.g., those targeting adult family members or pre-kindergarten students), as these times may be the most suitable for serving these populations.

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## *SUMMER 2018 OPERATIONS*

The After School Programs (Broward - Walker) 21st CCLC Program is currently in the second year of operations, such that operations during the Summer of 2018 must be reported to the US Department of Education (USED) as part of the 2018-2019 operational year. Unlike the state-defined budget financial period (August 2018 – July 2019), the program operational year is defined by the USED and governs the submission of data to the federal data collection system. Data on Summer 2018 operations were already submitted in May to the USED using the new federal online data collection submission system (21APR), and data presented in this report are fully consistent with the data reported to the federal government. The ASP (Broward - Walker) 21st CCLC



Program began providing Summer 2018 services on June 11, 2018 and ended on July 27, 2018, for a total of 34 days of service. As shown in Table 7-1, the program operated an average of 10 hours per day, thus offering a total of 340 hours of summer programming to eligible 21st CCLC students. Activities provided during the summer have already been submitted to the Florida Department of Education through the online deliverables system. Any impact of summer programming reported by the program is reflected in the objectives analysis section of this evaluation report.

**Table 7-1: Summer 2018 Operations**

	Total number of <u>weeks</u> THIS site was open:	Typical number of days per week THIS site was open.	Typical number of hours per week site was open		
			WEEKDAYS	WEEKDAY EVENINGS	WEEKENDS
Walker ES	7	5	50	--	--

*Note: Summer 2018 Operations have already been reported to the US Department of Education in May, 2019.*

## 2018-2019 ACADEMIC YEAR OPERATIONS

The After School Programs (Broward - Walker) 21st CCLC Program is in the second year of operations and received an official award letter from the Florida Department of Education (FLDOE) authorizing them to begin providing the out-of-school programming approved in the grant application, though was required under the program assurances to begin programming even if the award letter was not received by the second week of the academic school year. The After School Programs (Broward - Walker) 21st CCLC Program began providing 21st CCLC academic-year services on August 15, 2018, within the required starting date established by the FLDOE within the original Request for Proposals under which this grant was funded. The program ended academic year operation on June 4, 2019, for a total of 180 days of academic year operation. Within the approved application, the ASP (Broward - Walker) 21st CCLC program was approved by the FLDOE to operate an afterschool component during the regular school year on a common program-wide schedule as to hours and days of operation. More specifically, the afterschool component was proposed to operate for 3 hours per day, 5 days per week, for 180 days during the course of the school year. Ultimately, based on submitted data, the After School Programs (Broward - Walker) 21st CCLC Program appeared to operate the 21st CCLC as proposed for afterschool operations.

In addition to afterschool programming, the After School Programs (Broward - Walker) 21st CCLC Program also proposed to provide services for 9 days on weekends and/or



holidays, operating 10 hours per day during these special service days. Based on data submitted, the program seems to be operating during the weekends/holidays as proposed within the approved grant application and site profile worksheets, providing students with longer hours of operation during these days when students would otherwise not be in school. Table 7-2 provides a summary of the overall academic year operations of the After School Programs (Broward - Walker) 21st CCLC Program during the 2018-2019 academic year. As detailed in the following section of this summative evaluation, all programming is open to any eligible 21st CCLC student. Also, as mentioned previously, this 21st CCLC program was specifically developed to improve academic achievement, motivation and dedication to education, and personal growth and development.

**Table 7-2: 2018-2019 Academic Year Operation**

	Total number of weeks site was open	Total number of days site was open	Typical number of days per week site was open	Typical number of hours/week site was open				TOTAL number of days site operated			
				Before School	During School	After School	Weekend/Holiday	Before School	During School	After School	Weekend/Holiday
Walker ES	38	189	5	--	--	15	10	--	--	180	9

*\*The 21st CCLC statute specifically indicates that services are to be provided outside the regular school day or during periods when school is not in session (e.g., before school, after school, evenings, weekends, holidays, or summer). However, activities targeting prekindergarten children and adult family members may take place during regular school hours as these times may be the most suitable for serving these populations.*

**SUPPLEMENTAL SNACK AND MEAL REQUIREMENT**

All 21st CCLC programs in the State of Florida are required to provide food to all actively participating 21st CCLC students during program operational hours. More specifically, each 21st CCLC program must provide supplemental meals when the program is open as follows: (1) daily, nutritious snack when operating only during after-school hours; (2) daily, nutritious breakfast and snack when operating during both before-school and after-school hours; and (3) daily, nutritious breakfast, lunch, and snack when operating on non-school days (dependent on hours of operation). In Florida, as in many states, the afterschool snack is often the final meal for many children each day, such that it is imperative the snacks are large enough and nutritious enough to provide important nutrients to the children. However, Florida rules disallow the use of state funding to purchase meals and/or food items, such that funding for snacks/meals cannot be drawn from 21st CCLC funds and must come from other sources (e.g., grocery store



donations, private donations, private foundations or endowments, etc.). Finally, as 21st CCLC programs serve primarily low-income students, programs in Florida are not permitted to charge students for any costs associated with supplemental snacks and meals. Ultimately, the After School Programs (Broward - Walker) 21st CCLC Program uses non-grant funds to provide a free, daily, nutritious snack, as required, to each student participating in the 21st CCLC program.

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### *SAFETY REQUIREMENTS*

Safety of students participating in Florida's 21st CCLC programs is of the highest priority to the Florida Department of Education (FDOE). Within Florida, each 21st CCLC program must demonstrate that students will participate in structured activities in a safe environment, supervised by well-trained and caring staff. To this end, each program provides a safety plan that, at a minimum, describes the following: (a) how the safety of children will be maintained on-site (e.g., requiring parent sign-out, checking identification, presence of school resource officer) and during off-site activities (if applicable), (b) how personnel hired to work at the center will meet the minimum requirements set forth by the district or agency and that the personnel will have all required and current licenses and certifications where applicable, (c) how safe transportation needs will be addressed, (d) how families will safely access the program's services, and (e) how the community learning center will assure that students participating in the program will travel safely to and from the center. The safety plan is available directly from the 21st CCLC program.

**Staffing:** The teacher-to-student ratio was maintained at approximately 1:15, and staffing was designed to ensure the ratio did not exceed 1:20. The site coordinator maintained safety and security, communicated with parents, and relieved teachers if needed. When appropriate to enhance safety, a teacher and enrichment instructor were paired with a single group of students. All staff hired for the 21st CCLC program have qualifications verified to provide the activities for which they are hired. Each teacher was certified by Florida DOE, as per the program. Program Director, site coordinators, teachers, enrichment instructors, and all contracted providers received Level 2 FBI background screenings to help ensure security of students. In addition, all personal enrichment instructors and contractors are experienced youth development workers and/or demonstrate a high level of expertise in the activity provided (e.g., engineer). The program is licensed as a child-care provider under the Florida Department of Children and Families, such that all staffing and staff records are reviewed and approved by the

DCF several times per year. In addition, evidence of certification of the certified teachers is provided annually to the FLDOE 21<sup>st</sup> CLCC office for review and approval

**Off-Site / On-Site Safety:** Policies and procedures for ensuring student safety are a primary component of the ASP Operational Manual, which all ASP programs are required to follow. Student safety is enhanced with each site being located in the regular public school facilities. Following dismissal from school, students are escorted to their assigned 21<sup>st</sup> CCLC room and/or the cafeteria where attendance is immediately taken. Upon dismissal from the 21<sup>st</sup> CCLC program, the site coordinator, teachers, and instructors are available to communicate with parents and ensure the children are dismissed safely. In addition: (1) parent(s) must designate authorized adults to pick up their children; (2) the designated adult must sign the dismissal log; and (3) the designated adult must present photo identification to be compared to a copy on file. Additional procedures for student safety include: (1) school evacuation plans and crisis response; (2) medication and first aid training; (3) outdoor safety plans and policies; and (4) off-site field trip safety plans and procedures. For instance, bright-colored t-shirts will be worn by all 21<sup>st</sup> CCLC staff and students during field trips for quick identification and safety. Students will never be alone during field trips, with safety procedures implemented, including: (1) a buddy system; (2) regular head counts (visual & verbal); (3) training in symptoms of heat exhaustion; (3) drinking water available; and (5) public bathroom check before student use, with one staff in the restroom for every four students. Off-site activities will be staffed by a minimum of one chaperone to 10 students, per district guidelines, with most chaperones being active 21<sup>st</sup> CCLC staff.

**Safe Transportation:** The sites are located at school facilities, such that transportation to the site is not necessary. However, as indicated above, procedures are in place to ensure students arrive and are picked up safely. Parents are responsible for transportation home, as the program did not propose to provide daily transportation. Busses are provided for educational field trips, where parents sign permission slips and provide emergency information (which is carried with program staff during the field trip experience for any unforeseen emergencies). 21<sup>st</sup> CCLC chaperones are responsible for enforcing bus rules during field trips, such as: staying in seats, keeping hands and belongings inside the windows, and being quiet at railroad crossings. 21<sup>st</sup> CCLC teachers and counselors sit in the front, middle, and back of the bus.

**Site Locations:** Each site is located in public school facilities. The facilities are fully accessible, meet all health and safety ordinances, and are maintained by the School District. Fire inspections and health inspections are regularly carried out and maintained



by the school district, with the certificates provided to the Florida Department of Children and Families for the purposes of licensure. The DCF also carries out regular health and safety inspections of the facilities and program operations. The schools are designed to provide services to over 500 students, such that space is ample for 21<sup>st</sup> CCLC programming. Principals have agreed for the 21<sup>st</sup> CCLC program to use necessary areas of the overall school facility at no cost, including the cafeteria, age-appropriate classrooms, computer labs (if available), media center, and outdoor fitness areas. All sites undergo inspections by school district personnel, the fire marshal, the Department of Health, and the Department of Children and Families at least annually.





## Section 8

# STUDENT ENROLLMENT AND STUDENT ATTENDANCE

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## *STUDENT RECRUITMENT AND ENROLLMENT*

The ultimate purpose of designing a high-quality, research-based, and well-rounded 21st Century Community Learning Center (CCLC) program is to recruit, retain, and serve students in low-income areas that are at-risk for lower levels of academic achievement. The focus of any program, whether it is in Florida or elsewhere in the nation, falls squarely upon the students being served. Even with outstanding activities, well-planned schedules, high-quality staff, and continuous professional development, a program will only have wide-spread and significant impact if they are able to recruit and retain the participation of eligible students and their family members. As such, to better understand the population of students and families impacted by the 21st CCLC program, this section provides information about attendance, enrollment, and demographics of those students participating in the After School Programs (Broward - Walker) 21st CCLC Program activities during the operational components described in the prior section.

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## *21ST CCLC REQUIRED TARGET POPULATIONS*

**Students:** Florida's 21st CCLC after school programs are designed to help students meet state and local academic achievement standards in core academic subjects, particularly those who attend low-income, low-performing schools. Across the state of Florida, the 21st CCLC program targets at-risk students from kindergarten to twelfth grade. Depending on the year in which they were awarded, recipients target only those students attending schools eligible for Title I School-Wide Program services, attending schools with at least 40% low-income families (as demonstrated by free and reduced-price lunch status), attending schools receiving school-grades of 'D' or 'F' in the year prior to funding, attending schools identified for targeted assistance or comprehensive assistance, or attending schools identified as needing support by the local superintendent. In 2017, the Florida Department of Education (FLDOE) revised the requirements for eligible schools to those receiving a school-grade (calculated and provided by the



FLDOE) of a “D” or “F” in the academic year prior to the submission of the competitive application (private schools were not eligible as primary targets, as they do not receive school grades in Florida, but could be served as secondary targets for student participants). In 2018, the Florida Department of Education (FLDOE) revised the requirements for eligible schools to those identified by the FLDOE as needing support (targeted support or comprehensive support) or identified by the local school district superintendent as needing supports provided by the 21<sup>st</sup> CCLC model. Private schools were not eligible as primary targets, as they do not receive school grades in Florida, but could be served as secondary targets for student participants. This change was expected, as Title I school-wide eligibility and income status of families were removed from eligibility requirements within federal law and, as such, were also removed from criteria included by the FLDOE within the 2017 competitive proposal process. However, regardless of the changes to eligibility criteria and given overall performance of low-income schools noted in the prior section, it is not surprising that most schools from which students are targeted remain low-income and eligible for Title I supports in their respective districts. Overall, Florida remains focused on providing some of the most structured, wrap-around, and diverse out-of-school programming to students attending the state’s most at-risk public schools and residing in the most at-risk communities.

***Students with Special Needs:*** In accordance with State and Federal laws, Florida’s children with special needs that meet enrollment criteria for the 21<sup>st</sup> CCLC program must be afforded the same opportunities as children in the general population. Eligibility for funding under Florida’s 21<sup>st</sup> CCLC initiative requires all programs to demonstrate the capacity to equitably serve students with special needs. In Florida, students with special needs include those who may be identified as Limited English Proficient (LEP), homeless, migrant, or with a physical, developmental, psychological, sensory, or learning disability that results in significant difficulties in areas such as communication, self-care, attention or behavior, and are in need of more structured, intense supervision. In Florida, no child may be excluded from the 21<sup>st</sup> CCLC program, regardless of the level or severity of need, provided that they can be safely accommodated.

***Adults and Families:*** In addition to services for eligible students, federal law allows 21<sup>st</sup> CCLC funds to support services to family members of participating students. Within Florida, all 21<sup>st</sup> CCLC programs are required offer some level of services to support parent involvement, family literacy, and/or related educational development. As per federal law, the 21<sup>st</sup> CCLC program may only propose services to adult family members

of students actively participating in the 21st CCLC program. In Florida, services for adult family members cannot extend beyond the dates of the ongoing program for students.

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### *PROPOSED TARGET POPULATION*

As per the program: “The target population is students in grades K-5 that attend Walker Elementary School as indicated on the FDOE School Accountability Report, School Grades, for 2016. A total of 80 students (K-5) will be served daily in the proposed 21st CCLC program. Students with educational difficulties or other needs identified by school administrators (e.g., low test scores, poor retention, poor attendance, behavioral issues) will be given priority. The number of participants to be served for both school year and summer programming has been determined by working with School Principal and ASP’s Leadership Team. Once the students are identified for the program, parents complete a registration pack. After the initial enrollment period, all students from Walker that would benefit from the program will be invited to attend. A wait list will be initiated at each site once all available slots are filled. Once a slot becomes available the students on the wait list will fill the available slot.”

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### *STUDENT ENROLLMENT*

Any actualized impact of the 21st CCLC program requires successful implementation of the recruitment and enrollment plan, thus ensuring the highest level of student participation. Within the first month of academic year operation, the After School Programs (Broward - Walker) 21st CCLC Program had already enrolled a total of 74 students (205.56% of the proposed daily attendance). Table 8-1 provides data on student enrollment success for each month of 21st CCLC operation during the 2018-2019 operational year (Summer of 2018 and 2018-2019 academic year). As shown, the 21st CCLC program recruited a limited number of student participants after the first month of operation. While the enrollment numbers may exceed the proposed daily attendance, this is an important characteristic of successful 21st CCLC programs, as students may have other options afterschool (sometimes even going home alone) and not all enrolled students come each day. The program has been encouraged to keep track of the daily attendance to avoid exceeding the approved student-to-staff ratios. Ultimately, across all sites, the program successfully enrolled enough students to allow for the proposed average daily attendance to be met during the program year. The After School Programs (Broward - Walker) 21st CCLC Program provided a total of 59,246 student service hours during the 2018-2019 operational year.



**Table 8-1: Cumulative Student Enrollment by Month of Operation**

Month	Walker ES	Cumulative Total
June	16	16
July	19	35
August	74	109
September	--	109
October	--	109
November	--	109
December	10	119
January	2	121
February	--	121
March	2	123
April	2	125
TOTAL	125	125
% Proposed	347.2%	347.2%

*Note: The 21st CCLC program began operations in June, which is the first month shown in this table. It is possible that students were actually enrolled prior to this month (on paper), but those students are grouped into the first month of operations to reduce confusion (as that is the first month during which they attended).*

## **REGULAR STUDENT ATTENDANCE**

In addition to student enrollment (representing the number of students attending the 21st CCLC program for at least one day of activities), it is important to explore daily student attendance. Attendance, as an intermediate outcome indicator, reflects the breadth and depth of exposure to afterschool programming. The After School Programs (Broward - Walker) 21st CCLC Program collects data on both (1) the total number of students who participated in 21st CCLC programming over the course of the year, and (2) the number of these students meeting the United States Department of Education (USED) definition of “regular attendee” by participating in 21st CCLC activities for 30-days or more during the program year. The first indicator (total participants) can be utilized as a measure of the breadth of the ASP (Broward - Walker) 21st CCLC Program’s reach, whereas the second indicator (regular participants) can be construed as a partial measure of how

successful the program was in retaining students in 21st CCLC services and activities across the program year.

The US Department of Education has determined the minimum dosage for afterschool programs to be impactful is 30 days of student attendance. As such, the US Department of Education requires data to be reported separately for students that attended at least one day (i.e., enrolled) and those attending at least 30 days of 21st CCLC activities (i.e., regularly participating students). While this “dosage” has not been clearly supported by research, data is presented consistent with this threshold in order to match data reported to the US Department of Education.

As defined by the US Department of Education, it is reasonable to assume that regular attendees are more likely to represent those students who have received a sufficient 'dose' of the 21st CCLC programming for it to have a positive impact on academic and/or behavioral outcomes. In order to show progress towards this federal metric, Table 8-2 provides a breakdown of total enrollment versus regular attendance (i.e., those who attended at least 30 days). As shown, the After School Programs (Broward - Walker) 21st CCLC Program was outstandingly successful in retaining student participants – achieving a 96.8% rate of regular attendees compared to total enrollment. This is higher than many 21st CCLC programs across the country, and particularly impressive for an elementary school program serving a population with large proportions of low-income, at-risk students. In general, any proportion over 50% suggests successful retention and student engagement. The program is encouraged to explore the reasons why the small proportion of students left the program and, if necessary, consider procedures or programmatic changes that could increase the overall rate of regular participation. It is likely that increased and more regular attendance will result in more positive academic and behavioral outcomes.

**Table 8-2: Student Enrollment: Total vs. Regular (2018-2019)**

	Total Enrollment (Attending at least one day)				Regularly Participating Enrollment (Attending at least 30 days)			
	Summer 2018 Only	Academic Year 2018-19 Only	Both Summer/ Academic Year	Total	Summer 2018 Only	Academic Year 2018-19 Only	Both Summer/ Academic Year	Total
Walker ES	0	90	35	125	0	86	35	121

*Note: The Summer 2018 program only operated 34 days, therefore it is possible (but highly unlikely) for any student attending only the summer program to have attended 30 days or more.*



## AVERAGE DAILY ATTENDANCE

For the purposes of this evaluation, in addition to assessing progress towards regular student attendance, it is also important to explore whether the program is making progress towards meeting the proposed average daily attendance of student participants. This statistic serves several purposes for 21st CCLC programs. First, the level of funding provided by the Florida Department of Education is based on the number of students served by the program on a daily basis, rather than the number of students simply enrolled in the program (or even the percentage of regularly participating students). The logic for using average daily attendance as the funding metric is that programs may have 100 students enrolled, but only 50 students attending each day, such that they do not need staffing and other costs to support 100 students every day. As such, average daily attendance provides a better estimation of the required resources on an average day of operation. The second purpose for this statistic relates to program impact and quality - with high average daily attendance suggesting that the program is more likely to provide students with adequate dosage to impact academic achievement and program objectives. Finally, when average daily attendance is compared to site enrollment, conclusions can be cautiously drawn about student retention and engagement – with approximately equal numbers indicating that the program has not had significant “turnover” of students. Data on the average daily attendance for the After School Programs (Broward - Walker) 21st CCLC Program are provided in Table 8-3.

**Table 8-3: Average Daily Student Attendance**

	Summer 2018	Academic Year 2018-2019			Overall
		After School	Before School	Weekend/Holidays	
Walker ES	28 (80) 35%	89 (36) 247.2%	--	22 (17) 129.4%	137.2%

\* Numbers in parentheses indicate PROPOSED average daily attendance. The percentage afterwards represents the percent of proposed daily attendance for that site and/or the total of all sites for that component.

\*\* “Average Daily Attendance” for each component rounded up to next whole number.

\*\*\* The US Dept. of Ed. collects data on “During School” operation, which is not provided by this program.

As part of the application approved by the Florida Department of Education, the After School Programs (Broward - Walker) 21st CCLC Program proposed to serve an average of 80 students per day of operation in summer 2018, as well as 36 students per day afterschool and 17 students per day of weekend/holiday operation during the 2018-2019 academic year. As shown in Table 8-3, the program achieved an overall average of





137.2% of their proposed average daily attendance across all program components. More specifically, the program achieved 35% of the proposed average daily attendance (ADA) in the summer of 2018, 247.2% of the proposed ADA during the afterschool component, and 129.4% of the proposed ADA during the weekend/holiday component. Overall, as demonstrated by submitted data and outlined in Table 8-3, the Florida Department of Education may consider the program at 'high-risk' of not meeting the proposed and funded level of services in terms of student attendance within the summer component. The program is encouraged to work towards increasing enrollment, while also developing a plan to increase the daily attendance of those students already enrolled. It may be necessary for the program to consider new projects, new staffing plans, or new strategies to help encourage enrolled students to attend the program more regularly. The program may face funding reductions and/or other punitive ramifications from the Florida Department of Education due to the lower-than-expected attendance of 21st CCLC students. Table 8-3 provides the average daily attendance for each component by site to assist the program in identifying areas of issue and begin the process of developing plans to increase and/or maintain attendance in the 21st CCLC program.

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### *STUDENT SERVICE HOURS*

While enrollment and attendance help provide some information about the success of the program at reaching the targeted student population, and while these figures are utilized by the Florida Department of Education for compliance monitoring, such information and data are limited to program-specific and site-specific analyses. In order for the After School Programs (Broward - Walker) 21st CCLC Program to be compared to other programs in the state and/or the nation, it is important that a common statistic is used that controls for variations in days and hours of operation. For instance, a program operating only 2 hours per day afterschool would have provided half the actual services than a program operating 4 hours per day afterschool. As such, the total number of 'student service hours' is calculated (a product of the number of students per day, the number of days per year, and the number of hours of daily operation). As shown in Table 8-4, the program provided a total of 59,246 student service hours during the 2018-2019 project operational year. Based on the approved annual budget amount, this equates to approximately \$3.65 per student service hour, lower than the average program in Florida funded at approximately \$4.50 per hour.



**Table 8-4: Monthly Attendance and 'Student Hours' (Program Total)**

Month	Avg. Days / Month ( Avg. Hrs / Day)				Students/Day				Total Student Hours
	Summer 2018	After School	Before School	Wknd / Hol	Summer 2018	After School	Before School	Wknd / Hol	
June	15 (10)	--	--	--	20	--	--	--	2,860
July	19 (10)	--	--	--	35	--	--	--	6,650
August	--	13 (3)	--	--	--	102	--	--	3,978
September	--	17 (3)	--	--	--	95	--	--	4,824
October	--	22 (3)	--	--	--	82	--	--	5,364
November	--	17 (3)	--	--	--	100	--	--	5,055
December	--	15 (3)	--	--	--	89	--	--	3,972
January	--	18 (3)	--	4 (10)	--	91	--	18	5,589
February	--	21 (3)	--	--	--	82	--	--	5,106
March	--	15 (3)	--	5 (10)	--	91	--	25	5,282
April	--	22 (3)	--	--	--	80	--	--	5,247
May	--	20 (3)	--	--	--	89	--	--	5,319
June	--	--	--	--	--	--	--	--	--
<b>TOTAL</b>	34 (10)	180 (3)	--	9 (10)	55	901	--	43	59,246

*Note: Hours per day are as proposed in the grant application.*



Section 9

# STUDENT AND FAMILY DEMOGRAPHICS

## STUDENT PARTICIPANT CHARACTERISTICS

When educators, administrators, and policymakers look at the academic and developmental impacts of out-of-school programming, it is imperative that they attend to the issues of access and equity by addressing two important questions: who is being served and how equitable is the quality of services across centers. To better understand the types of students being served in 21st CLCC programming, the After School Programs (Broward - Walker) 21st CCLC Program submitted data on characteristics of all student participants served during the 2018-2019 program operational year.

## SCHOOL GRADE LEVELS OF STUDENT ATTENDEES

Florida’s 21st CCLC programs provide services to a wide range of student participants and their adult family members. To better understand the characteristics of students served by the After School Programs (Broward - Walker) 21st CCLC Program, the program provided data on the school grade levels of those students served during the 2018-2019 program year. Of the 125 students enrolled in the 21st CCLC program, school grade levels were reported for all students. The distribution of all participating students on whom grade in school was reported is shown in Table 9-1.

**Table 9-1: Student Grade Levels: All Student Participants (1+ Days)**

	K	1	2	3	4	5	Unk
Walker ES	19	15	17	19	29	26	--
% Total	15.2%	12.0%	13.6%	15.2%	23.2%	20.8%	--

*Note: Grade levels are exclusive, as students can only be recorded in one grade level. % is shown as percent of total number of students with grade level data reported.*

Similar to the distribution of all student participants, the distribution of regular student participants (those attending at least 30 days of programming) is presented in Table 9-2.



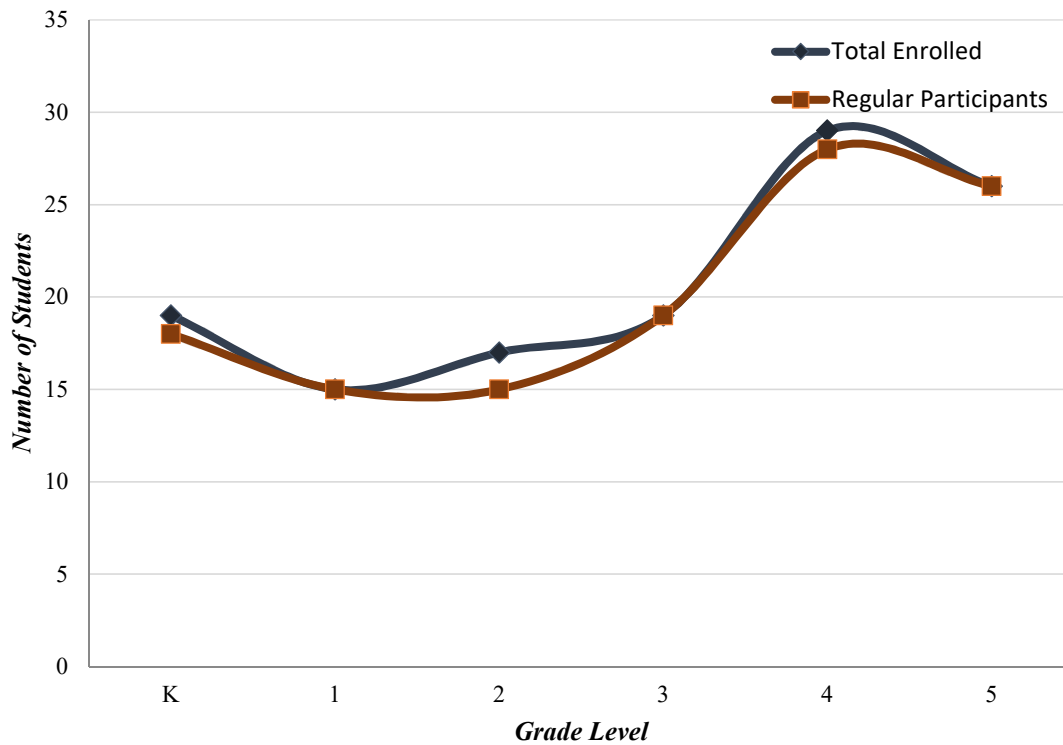
As shown, of the 121 students regularly participating in the 21st CCLC program, school grade levels were reported for all regular students. Figure 9-1 provides a comparison of the total student participants with the regular student participants. As shown, there is no significant difference between the distributions, such that it appears the program was equally successful in both recruiting and retaining students from all grades proposed.

**Table 9-2: Student Grade Levels: Regular Student Participants (30+ Days)**

	K	1	2	3	4	5	Unk
Walker ES	18	15	15	19	28	26	--
% Total	14.9%	12.4%	12.4%	15.7%	23.1%	21.5%	--

Note: Grade levels are exclusive, as students can only be recorded in one grade level. % is shown as percent of total number of students with grade level data reported.

**Figure 9-1: Distribution of Student Participants by School Grade Level**



**RACE AND ETHNICITY OF STUDENT ATTENDEES**

To better understand the types of students being served and to examine access to 21st CCLC services, the After School Programs (Broward - Walker) 21st CCLC Program



also submitted racial and ethnic data about those students participating in the program. Of the 125 students enrolled in the 21st CCLC program thus far in the program year, ethnicity and race was reported for all students. Looking at all participating students on whom race/ethnicity was reported, distributions are shown in Table 9-3. Regularly participating students (i.e., those attending at least 30 days of 21st CCLC programming) had a similar distribution when looking at the 121 regularly participating students on whom such data was submitted (100% of the 121 regular participants in this program), as shown in Table 9-4. As such, it appears that the After School Programs (Broward - Walker) 21st CCLC Program was successful in retaining students across all racial and ethnic groups. The ability of the ASP (Broward - Walker) to attract and retain students from all races is a testament to both the programming provided and the commitment of the students and families enrolled in the program.

**Table 9-3: Student Race and Ethnicity: All Participants (1+ Days)**

Site Name	N	Total Student Participants						UNK
		American Indian / Alaska Native	Asian/ Pacific Islander	Black or African American	Hispanic or Latino	White / Caucasian American	Multi-Ethnic	
Walker ES	125	1 (0.8%)	--	117 (93.6%)	3 (2.4%)	2 (1.6%)	2 (1.6%)	0

\* Ethnicity categories are exclusive - students can be identified under only one ethnicity per federal reporting rules.

**Table 9-4: Student Race and Ethnicity: Regular Participants (30+ Days)**

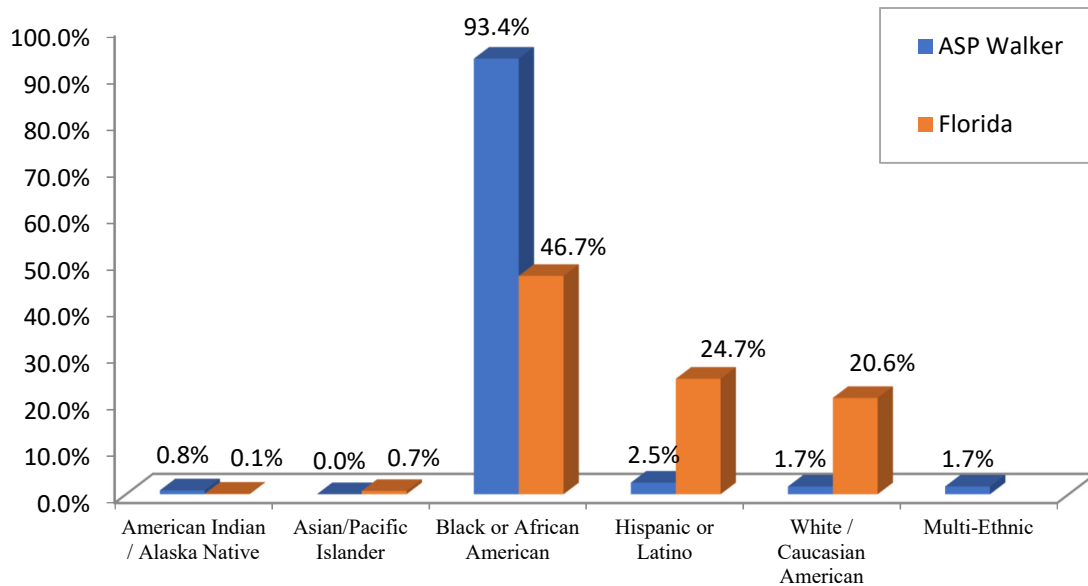
Site Name	N	Total Student Participants						UNK
		American Indian / Alaska Native	Asian/ Pacific Islander	Black or African American	Hispanic or Latino	White / Caucasian American	Multi-Ethnic	
Walker ES	121	1 (0.8%)	--	113 (93.4%)	3 (2.5%)	2 (1.7%)	2 (1.7%)	0

\* Ethnicity categories are exclusive - students can be identified under only one ethnicity per federal reporting rules.

When looking at the 62,302 students served in Florida's 21st CCLC centers during the most recent prior program year with federal data, as shown in Figure 9-2 below, the majority of student participants across Florida are from traditionally-defined "minority groups" (72.1%), with 46.67% identified as Black/African American (n=28,143) and 24.65% identified as Hispanic/Latino(a) (n=14,866). The traditionally-defined "majority group" (i.e., White/Caucasian American) represented 20.63% of the student participants served by Florida's 21st CCLC funding (n=12,440). The After School Programs (Broward - Walker) 21st CCLC Program, as shown in Figure 9-2, is similar to the state of Florida in terms of distribution of student participants by race and ethnicity, and the programmatic distribution is proportional to the overall race/ethnicity distribution in the targeted schools.



Figure 9-2: Distribution of Racial/Ethnic Classification: Florida vs. Program



### STUDENT GENDER DISTRIBUTION

In addition to ethnicity, it is also important to understand the degree to which the 21st CCLC program achieved gender equity in their enrollment. Of the 125 students served during the 2018-2019 program year, gender was reported for 125 students (100%). Looking at those students on whom gender was reported, as shown in Table 9-5, 49.6% of student attendees were identified as male, while 50.4% were identified as female. Of the 121 regularly participating students (i.e., attending at least 30 days of programming), gender data were reported on 121 students (100%). Similar to the gender distribution of all student participants, as shown in Table 9-5, the regularly participating student population was reported to be composed of 50.4% male students and 49.6% female students. It does not appear that activities are overly gender-biased, as the distribution of regular students is similar to that of all students.

Table 9-5: Student Gender Distribution: Total vs. Regular Participants

Site Name	Total Student Population				Regular Student Participants			
	N	Male	Female	Unk	N	Male	Female	Unk
Walker ES	125	62 (49.6%)	63 (50.4%)	0	121	61 (50.4%)	60 (49.6%)	0

*Note: Percent shown is the proportion of students on whom gender was reported. Those with unknown genders are not included in the displayed proportions.*





**STUDENT SPECIAL SERVICES DISTRIBUTION**

In addition to the above characteristics, another way of examining the equity and reach of the 21st CCLC program is to examine the participation of students with different special needs and backgrounds. As such, the After School Programs (Broward - Walker) 21st CCLC Program reported data on the number of students eligible for three primary special services: Limited English Proficiency, Free or Reduced Price Lunch, and services for students with a Special Need or Disability. Of the 125 students served during the 2018-2019 program year, data on special services were reported for 125 students (100% of all enrolled students). Distributions of these students based on these demographic descriptors are shown in Table 9-6. In addition to total participants, it is important to report data on regularly participating students (i.e., students attending at least 30 days of program operations). As shown in Table 9-7, the distribution of regularly participating students in the ASP (Broward - Walker) 21st CCLC Program within the identified special services were approximately equal to the distributions for all students. Overall, data show that the ASP (Broward - Walker) 21st CCLC Program is providing 21st CCLC services to students that demonstrate the identified needs and target population proposed in the original grant application submitted to the Florida Department of Education. For instance, 100% of regularly participating students on whom data were provided qualify for free or reduced lunch (one of the primary indicators for 21st CCLC in Florida).

**Table 9-6: Student Special Needs: All Student Participants (1+ Day)**

	Limited English Proficient			Identified with Disability			Free/Reduced Price Lunch		
	Yes	No	UNK	Yes	No	UNK	Yes	No	UNK
Walker ES	4 (3.2%)	121 (96.8%)	0	8 (6.4%)	117 (93.6%)	0	125 (100%)	--	0

*Note: The figures associated with this data provide percentages based on only those students with data for the specified 'special category'.*

**Table 9-7: Student Special Needs: Regular Student Participants (30+ Days)**

	Limited English Proficient			Identified with Disability			Free/Reduced Price Lunch		
	Yes	No	UNK	Yes	No	UNK	Yes	No	UNK
Walker ES	4 (3.3%)	117 (96.7%)	0	8 (6.6%)	113 (93.4%)	0	121 (100%)	--	0

*Note: The figures associated with this data provide percentages based on only those students with data for the specified 'special category'.*



## AGE OF STUDENTS

The Florida Department of Education requested all 21st CCLC programs to provide information on the age of students enrolled in the 21st CCLC program – both total enrollment and those attending at least 30 days of operation (i.e., regular attendees). Exploring the ages of students in the 21st CCLC program is not independently useful for the After School Programs (Broward - Walker) 21st CLCC program from a program quality perspective, but does become useful at the state level when all program data are combined. In terms of the ASP (Broward - Walker) 21st CCLC Program, data on student ages are provided in Table 9-8 (all student attendees) and Table 9-9 (regular attendees). The overall distribution is expected, given the population served by the ASP (Broward - Walker) 21st CCLC program and the general ages of students served in the targeted schools. Ages reported are the ages of students as of September 1, 2018 (the beginning of the school year and the date used in Florida regarding eligibility for kindergarten).

**Table 9-8: Distribution of Student Ages: All Participants (1+ Days)**

Site Name	N	Age of Students (in Years)							
		5	6	7	8	9	10	11	12
<b>Walker Elementary</b>	125	11	13	18	13	21	31	13	5
	--	8.8%	10.4%	14.4%	10.4%	16.8%	24.8%	10.4%	4.0%

*Note: Ages are for students at the start of the academic year.*

**Table 9-9: Distribution of Student Ages: Regular Participants (30+ Days)**

Site Name	N	Age of Students (in Years)							
		5	6	7	8	9	10	11	12
<b>Walker Elementary</b>	121	10	12	17	13	20	31	13	5
	--	8.3%	9.9%	14.0%	10.7%	16.5%	25.6%	10.7%	4.1%

*Note: Ages are for students at the start of the academic year.*

## STUDENT FAMILIES AND HOUSEHOLDS

The Florida Department of Education has previously requested all 21st CCLC programs to provide information on the family composition of students enrolled in the 21st CCLC program – both total enrollment and those attending at least 30 days of operation (i.e., regular attendees). More specifically, the FLDOE has previously requested programs to indicate whether students in the 21st CCLC program resided in single-parent families or ‘traditional’ families with both parents. For those students in single parent households, the programs were asked to indicate whether the students were female or male headed.



As shown in Table 9-10 and Table 9-11, the program was able to obtain this voluntary information from many participating students, with 125 enrolled students (100% of all 125 enrolled students) and 121 regularly participating students (100% of all 121 regularly participating students) having such data provided. As shown, 71.2% of all students and 71.1% of regularly participating students were reported to be from single-parent households. Only 28.9% of the students on whom data were provided were from the ‘traditional’ dual-parent households. Such data further supports that the After School Programs (Broward - Walker) 21st CCLC program was successful in targeting those students with the greatest needs.

**Table 9-10: Distribution of Family Scenarios: All Students (1+ Days)**

Site Name	N	No (Traditional Family)	Yes (Female Headed)	Yes (Male Headed)	Unk.
Walker ES	125	36 (28.8%)	85 (68%)	4 (3.2%)	0

*Note: Family categories are exclusive - students can be identified under only one family scenario.*

**Table 9-11: Distribution of Family Scenarios: Regular Students (30+ Days)**

Site Name	N	No (Traditional Family)	Yes (Female Headed)	Yes (Male Headed)	Unk.
Walker ES	121	35 (28.9%)	82 (67.8%)	4 (3.3%)	0

*Note: Family categories are exclusive - students can be identified under only one family scenario.*



# OBJECTIVES AND OUTCOMES: STUDENT AND ADULT IMPACTS

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## *FEDERAL AND STATE PERFORMANCE INDICATORS*

The Government Performance and Results Act (GPRA) of 1993, was passed to help increase accountability of federal programs and ensure the highest performing and successful programs are continued while lower performing programs are discontinued. The specific purposes of the GRPA are as follows (Section 2 (b)):

1. improve the confidence of the American people in the capability of the Federal Government, by systematically holding Federal agencies accountable for achieving program results;
2. initiate program performance reform with a series of pilot projects in setting program goals, measuring program performance against those goals, and reporting publicly on their progress;
3. improve Federal program effectiveness and public accountability by promoting a new focus on results, service quality, and customer satisfaction;
4. help Federal managers improve service delivery, by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality;
5. improve congressional decision making by providing more objective information on achieving statutory objectives, and on the relative effectiveness and efficiency of Federal programs and spending; and
6. improve internal management of the Federal Government.

Given the requirement to develop uniform performance measures for each federal program, the US Department of Education identified a series of specific indicators for the 21st CCLC program.

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## *FEDERAL GRPA INDICATORS*

The United States Department of Education (USED) established two objectives and 14 performance measures for all 21st CCLC sub-grants funded under the federal 21st CCLC initiative. States and individual sub-grants are responsible to ensure funded centers



provide services and activities that will help ensure progress towards achieving high levels of achievement in the indicated performance measures. Most individual 21st CCLC programs have developed their own objectives based on an assessment of student and community needs. The specific objectives for the present 21st CCLC program will be discussed in the next section. The following chart indicates the two federal objectives and associated performance indicators:

***Objective 1: Participants in 21st Century Community Learning Center programs will demonstrate educational and social benefits and exhibit positive behavioral changes.***

#### Performance Measures

- 1.1 The percentage of Elementary 21st Century regular program participants whose mathematics grades improved from fall to spring.
- 1.2 The percentage of middle or High school 21st Century regular program participants whose mathematics grades improved from fall to spring.
- 1.3 The percentage of all 21st Century regular program participants whose mathematics grades improved from fall to spring.
- 1.4 The percentage of Elementary 21st Century regular program participants whose English grades improved from fall to spring.
- 1.5 The percentage of middle or High school 21st Century regular program participants whose English grades improved from fall to spring.
- 1.6 The percentage of all 21st Century regular program participants whose English grades improved from fall to spring.
- 1.7 The percentage of Elementary 21st Century regular program participants with teacher-reported improvement in homework completion and class participation.
- 1.8 The percentage of middle and High school 21st Century regular program participants with teacher-reported improvement in homework completion and class participation.
- 1.9 The percentage of all 21st Century regular program participants with teacher-reported improvement in homework completion and class participation.
- 1.10 The percentage of Elementary 21st Century regular program participants with teacher-reported improvements in student behavior.
- 1.11 The percentage of middle and High school 21st Century regular program participants with teacher-reported improvements in student behavior.
- 1.12 The percentage of all 21st Century regular program participants with teacher-reported improvements in student behavior.



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***Objective 2: 21st Century Community Learning Centers will offer High-quality enrichment opportunities that positively affect student outcomes such as school attendance and academic performance, and result in decreased disciplinary actions or other adverse behaviors.***

#### Performance Measures

- 2.1 The percentage of 21st Century Centers reporting emphasis in at least one core academic area.
- 2.2 The percentage of 21st Century Centers offering enrichment and support activities in other areas.

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### ***PROGRAM-SPECIFIC OBJECTIVES***

In addition to the objectives and outcomes developed and required by the United States Department of Education, Florida programs are provided the opportunity to develop their own individual objectives based on an assessment of student, parent, family, and community needs. In order to help ensure appropriate and challenging objectives were developed by each 21st CCLC program, the Florida Department of Education (FDOE) provided programs guidance in developing strong goals and objectives. In essence, objective-focused implementation of the 21st CCLC program helps ensure a strong, consistent, and measurable impact on the students and families served with these funds. All goals and objectives in Florida are generally program-wide, though center-specific objectives are created when needs differ by center.

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### ***21ST CCLC PROGRAM PURPOSE AND FOCUS***

Within the state of Florida, every 21st CCLC program is required to provide a strong academic component in each of three areas: (1) reading and language arts, (2) mathematics, and (3) science. Each of these academic components must be supervised by teachers certified by the Florida Department of Education. Programs are encouraged to make each of these academic components creative, fun, and designed to foster a love of reading, math, and science – in addition to focusing all such activities on project-based learning plans approved by the Florida Department of Education. As such, the After School Programs (Broward - Walker) 21st CCLC Program has written lesson plans for all academic activities, ensuring that the activities provided during the 21st CCLC





program do not mirror the regular school day. Instead, the federal law encourages programs to design activities that reinforce topics taught during the regular day school. Florida programs are given some level of flexibility in the dosage of academic activities to provide during any specific week of operation, with each student encouraged to receive at least one hour of academic-focused, teacher-supervised activities per day of out-of-school programming. Activities must be provided in such a dosage that the program is able to meet the proposed objectives included in the grant application. Programs are not permitted to reduce the level of academic services provided to students throughout the five-year term of the grant.

In addition to academic remediation and enrichment, a second specific purpose of the 21st CCLC initiative is to offer eligible students a broad array of personal enrichment activities that reinforce and complement the regular academic program and help participating students meet local and state academic standards in core subjects. Including a variety of personal enrichment activities helps retain and attract student participants, while also providing a well-rounded breadth of experiences to help increase student commitment to the educational process. As per rules established by the Florida Department of Education, personal enrichment must include a variety of structured activities, as well as encourage active participation regardless of individual student skill levels. All personal enrichment activities must directly or indirectly support the academic achievement of participating students. According to Section 4205(A) of ESEA, as amended, 21st CCLC programs are limited to providing additional services within the following categories: Physical Education and recreation activities; Dropout Prevention and Character Education activities; Tutoring and mentoring services; Educational arts and music activities; Entrepreneurial education programs; Programs for limited English proficient students; Telecommunications and technology education programs; Expanded library service hours; and/or Drug and violence prevention and/or counseling activities. The After School Programs (Broward - Walker) 21st CCLC Program proposed activities in several of the personal enrichment categories focused on helping targeted 21st CCLC students meet the Florida Standards and Florida's Next Generation Sunshine State Standards.

The third specific purpose of the 21st CCLC initiative is to offer families of actively participating 21st CCLC students the opportunity for literacy and related educational development. In particular, 21st CCLC programs are required to provide services designed to develop literacy or related educational skills that will enable adult family members to be supportive of the child's learning (e.g., GED preparation, computer literacy, financial literacy, parenting literacy, etc.). While programs are provided some



flexibility with regards to the level of adult family member services they provide, the program must provide a minimum number of annual activities and/or services (set by the FLDOE), and must provide enough outreach to progress towards the proposed family-based objectives. Many programs in Florida limit adult family member activities to special events (e.g., student plays) and general meetings. Secondary to the difficulty in recruiting adult family member participation in these services, it is rare for Florida programs to serve a substantial percentage of adult family members. 21st CCLC programs may only provide services to adult family members of students participating in 21st CCLC services.

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### *NEED-BASED STUDENT OBJECTIVES*

The After School Programs (Walker) 21st CCLC Program developed individual objectives based on an assessment of student, parent, family, and community needs. Each of the annual objectives, as approved by the Florida Department of Education, was designed to be measurable, quantitative, challenging (yet achievable), and assessed throughout the project year (continuous assessment). All objectives are program-wide, though center-specific objectives may be created in the future if warranted. It is noted that these objectives are as worded by the Florida Department of Education (FLDOE) using the Objective Assessment and Data Collection Tool (OADCT), with the exception of minor grammatical corrections.

- 75% of regularly participating students will improve to a satisfactory English Language Arts grade or above, or maintain a high grade across the program year.
- 75% of regularly participating students will improve to a satisfactory mathematics grade or above, or maintain a high grade across the program year.
- 70% of regularly participating students will improve to a satisfactory science grade or above, or maintain a high grade across the program year.
- 60% of regularly participating students in third grade will achieve promotion based on their performance on the FSA.
- 80% of regularly participating students will demonstrate their cultural awareness as measured by pre-, mid-, post-assessment.
- 80% of regularly participating students will maintain high performance or improve their physical and personal wellness as measured by pre-, mid-, post-assessment.

- 50% of regularly participating adult family members will maintain high performance or improve their involvement in student education as measured by logs.
- 50% of regularly participating adult family members will report their literacy skills as measured by perceptual survey (parent).

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### *ACADEMIC ACTIVITIES*

With established need-based objectives, the After School Programs (Walker) 21st CCLC program developed and implemented project-based learning activities aligned to the approved 21st CCLC academic objectives. It is important to note that the Florida Department of Education does not require each activity to have a separate objective, such that multiple activities can be provided under a single objective and/or one activity can be provided to support multiple objectives (e.g., an objective for science might include robotics, technology, and rocketry activities; while a robotics activity can support reading, math, and science). As per federal law and state rules, programs are only permitted to provide activities that will help meet the stated objectives approved by the Florida Department of Education (i.e., objective-driven activities). The proposed activities are detailed in the approved grant application and project plans submitted by the 21st CCLC program. It is noted that the program reported submitting project plans for informational purposes and approval by the Florida Department of Education and review by stakeholders.

As per the ASP (Ivey Lane – Lake Weston) 21st CCLC program, “21st CCLC programs carry out a broad array of activities that advance student academic achievement and support student success. Each program schedule reflects a balance of academic and enrichment activities that support the 21st CCLC program to improve academic performance of students and help students meet Florida’s academic standards. In addition, the activities include a wide range of teaching modalities (e.g., instruction, hands on, free exploration) to meet the learning styles of all students. When the bell rings students meet in the cafeteria. Attendance is taken and students are either provided with snack or supper (both are served daily throughout the school year).” The following activities were proposed by the program to be provided during the 21st CCLC program:

- **Homework Help:** Homework assistance will be provided daily by a certified teacher. During this time the following researched based strategies will be incorporated (Huang & Cho, 2009): (1) Pre-set time for homework completion; (2) Allotting sufficient time for homework completion as part of a routine schedule; (3)



A structured setting that provides materials and space with no distraction; (4) Instructional support for children; (5) Motivational strategies to encourage children to complete their homework; and (6) assistance from a certified teacher. Homework will be the primary focus of the academic hour. When a child's homework takes less than one hour engaging supplemental activities will be offered. Activities will be creative, fun, and designed to foster a love of learning. After homework, all students participate in academic remediation for a minimum of one hour using project based learning. Over the summer students are provided with three hours of project based learning.

- **Project-Based Learning:** PBL is a form of experiential learning that involves learning by doing. Experiential learning includes five phases: (1) experience, i.e. do the activity, (2) share reactions and observations in a social context, (3) process, analyze and reflect upon what happened, (4) generalize i.e., discover what was learned and connect to life, and (5) apply what was learned to a similar or different situation (Barker et al., 2014). Inquiry-based learning, also experiential learning, uses questions, problems, and scenarios to help children learn through their own investigation instead of just presenting facts to them (edutopia.org). Service Learning and STEAM projects are examples of project-based and inquiry-based learning. Project-based learning is a dynamic approach to teaching in which students explore real-world problems and challenges. With this type of active and engaged learning, students are inspired to obtain a deeper knowledge of the subjects they're studying. Project based lessons align with the Florida Standards and include STEAM, Reading, Writing, and Social Studies. When possible, cultural arts/ enrichment activities and/ or field trips will be incorporated within the theme. All students receive academic-focused, project-based activities designed to be interactive, engaging, and creative. All project-based activities integrate both academic and personal enrichment activities, thus providing for a seamless transition. In addition to supporting academic standards, projects are designed to support the mimic topics that are introduced during the regular school day. After project based learning students participate in enrichment activities throughout the remainder of the day. Enrichment activities include:
  - **STEM:** The U.S. is falling behind many other nations in the areas of science, technology, engineering, and mathematics (STEM). Females and people of color are particularly underrepresented in STEM careers, yet pursuing a STEM career has more to do with conditioning than predisposition. The right environment can make a difference (Fleming, 2012). Informal learning environments, i.e., those which allow

children to experience learning outside of formal, traditional school classrooms have been found to increase children's interest in STEM fields. While afterschool programs can include field trips to other informal learning environments e.g. museums, zoos, etc. there are also fun ways to incorporate STEM right at the afterschool site. STEM activities include, but are not limited to Digital Game Based Learning, Makerspace/ Tinkering, Legos, and Project Based Learning.

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### *PERSONAL ENRICHMENT ACTIVITIES*

The After School Programs (Walker) 21st CCLC Program also developed and implemented a broad array of activities aligned to at least one of the personal enrichment objectives and designed to support the academic achievement of participating students. Specific proposed enrichment activities are outlined in the approved grant application, and the program strived to adhere to those specified activities, with the addition of some project-based and problem-based learning activities that support the approved personal enrichment objectives. However, some activities were different than those proposed, as project-based and problem-based activities tend to be “living” and can significantly change as the project progresses and students' interest peaks about various topics. All personal enrichment lesson plans and activities have been detailed, submitted to, and approved by the FLDOE through the deliverable submission process. As per the program, the following activities were proposed to support the personal wellness and enrichment of 21<sup>st</sup> CCLC students:

- **Healthy Eating Physical Activity (HEPA):** Physical fitness and health and wellness will be offered daily using the Sports, Play and Active Recreation for Kids (SPARK) curriculum. SPARK is a research-based, national organization dedicated to creating implementing and evaluating programs that help reduce childhood obesity and promote life-long healthy habits. SPARK curriculum and activities are in alignment with National Standards in Physical Education (NASPEC). SPARK promotes quality, fun, daily, health inspired physical activities that encourage participation by all students regardless of their physical ability. Since the SPARK curriculum was introduced in 2005 at the National After School Conference, ASP has been incorporating the SPARK curriculum in all of its programs. SPARK activities are led by our trained counselors who ensure that the activities are safe, fun, and productive for all students. The After School SPARK manual in which ASP purchases from SPARK is a three-ring binder with over 400 pages of reference and resource chapters, cooperative, cultural and aerobic games, dances from around the world, and fun skill



development and sport activities. There are also chapters on jump rope, parachute play, jogging games, fitness circuits, and beanbag activities. Fitness activities are designed to promote lifelong enjoyment and healthy habits. The manual includes an extensive focus group survey to identify youth activity interests, practices, and barriers as well as many resource chapters (e.g., promoting activity at home, etc.). Accommodations are made within the curriculum for children with special needs. MyPlate, a curriculum sponsored by the United States Department of Agriculture (USDA) with the intent to prompt consumers, children and families, to think about building a healthy plate at meal times will be used daily to teach children and their families about making healthy food choices part of their lifestyle. Low-income and food insecure people are especially vulnerable to obesity due to the additional risk factors associated with poverty, including limited resources, limited access to healthy and affordable foods, and limited opportunities for physical activity. MyPlate emphasizes the fruit, vegetable, grains, protein foods, and dairy groups. Serving Up My Plate is a collection of classroom materials that helps elementary school teachers integrate nutrition education into Math, Science, English Language Arts, and Health. This yummy curriculum introduces the importance of eating from all five food groups using the MyPlate icon and a variety of hands-on activities. Students also learn the importance of physical activity to staying healthy. Curriculum components include a teacher's guide, original songs, posters, parent handouts, games, and many additional resources.

- **Arts Education:** The arts include the expressive arts i.e. visual arts (e.g. design, painting, drawing, photography) and performing arts (singing, dancing, drama, drum circles), as well as creative writing, poetry, beat-making, etc. The arts are correlated with positive academic, social and behavioral development (Forrest-Bank, et al., 2016). Often time's children do not receive enough art education throughout the day due to budget cuts and the teachings of common core standards. Most project-based academic activities will involve an arts education component, aligning with Florida's Standards for the Visual and Performing Arts, as well as the National Standards for Arts Education to help reinforce the concepts and knowledge provided in the project-based learning environment. Students may display and demonstrate their artwork or performing arts at family activities throughout the school year.
- **Digital Game Based Learning (DGBL):** Dimensions U and i-Ready will be offered to each program. ASP will conduct a meeting with each school principal prior to the start of the school year to determine which program would be most beneficial to the students at that school. The i-Ready software package delivers children instruction,



performance diagnostics and progress reports based on the Common Core State Standards in math and reading. Children will take an assessment online and receive individualized instruction according to their ability. As they work online with an interactive math or reading lesson the work becomes more challenging. The software is visually appealing to children and includes interactive lessons, example problems and practice problems by a company of diverse online characters. Dimension U is a multi-player video game for students of all ages which is aligned with the state standards and focuses on math and reading. Dimension U engages student learning in standards-based curricula through the power of immersive and cutting-edge multiplayer video games that are ready for a bring-your-own-device (BYOD) world; Provides educators with high-quality supplemental curricula for grades 3-9 in mathematics and literacy, which aligns to Common Core, State Standards & classroom instruction; Connects learners safely with peers globally, through an extensive school-based gaming and competition network that promotes real-time collaboration and helps develop skills necessary to compete in a global economy; Delivers measurable achievement results as demonstrated through past research studies and client data.

- **Tinkering/ Makerspace:** The Maker Movement is a technological and creative learning revolution that is reinventing education (Marktinez & Stager, 2016). Makerspace creates an area for Project Based Learning. Society increasingly expects children and youth to develop critical thinking, problem solving, and analytical skills (Weiss & Lopez, 2015). The process by which knowledge is transferred from teacher to child with success measured by the accuracy of the child's memorization is increasingly considered outdated. That instructional model does not develop the ability to innovate which is lauded by many to be the most essential skill in today's world (Stewart, 2014). The best innovation comes from experiencing initial failures and figuring out how to make it work. Designing and making things is a process that involves trial and error. The Maker Movement aligns with the natural inclinations of children and the power of learning by doing. Each site will have a Tinkering/ Makerspace area set up with workstations for students to engage after homework completion. During Tinkering/ Makerspace children will learn project management, science, technology, engineering, robotics, art, math, collaboration and problem solving, all while having fun. Makerspace will be an environment in which students are encouraged to dream, plan, create, test, and succeed. Students are inspired to pursue projects that interest them individually or collaboratively.



- **Lego®:** LEGO® bricks are naturally engaging to elementary students. When they are introduced into the learning environment they boost motivation. It's through this active, engaged experience that LEGO Education lays the foundation for lifelong learning. The hands-on solutions ignite children's natural desire to explore and discover. Students will learn subjects like language, math, science, technology, and engineering more effectively while improving and developing their 21st-century skills, like problem solving, collaboration and communication. Each site will have Lego work stations set up as an offering for students after homework is complete.

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### *OBJECTIVE PROGRESS: STATE STANDARDIZED ASSESSMENTS*

As one of the primary GPRA indicators for 21st CCLC programs across the nation, it is important to explore data related to the progress of the ASP (Broward - C16) 21st CCLC Program in terms of student improvement on standardized assessments in English Language Arts (Reading), Mathematics, and Science. Within Florida, most students take the Florida Standards Assessment (FSA) in reading and mathematics towards the end of each academic year beginning in third grade, as well as Florida's State Standardized Assessment (SSA) in science at the end of the fifth and eighth grades. Overall, national data indicate that, among the 32 states submitting state assessment results for a prior school year, almost half of the regular attendees served by 21st CCLC centers scored below proficient on the mathematics and/or reading/language arts portions of their state's assessment: with 49 percent scoring below proficient in mathematics and 45 percent scoring below proficient in reading/language arts. Within the state of Florida, a "Level 3" is considered to be at proficiency (regardless of the assessment), while levels two and one are considered 'below proficiency' and levels four and five are 'above proficiency.'

As shown by federal data submitted by Florida 21st CCLC programs from the most recent year available, 52.0% of 21st CCLC students across Florida on whom standardized assessment scores in Reading/Language Arts were provided scored below the proficiency level set by the Florida Dept. of Education. In addition, 49.8% of students on whom mathematics scores were indicated scored below the proficiency level. These results are similar to that reported by the United States Department of Education for all 21st CCLC programs across the nation, and suggest that students with the highest level of academic need are being served by 21st CCLC programs throughout the country. It is important to note that, while some students scored at the higher proficiency levels, this does not suggest they do not need the services of such a structured afterschool program. Rather, they may require less attention in certain academic subjects, but may still require

the other services provided by the 21st CCLC program. As per the federal law under which this program was funded, there is no requirement that students served be the lowest performing students, only that they exhibit specific needs where the 21st CCLC program can be impactful on their academic achievement.

Specific to students attending the ASP (Broward - C16) 21st CCLC Program, only the students regularly attending the 21st CCLC program (N=121) are explored regarding student impact data (as per the US Department of Education). “Regularly participating” students are the only participants considered by the United States Department of Education as having received a sufficient dosage of afterschool programming for meaningful impact analysis. Students who did not attend at least 30 days of programming, as instructed by the United States Department of Education, are not considered when reporting any impact statistics for 21st CCLC. Moreover, regularly participating students that did not attend at least one day of 21st CCLC programming during the course of the academic year are excluded when exploring all academic impacts (e.g., FSA and SSA outcomes).

#### *Prior Year State Assessments (2017-2018)*

As shown in Table 10-1, the ASP (Broward - C16) 21st CCLC Program successfully targeted and enrolled students with the highest educational needs based on prior year standardized assessment levels. It is important to note that not all students took the state assessments in 2017-2018. For instance, students that were not in Florida the prior year and students under third grade in 2018 would not have had the opportunity to take any version of the state assessments, students with significant disabilities precluding such testing are provided the Florida Alternative Assessment, and some students in higher grades are excused from the state assessment administration due to a variety of precipitating factors. The program only serves elementary school students, such that no students had prior year Statewide Science Assessment (SSA/FCAT) scores to establish a baseline. The Statewide Science Assessment is only provided in specific grade levels in Florida (end of 5th grade and end of 8th grade), such that current elementary school students would not have prior year scores.

Of the 121 regularly participating students in the ASP (Broward - C16) 21st CCLC Program during the 2018-2019 program year, only 54 were in grades that were administered FSA reading and mathematics assessments in the prior (2017-2018) academic year - with no students repeating the 3rd grade and 54 in the 4th or 5th grades during the 2018-2019 program year. Of these 54 students, 44 (81.5%) received FSA reading scores and 43 (79.6%) received FSA mathematics scores. Given that the



Statewide Science Assessment is provided only at the end of the fifth-grade year for elementary school students, it is not surprising that the program did not provide prior year Statewide Science Assessment scores, as none of the students in the program were reported in 5th grade last year.

As shown in Table 10-1, most of the regularly participating 21st CCLC students with prior year state assessment levels were below the proficiency level established by the FLDOE – a common target population for 21st CCLC programs across the country. More specifically, 59.1% of the regularly participating students were below proficiency in reading/ELA (N=26 of 44) and 60.5% were below proficiency in mathematics (N=26 of 43). These proportions exceed Florida’s proportions, demonstrating that the ASP (Broward - C16) 21st CCLC Program was more successful than most Florida programs in attracting and serving those students with the highest educational needs. These state assessment scores are important to establish a baseline of student achievement towards the end of the prior year and, with some level of accuracy, their baseline level for the present academic year. The program utilized such data to guide placement of students, selection of remedial activities, and implementation of the greatest level of differentiated instruction allowable within the highly structured 21st CCLC project-based learning model.

**Table 10-1: Distribution of Regular Students by Proficiency Level (Prior Year)**

	N	Level 1	Level 2	Level 3	Level 4	Level 5
Reading / ELA Florida Standards Assessment	44	14 (31.8%)	12 (27.3%)	14 (31.8%)	3 (6.8%)	1 (2.3%)
Mathematics Florida Standards Assessment	43	17 (39.5%)	9 (20.9%)	13 (30.2%)	3 (7%)	1 (2.3%)
Science FCAT 2.0	--	--	--	--	--	--

*Note: Not all students take the various state standardized assessments, particularly those not in Florida, those under 3rd grade, and those with significant limitations precluding them from taking such a structured assessment.*

### **Current Year State Assessments (2018-2019)**

In terms of current year assessment scores, the ASP (Broward - C16) 21st CCLC project worked to collect and provide 2019 FSA proficiency levels on all regularly participating students in tested grade levels (i.e., 3rd grade and higher), as well as Statewide Science Assessment (SSA) scores on any students taking such assessments (i.e., 5th grade students). It is noted that not all students have these scores, particularly those students that took an alternative assessment, those that were not in the country long enough to



qualify for the assessment, those attending private schools, and those that were not enrolled in the school long enough to have their scores considered for the 2018-2019 assessment year. Overall, as shown in Table 10-2, 73 students were eligible to take the standardized assessments in reading and mathematics (3rd grade or higher), while 26 were in grade levels eligible to take the Statewide Science Assessment (5th or 8th grades). Of these students, the program reported FSA reading levels on 67 regularly participating students (91.8% of eligible students) and FSA mathematics levels on 67 regularly participating students (91.8%).

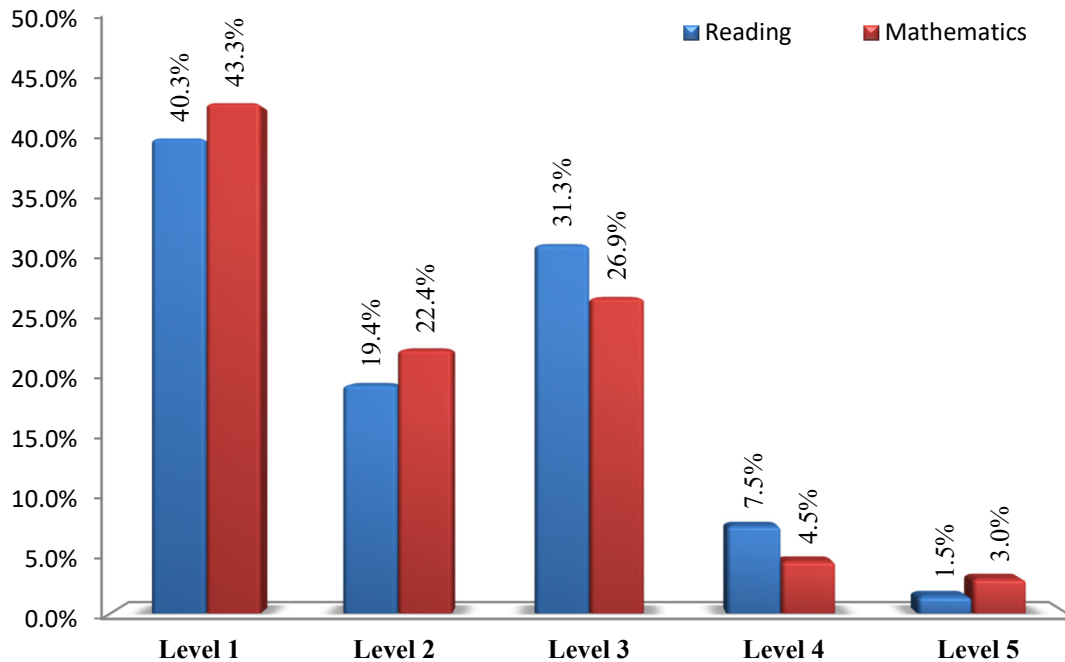
Of those regularly participating students served by the 21st CCLC program with FSA and/or SSA scores from the current 2018-2019 academic year, 59.7% were below proficient in Reading/ELA (N=40 of 67 regularly participating students with reading scores) and 65.7% were below proficient in mathematics (N=44 of 67 with math scores). Moreover, 47 regularly participating students with any levels reported (70.1%) were below proficient in at least one of the core academic subjects. This demonstrates that the ASP (Broward - C16) 21st CCLC program was successful in targeting students with the highest educational needs. It is important to note that the ASP (Broward - C16) 21st CCLC program was required by the FLDOE to include FSA/SSA performance as a progress indicator in the grant application. Unfortunately, while the 21st CCLC program is likely to have a lasting impact on the lives of the students who regularly participated, the lasting impact is not fully demonstrated through a short-term impact evaluation on such single-administration assessments of expert-defined 'achievement' in these core academic subjects. The lasting impacts will be immeasurable, as the students learned how to ask and answer questions through the project-based learning process, how to be active learners, and how they can achieve their goals through education. As such, while these state standardized assessment scores may seem low, it should not be interpreted that the ASP (Broward - C16) 21st CCLC program had little impact on these students.

**Table 10-2: Regular Students by Proficiency Level (Current Year)**

	N	Level 1	Level 2	Level 3	Level 4	Level 5
Reading / ELA Florida Standards Assessment	67	27 (40.3%)	13 (19.4%)	21 (31.3%)	5 (7.5%)	1 (1.5%)
Mathematics Florida Standards Assessment	67	29 (43.3%)	15 (22.4%)	18 (26.9%)	3 (4.5%)	2 (3%)
Science FCAT 2.0	--	--	--	--	--	--

*Note: Not all students take the various state standardized assessments, particularly those not in Florida, those under 3rd grade, and those with significant limitations precluding them from taking such a structured assessment.*



*Figure 10-1: Distribution of Students by 2019 Proficiency Levels*

Student Growth Metric Assessment: While the distribution of standardized test proficiency levels provides some indication of the potential impact of the ASP (Broward - C16) 21st CCLC Program on students, the ultimate goal of the evaluation process was to explore whether there was an impact of the 21st CCLC and growth of regularly participating students. In line with the objective metric required of the majority of Florida's 21st CCLC programs, it is important to understand how the statewide metric is calculated for the evaluation process (particularly in light of the aforementioned questions regarding the comparability of proficiency levels from the prior year and the current year). In essence, the FLDOE required most 21st CCLC programs to indicate the number of students that either improved from the prior year or maintained 'proficiency' or better from the 2017-2018 to 2018-2019 program year.

The distribution of scores from the current year standardized tests (2018-2019) already indicates the number of students meeting proficiency (i.e., those at Level 3 or higher), but the distribution does not indicate the number of students that improved in their proficiency level from the prior year. Comparisons between SSA and FSA scores must be done carefully and consistent with Florida Department of Education guidance on such comparisons. It is important to note that improving in proficiency level requires greater than one year of gains, as a student maintaining any level would be considered to have made at least one year of gains. Regardless, as it is a required method of assessing



performance on the state assessments, this secondary method is included within the report. Overall, of the 67 regularly participating students in the program with current year FSA reading levels, 27 (40.3%) improved their performance level from the prior year, maintained proficiency from the prior year, or earned 'proficient' or better during the current year (if no prior year scores). Similarly, of the 67 regular students with current year FSA math levels, 25 (37.3%) improved their performance level from the prior year, maintained proficiency from the prior year, or earned 'proficient' or better during the current year (if no prior year scores).

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### ***OBJECTIVE PROGRESS: ACADEMIC COURSE GRADES***

The Government Performance and Results Act (GPRA) of 1993 was passed to help increase accountability of federal programs and ensure the highest performing and successful programs are continued, while lower performing programs are discontinued or provided substantial technical assistance from the state education agency. Given the requirement to develop uniform performance measures for each federal program, the US Dept. of Education (USED) identified a series of specific indicators for the 21st CCLC program. In addition to performance on standardized tests among 21st CCLC students, the USED chose improvement in grades in core academic subjects as one of the primary GPRA indicators for 21st CCLC.

The US Department of Education (through an online data submission system - known as 21APR) requires all 21st CCLC programs to report any substantial changes in reading/language arts and mathematics grades for regularly participating 21st CCLC students (those attending the program for at least 30 days). To report on changes in grade performance for regular attendees, programs are instructed to compare the students' first set of fall reading/language arts and math grades with the students' last set of spring grades for those participants who were regular attendees during the reporting period (the FLDOE requires the comparison to only consider the 4th quarter grades as the second comparison point). If the grades for a given student did not span the course of the entire school year (e.g., the student was only enrolled in math or reading/language arts for one semester), programs are instructed to not report grade results for the student in question. There are often some instances where programs have either reading/language arts or math grades for comparison, but not both. In such a case, the programs are instructed to report the change in student performance only for the grades available. The only exception to when a regular student should be reported is if the student only attended during the summer, and thus did not receive a dosage of the 21st CCLC program during



academic periods. For regularly participating students that attended the summer only, the USED requests that they not be included in the submission of academic course grades to the online system.

In determining which regularly participating 21st CCLC students changed in terms of course grades, the US Department of Education requires the threshold for change to be one-half letter grade (e.g., B- to B, B to B+, etc.). For each of the subject areas, programs reported the number of students that stayed the same (i.e., did not increase or decrease), the number that improved by half a grade or more, and the number that decreased by half a grade or more between Fall and Spring. For those students that did not change, programs have traditionally been provided the ability to indicate the number of such students that were already at the highest grade (e.g., "A") and, therefore, unable to improve. If using a 100-point scale, programs were instructed that a half-grade change is a decrease or increase of 5 points. If using an A-F scale, a half-grade change was described as any decrease or increase in the letter grade (e.g., for example, A to A- is a decrease and C+ to B- is an increase). If using an E-S-U (Excellent-Satisfactory-Unsatisfactory) or similar non-A-F letter-grade scale, a half-grade change is defined as a decrease or increase from one letter grade to another.

However, there is a negative bias within the method used by the USED in determining student improvement in academic achievement. Namely, 'average' or 'above average' grade maintenance should not be considered a negative indicator for student achievement, as a student performing at an "A" level at the beginning of the year and achieving a "B" level at the end of the year suggests the student has actually learned substantial information to remain at the "above average" level of performance (rather than decreasing in performance over the course of the year). Certainly, one could argue that moving from an "A" to a "D" suggests a decrease in overall performance and an apparent lack of growth in knowledge and skills. However, because the expectations of each grading period are built upon knowledge in the prior grading periods, maintenance of an 'average' or 'above average' grade suggests improvement in both knowledge and skills over the course of the year.

The purpose of the objectives proposed by the ASP (Broward - C16) 21st CCLC program is to demonstrate improvement in knowledge, not simple improvement in grades. Therefore, for the purposes of this summative evaluation, it is most appropriate to compare grading periods to determine whether there was knowledge and skill growth among students participating in the 21st CCLC program. The process for evaluating objectives included the identification of each student's earliest available Fall grade for

each course (first, second, or third quarter grades) and their fourth-quarter Spring course grade for the same course (students are not analyzed if they do not have fourth-quarter grades, as per instruction of the FLDOE). For some students, the second grading period is a more accurate assessment of their baseline performance prior to the mid-year, but the summative evaluation data are analyzed in keeping with the general expectations of the USED, which explores the first available Fall/Spring grade with the fourth-quarter Spring grade.

For each subject analyzed within the summative evaluation, two comparisons are presented: (1) a grade-only comparison consistent with USED guidelines; and (2) an adjusted knowledge-based comparison. The first comparison is that suggested by the FLDOE and USED for 21st CCLC programs, which requires a student to demonstrate changes in course grades from Fall to Spring by either: (1) maintaining an 'above average' grade; (2) improve from an 'average' grade to an 'above average' grade; or (3) improve from a 'below average' grade to an 'average' or 'above average' grade. Within the first comparison method, students maintaining an 'average' grade are considered to have failed to meet the expectations of the FLDOE for the purposes of the 21st CCLC program. However, this maintains the unfair bias noted above (where students increasing knowledge but maintaining an 'average' grade are excluded from being considered successful), such that an adjusted method is warranted to better describe the impact of the 21st CCLC program. More specifically, for the adjusted method, student growth and academic development were categorized into three categories: (1) Improved: this includes those students who increased at least  $\frac{1}{2}$  letter grade and those who maintained an "above average" grade from the Fall to the Spring (including moving from an A to B, remaining above average, etc.); (2) Maintained: this includes those students who maintained their grade across the Fall and Spring comparison grades (e.g., C to C, B to C, A to C, proficient to proficient, etc.); and (3) Declined: this includes those students whose course grade dropped during the course of the semesters graded (A to D, C to F, proficient to not proficient, meeting standard to not meeting standard, etc.). While the summative evaluation utilizes the terminology of the US Department of Education, it is noted that the "declined" category includes students that maintained below average grades - though it can be supposed that these students actually did decline in their academic achievement over the course of the year, and that the 21st CCLC program failed to make a significant impact on their academic performance.

For the purposes of the summative evaluation process, the ASP (Broward - C16) 21st CCLC Program collected and submitted academic course grades on all regularly participating students where grades were accessible. It is important to note that not all



students had accessible grades, such as students that left the district, students taking special courses that do not receive traditional grades, and students that were not enrolled in the district schools prior to attending the program. In some cases, the withdrawal of a student from the ASP (Broward - C16) 21st CCLC program also withdraws their permission for the program to access and report their grade-based and performance data. For grades to be compared, it is important that students have marks from at least two grading periods - generally, the first grading period and the last grading period (some students did not have the first grading period, such that the second grading period or third grading period was utilized as their baseline, as per instructions from the FLDOE). It is also noted that some students had grades submitted, but there were insufficient grading periods necessary for comparison to demonstrate growth across the academic year (e.g., the student must have fourth-quarter grades to be compared within the end-of-year analyses, as per requirements from the FLDOE).

### *Reading / English Language Arts Course Grades*

Across Florida, as shown in Table 10-3 and using the most recent statewide data available (as reported to the US Department of Education), 58.0% of regularly participating students on whom reading/ELA grades were reported to have improved their academic performance by a half-letter grade or more, whereas 42.0% maintained or declined in their grades in reading and English Language Arts. Maintenance is not considered a negative indicator, as a student performing at a 'B' level at the beginning of the year and maintaining that 'B' level at the end of the year suggests that the student has actually learned enough information throughout the year to remain at the 'average' level of performance (rather than decreasing in performance over the course of the year). As shown in Table 10-3, the proportions of students increasing, decreasing, and maintaining reading / ELA grades are relatively consistent between Florida and the Nation.

*Table 10-3: Reading / ELA Grade Changes (Florida vs. Nation)*

Change in Grade Status Reading / ELA	<i>Florida</i>		<i>Nation</i>	
	# Regular Attendees	% Regular Attendees	# Regular Attendees	% Regular Attendees
Improved / Maintained High Performance	22,122	58.00%	380,762	49.40%
Declined / Maintained Low Performance	16,020	42.00%	390,012	50.60%
Total	38,142	---	770,774	---

*Note: These data are the most recent available for the Nation and Florida, having been retrieved from the federal 21APR system in 2019 for program year 2016-2017.*



ASP (Broward - C16) Reading Progress: As shown in Table 10-4, the program reported reading grades on a total of 96 regularly participating students - 79.3% of the 121 regularly participating students attending the program at least 30 days total and at least one day during the 2018-2019 academic year. Data submitted by the program included 16 students with missing reading grades (i.e., having grades from only one of two comparison grading periods) and 9 regularly participating students with no reading grades reported. Assessment of reading grades compared each student's earliest reading grade of the first three quarters of the academic year and the final reading fourth-quarter grade of the academic year. Overall, using the comparison method for grades developed by the FLDOE for newer 21st CCLC programs, a total of 68 out of 96 regularly participating students with comparison grades (70.8%) demonstrated success based on their reading grade performance from the first half to the second half of the 2018-2019 academic year (e.g., from quarter 1 to quarter 4). However, the FLDOE method does not consider students who maintained 'average' grades as successful on this metric, though many education experts and statisticians believe maintaining an 'average' grade should still be considered a success and demonstrative of improved knowledge. If including 'maintenance' of average grades as meeting this metric, then a total of 80 regularly participating students demonstrated improved knowledge and skills in reading (83.3% of the regularly participating students with comparison grades), as demonstrated by those who maintained or improved to an average or above average course grade from the first half to the second half of the academic year. Based on data provided, this appears a true and accurate indicator of impacts in overall reading skills and knowledge among students in the ASP (Broward - C16) 21st CCLC program.

**Table 10-4: Impacts on Academic ELA Grades (Regular Students)**

Change Status	Reading Grades <i>Grade-Change Only FLDOE Method</i>		Reading Grades <i>Knowledge-Based Adjusted Method</i>	
	# Students	% Students	# Students	% Students
Met Metric	68	70.8%	80	83.3%
Did Not Meet	28	29.2%	16	16.7%
Total	96	--	96	--

*Note: The 'grade-change' method does not allow for students maintaining an average grade to be considered to have met the metric for change – those meeting the "grade change" metric must maintain an above average grade or increase their grade from below average to average or average to above average. The adjusted method allows for maintenance of an average grade or better to also be considered successful for the individual student.*



### Mathematics Course Grades

Across the Nation, 21st CCLC programs also reported data as to improvement in mathematics grades. As shown in Table 10-5, 60.4% of regularly participating 21st CCLC students across Florida on whom mathematics grades were reported improved their academic performance by a half-letter grade or more, whereas 39.6% maintained or declined in their math grades. As with reading grades, maintenance is not considered a negative indicator, as a student performing at a 'C' level at the beginning of the year and maintaining that 'C' level at the end of the year suggests that the student has learned enough information throughout the year to remain at the 'average' level of performance (rather than decreasing in performance over the year). Table 10-5 also compares mathematics changes between Florida students and students throughout the Nation. As shown, the percentage of students increasing, decreasing, and maintaining grades in mathematics are relatively consistent between Florida and the nation.

**Table 10-5: Mathematics Grade Changes (Florida vs. Nation)**

Change in Grade Status Mathematics	Florida		Nation	
	# Regular Attendees	% Regular Attendees	# Regular Attendees	% Regular Attendees
Improved / Maintained High Performance	23,038	60.40%	385,387	50.00%
Declined / Maintained Low Performance	15,104	39.60%	385,387	50.00%
Total	38,142	---	770,774	---

*Note: These data are the most recent available for the Nation and Florida, having been retrieved from the federal 21APR system in 2019 for program year 2016-2017.*

ASP (Broward - C16) Mathematics Progress: As shown in Table 10-6, the program reported mathematics grades on a total of 96 regularly participating students - 79.3% of the 121 regularly participating students attending the program at least 30 days total and at least one day during the 2018-2019 academic year. Data submitted by the program included 16 students with missing mathematics grades (i.e., having grades from only one of two comparison grading periods) and 9 regularly participating students with no mathematics grades reported. Assessment of mathematics grades compared each student's earliest mathematics grade of the first three quarters of the academic year and the final mathematics fourth-quarter grade of the academic year. Overall, using the comparison method for grades developed by the FLDOE for newer 21st CCLC programs, a total of 64 out of 96 regularly participating students with comparison grades (66.7%) demonstrated success based on their mathematics grade performance from the





first half to the second half of the 2018-2019 academic year (e.g., from quarter 1 to quarter 4). However, the FLDOE method does not consider students who maintained 'average' grades as successful on this metric, though many education experts and statisticians believe maintaining an 'average' grade should still be considered a success and demonstrative of improved knowledge. If including 'maintenance' of average grades as meeting this metric, then a total of 75 regularly participating students demonstrated improved knowledge and skills in mathematics (78.1% of the regularly participating students with comparison grades), as demonstrated by those who maintained or improved to an average or above average course grade from the first half to the second half of the academic year. Based on data provided, this appears a true and accurate indicator of impacts in overall mathematics skills and knowledge among students in the ASP (Broward - C16) 21st CCLC program.

**Table 10-6: Impacts on Academic Mathematics Grades (Regular Students)**

Change Status	Math Grades Grade-Change Only FLDOE Method		Math Grades Knowledge-Based Adjusted Method	
	# Students	% Students	# Students	% Students
Met Metric	64	66.7%	75	78.1%
Did Not Meet	32	33.3%	21	21.9%
Total	96	--	96	--

*Note: The "grade-change" method does not allow for students maintaining an average grade to be considered to have met the metric for change – those meeting the "grade change" metric must maintain an above average grade or increase their grade from below average to average or average to above average. The adjusted method allows for maintenance of an average grade or better to also be considered successful for the individual student.*

### Science Course Grades

Science Progress: The US Department of Education does not collect performance indicators on Science, though the Florida Department of Education requires science to be provided by all Florida 21st CCLC programs. As such, science grade data must be considered by Florida programs within the evaluation process. Using the same methods as for ELA and Mathematics, As shown in Table 10-7, the program reported science grades on a total of 96 regularly participating students - 79.3% of the 121 regularly participating students attending the program at least 30 days total and at least one day during the 2018-2019 academic year. Data submitted by the program included 16 students with missing science grades (i.e., having grades from only one of two comparison grading periods) and 9 regularly participating students with no science grades reported. Assessment of science grades compared each student's earliest science grade of the first three quarters of the academic year and the final science fourth-quarter



grade of the academic year. Overall, using the comparison method for grades developed by the FLDOE for newer 21st CCLC programs, a total of 76 out of 96 regularly participating students with comparison grades (79.2%) demonstrated success based on their science grade performance from the first half to the second half of the 2018-2019 academic year (e.g., from quarter 1 to quarter 4). However, the FLDOE method does not consider students who maintained 'average' grades as successful on this metric, though many education experts and statisticians believe maintaining an 'average' grade should still be considered a success and demonstrative of improved knowledge. If including 'maintenance' of average grades as meeting this metric, then a total of 82 regularly participating students demonstrated improved knowledge and skills in science (85.4% of the regularly participating students with comparison grades), as demonstrated by those who maintained or improved to an average or above average course grade from the first half to the second half of the academic year. Based on data provided, this appears a true and accurate indicator of impacts in overall science skills and knowledge among students in the ASP (Broward - C16) 21st CCLC program.

**Table 10-7: Impacts on Academic Science Grades (Regular Students)**

Change Status	Science Grades <i>Grade-Change Only FLDOE Method</i>		Science Grades <i>Knowledge-Based Adjusted Method</i>	
	# Students	% Students	# Students	% Students
Met Metric	76	79.2%	82	85.4%
Did Not Meet	20	20.8%	14	14.6%
Total	96	--	96	--

*Note: The "grade-change" method does not allow for students maintaining an average grade to be considered to have met the metric for change – those meeting the "grade change" metric must maintain an above average grade or increase their grade from below average to average or average to above average. The adjusted method allows for maintenance of an average grade or better to also be considered successful for the individual student.*

## **OBJECTIVE PROGRESS: PRE-POST ASSESSMENTS**

Several activities within the After School Programs (Walker) 21st CCLC Program proposed to include pre-post assessments and/or pre-mid-post assessments of knowledge gained and skills learned within the 21st CCLC program. While the activities provided by the 21st CCLC program appear to be of high quality and have a high level of potential to build student knowledge, skills, abilities, and interests, the use of specific interim assessments help provide a quantitative and objective analysis of the impact of these activities on regularly participating 21st CCLC students. Pre-post assessments help “showcase” the program accomplishments and strengths with specific impact and



outcome data, rather than relying on generalized data that could be impacted by a wider variety of confounding influences (e.g., grades are impacted by the 21st CCLC program and many unmeasured interventions from school day teachers). While pre-post assessments can certainly be impacted by other variables from the school day and at home, they will provide a 'cleaner' view of programmatic impacts. In addition, pre-post assessments are generally more powerful than grades and standardized test scores in determining the impact of specific components of the After School Programs (Walker) 21st CLCC program, as they are provided specific to the activities and lessons being provided within the program and tend to have more variability in scores. Hence, the assessments are less confounded with other extraneous variables (e.g., other school interventions, etc.) and often provide more interesting data and results.

It is important to note that individual students may not have received all pre-post assessments provided by the After School Programs (Walker) 21st CCLC Program, as students may have entered the program too late to receive the pre-test or left the program too early to receive the post-test. The general rule of thumb (explained to the 21st CCLC program by the external evaluator), is that students should receive approximately one month of service between a pre-test and post-test (or complete the entire unit if the pre-post was designed for shorter units). While it may seem pre-post assessments would reduce the ability of the program to impact students, it is important to note this was considered by the program and the evaluator, and the program designed and/or adopted assessments to be both short and integrated with the chosen project-based learning plan, associated curriculum, or personal enrichment activity. As such, the 21st CCLC students and teachers do not generally view the pre-post assessment process as a significant burden on their time and, in some cases, enjoyed the pre-post assessments as they introduced new materials and/or allowed the students to show-off their knowledge and skills.

For the purposes of the summative evaluation report, the After School Programs (Walker) 21st CCLC Program provided assessments for review of student progress towards state objectives. As with other metrics, the FLDOE requires that only those students with at least 30 days of attendance in the 21st CCLC program be included in any analysis of metrics. As such, while the After School Programs (Walker) 21st CCLC program may have had 'non-regular' students with assessments, only the 121 regularly participating students are included in these analyses. Assessments can be assessed in two methods, depending on how the assessments were given. For pre-post assessments, most programs give two to three pre-post assessment pairings over the course of the operational year (e.g., Summer, Fall, Spring). In this type of assessment system, the



individual pre-post assessments are compared separately. Any student with at least one pre-post assessment showing improvement or maintenance (within 5% of the baseline score) under the stated metric are considered to have met the objective for evaluation purposes.

The second method is a pre-mid-post assessment, where the program provides a pre-test in the fall, a mid-test in the winter, and a post-test in the spring. Technically, the process is largely the same, but students have fewer assessments to take because the mid-test provides both a follow-up to the earlier pre-test and a new baseline (pseudo-pre-test) for the second half of the year. This is most commonly used with physical education objectives, but can be used with any continuous skills-based assessment or when the single assessment can be repeated multiple times without confusion or practice effects impacting the results. This process also allows for additional comparisons between the three assessment periods. Essentially, three comparisons can be made for each of the subjects wherein the program provided pre-mid-post assessments: (1) pre-mid comparison demonstrating program progress towards the associated metric at the middle of the year; (2) mid-post comparison demonstrating program progress in only the second half of the academic year; and (3) pre-post comparison demonstrating program progress on the associated metric over the entire academic year. A student is considered to have met the metric under the pre-mid-post comparison if they improve under the pre-post or mid-post comparison. Table 10-8 provides a summary of pre-post and pre-mid-post analyses based on data submitted for review at the end of the 2018-2019 program year.

**Table 10-8: Pre-Post Assessment Analysis Summary**

	Type of Assessment	Improved / Maintained	Declined	Total
Physical Fitness Performance	Pre-Mid-Post	81 (74.3%)	28 (25.7%)	109
Cultural Awareness Knowledge	Pre-Post	94 (85.5%)	16 (14.5%)	110

*Note: This table provides overall results of pre-post and pre-mid-post assessments. This analysis is used consistent with the Objective Assessment and Data Collection Tool (OADCT) submitted to FLDOE. For each assessment using pre-mid-post assessment strategies, students meeting the metric must either improve or maintain their assessment from (1) pre-test to post-test or (2) mid-test to post-test. The FLDOE does not allow the analysis of students that did not complete the program year for the purposes of end-of-year reporting on the OADCT. For each analysis using pre-post assessment strategies, the student must have improved or maintained with at least one pre-post assessment.*

From the results displayed in Table 10-8, the program appears to have made progress towards meeting each of the stated objectives using pre-post and/or pre-mid-post assessment procedures. Should the program use these procedures in the future, the



program is reminded as to the timeline that best conforms to such metrics under the 21st CCLC model. In essence, pre-post assessments should be administered approximately three times per year: (1) Summer (if in operation); (2) Fall (Pre-Test in August; Post-Test in December); and (3) Spring (Pre-Test in January; Post-Test in May). Pre-mid-post assessments should be provided using the same assessment up to five times per year (1) Summer Pre-Test; (2) Summer Post-Test; (3) Fall Pre-Test (August); (4) Winter Mid-Test (January); and (5) Spring Post-Test (May). Regardless of the timeline, the following provides the most salient findings from the multi-point assessment results:

**Physical Fitness Performance:** The After School Programs (Walker) 21st CCLC Program collected multi-point, performance-based, pre-mid-post comparative assessments in physical fitness from a total of 109 out of 121 regularly participating elementary school students (90.1%) during the course of the 2018-2019 program year (Summer 2018 and 2018-2019 Academic Year). While additional students may have had some assessment scores, this analysis only considers those students with at least two comparable scores on the same measure. Of these 109 students, a total of 81 regularly participating elementary school students (74.3%) demonstrated achievement of this performance-based objective on at least one of the physical fitness pre-mid-post assessments provided during the course of the program year.

**Cultural Awareness Knowledge:** The After School Programs (Walker) 21st CCLC Program collected knowledge-based pre-post assessments in cultural awareness from a total of 110 out of 121 regularly participating elementary school students (90.9%) during the course of the 2018-2019 program year (Summer 2018 and 2018-2019 Academic Year). Of these 110 students, a total of 94 regularly participating elementary school students (85.5%) demonstrated achievement of this knowledge-based objective on at least one of the cultural awareness pre-post assessments provided during the course of the program year.

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### ***OBJECTIVE PROGRESS: ADULT FAMILY MEMBERS ATTENDANCE***

The After School Programs (Walker) 21st CCLC program collected attendance data at each of the family literacy events provided during the 2018-2019 program year - connecting adult family member attendance to each student enrolled in the program. According to data submitted, the program was able to attract participation of adult family members of 95 of the 121 regularly participating elementary school students (78.5%). In looking at all 125 students that attended the program at least one day during the 2018-2019 program year, a total of 95 elementary school students (76%) had adult family



members attend at least one literacy event. If continuing, the After School Programs (Walker) 21st CCLC Program is encouraged to continue providing literacy events and adult activities to help improve parent and adult family member participation, knowledge, skills, and abilities.

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### *STAKEHOLDER SURVEYS: STATEWIDE PARENT SURVEY*

The After School Programs (Walker) 21st CCLC program was successful in obtaining responses to the state-mandated end-of-year parent satisfaction inventory administered in April 2018. The satisfaction survey assessed parental opinions on several aspects of the After School Programs (Walker) 21st CCLC program and perceived impacts on the participating students. The survey was originally designed by the Center for Assessment, Strategic Planning, Evaluation and Research (CASPER) and modified by the Florida Department of Education as a statewide assessment of parent satisfaction. The survey is focused on more general aspects of satisfaction, with some specific items regarding expected outcomes of all 21st CCLC programs. Overall, an estimated 121 surveys were distributed (representing the total number of regular student participants) and 48 were returned partially or fully completed – representing a 39.7% response rate (with a 25.0% response rate generally considered the minimum acceptable rate for reliability).

Responding parents represented a good proportion of the student population, with multiple children in many families. While it can be assumed that at least 39.7% of the regular student population was represented by these parents, this percentage somewhat underrepresents the actual proportion of students represented secondary to an inability to consider siblings and children living under the same household, as the surveys were anonymous. Overall, 100.0% of parents responding to the survey reported general satisfaction with the 21st CCLC program, with none of the parents reporting a lack of satisfaction. Specific questions on the parent survey are provided in Table 10-9. Although the state parent surveys were used at the end of the year in lieu of a program-generated short survey, the program may wish to consider a short survey that is more tailored to the activities and services provided by the 21st CCLC program. Such a process could help the program make changes based on the survey results, thus helping to improve satisfaction and overall participation in the program. The following provides a synopsis of the most significant findings for the purposes of the summative evaluation.

While the After School Programs (Walker) 21st CCLC program worked to address any areas that did not achieve 100% satisfaction, the program is specifically encouraged to work towards improving all parent satisfaction survey responses into the 90%+ range.



Any survey items below the 90% satisfaction level should elicit significantly more attention, either through educating parents or actively changing the program. In addition, the program is encouraged to read and explore the open-ended responses from parents about what they would like to see changed in the program. While the comments are occasionally difficult to understand, they can be tremendously helpful in providing a richer understanding of the desires and needs of program families. It is important to note that 97.6% of respondents indicated they would sign up their child(ren) again next year if the program is offered, and 37.0% indicated they found the adult family member events helpful to their needs as adult family members. Overall, the parents appeared to be overwhelmingly satisfied with the After School Programs (Walker) 21st CCLC program, and appeared honest in their feedback given the distribution of scores. The following are the most salient aspects of the overall parent satisfaction survey, as well as results from those variables most commonly reported by Florida's 21st CCLC programs.

### *Overall Satisfaction Variables*

- 100.0% of parents reported being satisfied with the 21st CCLC program as a whole, with 97.9% of parents being 'very satisfied' or 'satisfied' with the warmth and friendliness of the 21st CCLC staff members.
- 93.6% of parents reported being 'very satisfied' or 'satisfied' with the ability of the 21st CCLC staff to relate to their child(ren).
- 95.8% of parents reported satisfaction with the variety of 21st CCLC activities provided to their child(ren); 100.0% reported satisfaction with their child(ren)'s happiness with the overall 21st CCLC program; and 91.5% reported satisfaction with the 21st CCLC program providing a safe environment for activities.
- 97.6% of parents reported they would again sign up their child(ren) for this 21st CCLC program, and only 20.5% stated their children would be in another afterschool program if the 21st CCCL program was not available.

### *Parent Involvement in Student Education*

- 97.9% of parents reported being 'very satisfied' or 'satisfied' with the ability of the 21st CCLC staff to relate and reach out to them as parents.
- 95.7% of parents reported satisfaction with the 21st CCLC program helping them become more involved with their child(ren)'s education. Of all adults responding to the survey, 35.6% reported engaging in at least one of the adult family member events with the program, with 37.0% of these adults indicating they found the family member services to be beneficial.



### Parent-Perceived Student Impacts

- 93.6% of parents reported satisfaction with their child(ren)'s improvement in their overall academic performance, and 87.5% were satisfied with their child(ren)'s improvement in completing their homework.
- 91.3% of parents reported satisfaction with their child(ren)'s improvement in getting along with others, and 93.3% reported satisfaction with their child(ren)'s improvements in staying out of trouble.

**Table 10-9: Parent Satisfaction Inventory: Perception of Program Impact**

Satisfaction Item	Satisfied	Neutral	Unsatisfied
Overall Satisfaction with Program As Whole	100.0%	0.0%	0.0%
Staff Warmth and Friendliness	97.9%	0.0%	2.1%
Staff Ability to Relate to my Child	93.6%	6.4%	0.0%
Staff Ability to Relate and Reach out to Parents	97.9%	0.0%	2.1%
Variety of Activities Offered to my Child	95.8%	4.2%	0.0%
Child(ren)'s Happiness with Program	100.0%	0.0%	0.0%
Child Improved in Completing Homework	87.5%	2.1%	10.4%
Child Improved in Academic Performance	93.6%	4.3%	2.1%
Child Improved in Getting Along with Others	91.3%	6.5%	2.2%
Child: Improved Staying out of Trouble	93.3%	4.4%	0.0%
Confidence that Child is in Safe Environment	91.5%	8.5%	0.0%
Helped Parent be More Involved in Child's Education	95.7%	4.3%	0.0%
	Yes	Maybe	No
Participated in the Adult Family Member Events?	35.6%	--	64.4%
Have Adult Family Member Events been beneficial?	37.0%	--	63.0%
Would you sign your child up for this program again?	97.6%	0.0%	2.4%

*Note: Table 10-9 provides data from an online data collection system implemented by the FLDOE. The survey and survey questions were selected by the FLDOE from a longer, research-based, validated parent survey.*

### STAKEHOLDER SURVEYS: ADULT LITERACY PERFORMANCE

In addition to the statewide parent survey, the After School Programs (Walker) 21st CCLC program utilized the Adult Literacy Performance Survey (ALPS) to assess the impact of adult family literacy events and trainings on participating adults. The program can only provide adult family literacy services to the adults of actively participating



students, and the FLDOE requires that all activities be focused on literacy. The program is reminded that 'literacy' is not limited to reading and writing, but covers any knowledge-based enhancement. This can include a wide range of programming, such as computer literacy, financial literacy, or parenting literacy. The ALPS assesses self-reported impact on knowledge and conative impacts on parenting and educational involvement. As per the instructions on the ALPS: 'Literacy is more than reading – it is competence or knowledge in any specific area. Today's training was focused on providing you information about specific topics to help your family and your student(s) succeed. We are interested in whether the training was helpful and whether your knowledge was improved. Please answer the following questions to the best of your ability. It is okay to leave questions blank if you do not know how to answer.' The data collected by the ALPS are anonymous, and they are not connected to student or adult family member names or demographics. Anonymous data are most likely to provide realistic and more accurate responses and feedback. Data are then provided to the evaluator for analysis and feedback to the program. Table 10-10 provides the outcome of the ALPS based on data submitted by the program and provided by adult family members. Note that surveys are provided after the adult literacy events, such that there can be more surveys returned than students in the program.

**Table 10-10: Adult Literacy Performance Survey (ALPS)**

The information provided in this training ...	N	Agree	Neutral	Disagree
... has increased my knowledge in the content area.	155	155 (100%)	0 (0.0%)	0 (0.0%)
... has taught me something new.	155	155 (100%)	0 (0.0%)	0 (0.0%)
... will be useful in helping my family and child(ren).	155	155 (100%)	0 (0.0%)	0 (0.0%)
... will change how I parent my child(ren).	155	155 (100%)	0 (0.0%)	0 (0.0%)
... provided resources to help my child(ren) succeed.	155	155 (100%)	0 (0.0%)	0 (0.0%)
... will increase involvement in my child's education.	155	155 (100%)	0 (0.0%)	0 (0.0%)
... helped me understand the importance of education.	155	155 (100%)	0 (0.0%)	0 (0.0%)

*Note: The number of surveys submitted can exceed the number of students in the program, as the program collects the ALPS after the adult family literacy events and adults can attend multiple events in the year.*



- Of the 155 surveys received following adult literacy trainings and events, 100% of adults reported they 'strongly agree' or 'agree' that the information provided during the training(s) increased their knowledge in the content area.
- Of the 155 surveys received following adult literacy trainings and events, 100% of adults reported they 'strongly agree' or 'agree' that the training(s) would increase their involvement in their child's education.
- Of the 155 surveys received following adult literacy trainings and events, 100% of adults reported they 'strongly agree' or 'agree' that the information provided would be useful in helping their family and children.

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### *STAKEHOLDER SURVEYS: STUDENT SATISFACTION SURVEY*

In addition to the parent survey, the After School Programs (Walker) 21st CCLC program collected data using the statewide student satisfaction and feedback survey. The survey was originally designed by the University of Florida (Zhang & Byrd, 2004) to help determine student beliefs about the impact of 21st CCLC programming on several primary aspects of their academic life (e.g., schooling, citizenship, friendships, etc.). The original student survey was designed to assess, at some level, student-reported impact on reading skills, mathematics skills, science, skills, visual and performing arts skills, technology skills, and physical fitness skills. The FLDOE modified the student survey and removed several questions to streamline the survey. Regardless, a total of 90 students (74.4% of the 121 regularly participating 21st CCLC students) completed the required statewide student satisfaction inventory, as altered and provided by the FLDOE. Of these students, as shown in Table 10-11, 94.4% enjoyed the activities in the program and 93.3% felt safe in the afterschool program.

Overall, as shown in Table 10-11, the program was relatively successful in producing satisfaction among regularly participating students based on the questions within the statewide student survey. However, the program is encouraged to explore why some students were not “definitely” satisfied with the 21st CCLC program and only “somewhat” or “not at all” satisfied. It is important to note that this survey was developed as a statewide survey and, as such, was not tailored to specific activities and services provided by the After School Programs (Walker) 21st CCLC program. It is possible that a more tailored satisfaction survey and/or a survey immediately following major activities might provide a better indication as to whether students are satisfied with

specific components or activities within the 21st CCLC program. The program may wish to develop a program-specific survey to assess all self-reported student indicators related to the 21st CCLC program. If a tailored survey is created, the program is reminded that not all objectives can use a student survey, as it is not necessarily valid to ask students whether they have improved in specific academic skills or knowledge. The program should also not lose sight of the purpose of such a student survey – continuous improvement and demonstration of student growth. The following provides the available findings from the modified student satisfaction survey provided by the FLDOE at the end of the 2018-2019 academic year.

### *Academics*

- 84.4% of students reported the 21st CCLC program definitely or somewhat helped them with their homework.
- 76.7% of students reported the 21st CCLC program definitely or somewhat helped them improve their course grades.

### *Behavior*

- 87.5% of students reported the 21st CCLC program definitely or somewhat helped them get along better with others.
- 88.8% of students reported the 21st CCLC program definitely or somewhat helped them learn to solve problems in positive ways.
- 87.8% of students reported the 21st CCLC program definitely or somewhat helped them understand that following rules is important.

### *Overall Satisfaction*

- 94.4% of students reported the 21st CCLC program definitely or somewhat provided enjoyable activities.
- 94.4% of students reported the 21st CCLC program definitely or somewhat had adults who cared about them.
- 93.3% of students reported the 21st CCLC program definitely or somewhat helped give them a safe place to learn.



**Table 10-11: Student Satisfaction Inventory: Perception of Program Impact**

		Definitely	Somewhat	Not At All
<b>Overall</b>	Did you enjoy the activities in the afterschool program?	68.5%	25.8%	5.6%
	Did the program have adults who care about you?	77.8%	16.7%	5.6%
	Did you feel safe at your afterschool program?	69.7%	23.6%	6.7%
<b>Academics</b>	Did the program help you with your homework?	67.8%	16.7%	15.6%
	Did the program help you improve your grades?	66.7%	10.0%	23.3%
<b>Behavior</b>	Did the program help you get along well with others?	59.1%	28.4%	12.5%
	Did the program help you solve problems in a positive way?	66.3%	22.5%	11.2%
	Did the program help you understand that following rules is important?	77.8%	10.0%	12.2%

*Note: Table 10-11 provides data from an online data collection system implemented by the FLDOE. The survey and survey questions were selected by the FLDOE from a longer, research-based, validated student survey.*

### **STAKEHOLDER SURVEYS: TEACHER SURVEY OF PROGRESS**

Given the unique position of out-of-school programs, teacher surveys are used to collect information about changes in each individual student's behavior during the program year, and are considered more robust and more specific to the After School Programs (Walker) 21st CCLC program than are school grades and standardized achievement tests. The teacher survey used by After School Programs (Walker) for the 2018-2019 program year was provided by the FLDOE and was based on the questionnaire developed by the US Department of Education and required in prior years for the federal data collection system. Surveys were to be distributed to school-day teachers for each student attending the After School Programs (Walker) 21st CCLC program, wherein teachers were asked to indicate the extent to which student behaviors improved or did not improve during the academic year. The 21st CCLC program were to distribute an online link provided by the FLDOE for completion of the surveys to school-day teachers who have regular contact with the participating students, preferably a mathematics or English Language Arts teacher. Although it was permissible for the program to survey teachers who also served as 21st CCLC program staff members, the program strived to survey teachers who were not serving the program in this capacity.

Table 10-12 presents the results of the end-of-year teacher survey for the After School Programs (Walker) 21st CCLC program. Results are presented in terms of the percentage



of students that improved, did not improve, or declined on the specified indicators. It should be noted that the category of 'did not need to improve' accounts for the potential 'ceiling effect' of students already doing well in the specified behavior and, thus, not able to improve beyond their initial performance when entering the program (e.g., a student that always turns in their homework could not improve in that behavior). Those that are already doing well are not included in the percentages under the 'Need to Improve' columns. The behavioral categories are as follows:

Behavior Code	Category of Behavioral Change
THW	Turning in homework on time
CHW	Completing homework to your satisfaction
PIC	Paying Attention and Participating in class
VOL	Volunteering (e.g. for extra credit or more responsibilities)
ATT	Attending class regularly
BAC	Being attentive in class
BEH	Behaving in class
ACP	Academic performance
MOT	Coming to school motivated to learn
ALN	Getting along well with other students
SEF	Improved Self-Efficacy (belief they can do well in school)
INV	Parents more interested and/or involved in child's education

The After School Programs (Walker) 21st CCLC program was successful in obtaining a strong number of completed 21st CCLC end-of-year teacher surveys. More specifically, the program was able to obtain 76 completed teacher surveys, which is equivalent to 62.8% of the 121 students regularly participating in the 21st CCLC program (attending at least 30 days of programming). It is noted that an additional 3 surveys were collected from students who had not met the 30-day requirement for 21st CCLC participation, and these students are not included in any of the analyses of these survey data (even if they met the 30-day requirement later in the program year, the survey was completed before they met the federal threshold). In general, a 25% response rate is acceptable for drawing conclusions as to whether the surveys demonstrate change in students and/or families, and the After School Programs (Walker) 21st CCLC Program surpassed this threshold, such that results can be considered valid for interpretation. Results from the administration of the end-of-year teacher survey are presented in Table 10-12. As shown, the regular day teachers of 21st CCLC students reported a high percentage of After School Programs (Walker) 21st CCLC students as improving in most of the behavioral



categories. Overall, results suggest the 21st CCLC program had a very positive and significant impact on the majority of 21st CCLC students.

*Table 10-12: Teacher Survey of 21st CCLC Impacts*

Code	Did NOT Need to Improve	Needed to Improve			
		N	Improved	No Change	Declined
<b>THW</b>	5.3%	72	87.5%	12.5%	0.0%
<b>CHW</b>	3.9%	73	87.7%	12.3%	0.0%
<b>PIC</b>	1.3%	74	83.8%	14.9%	1.4%
<b>VOL</b>	2.6%	74	56.8%	43.2%	0.0%
<b>ATT</b>	11.8%	67	91.0%	9.0%	0.0%
<b>BAC</b>	5.3%	72	87.5%	11.1%	1.4%
<b>BEH</b>	6.6%	71	87.3%	11.3%	1.4%
<b>ACP</b>	3.9%	73	91.8%	6.8%	1.4%
<b>MOT</b>	1.3%	75	90.7%	9.3%	0.0%
<b>ALN</b>	3.9%	73	93.2%	6.8%	0.0%
<b>SEF</b>	3.9%	73	93.2%	6.8%	0.0%
<b>INV</b>	6.7%	70	94.3%	5.7%	0.0%

*Note: Percentage of “Did not need to improve” is based on all teacher surveys returned on regularly participating students. Percentages for “improved”, “no change” and “declined” are based on the total number of students needing to improve and does not consider those students that did not need to improve.*

The following represent some of the most notable findings from the 21st CCLC Teacher Survey:

- Of students needing to improve, teachers reported that 87.5% of 21st CCLC students demonstrated improvement in their effort towards completing assigned work; and 91.8% of regularly participating students demonstrated improvement in their overall academic performance.
- Teachers reported 87.7% of students in need of improvement demonstrated improvement in completing their homework to the teacher's satisfaction.
- Of students needing to improve, 83.8% of students paid more attention and participated more in class; 56.8% volunteered more in class; and 91.0% attended



class more regularly - all indicators of increased motivation and dedication to the overall educational process.

- While in the classroom environment, teachers reported that 87.5% of students needing to improve were more attentive in class and 90.7% came to school more motivated to learn.
- Of students needing to improve behaviors, teachers reported that 87.3% improved their in-class behavior and 93.2% improved in getting along with other students (i.e., positive interactions).
- 93.2% of participating students in need of improvement demonstrated teacher-rated improvement in self-efficacy (i.e., belief they can do well in school).
- Of those families where teachers felt improvement was needed, regular-day teachers reported 94.3% of 21st CCLC student's parents were more interested and involved in their child's education.

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### *STUDENT SNAPSHOT*

The 21st CCLC program prides itself on providing the most comprehensive and structured programming to students. While the program could identify many students that have demonstrated success in the 21st CCLC program, the Florida Department of Education (FLDOE) asked for a 'student snapshot' to be provided on a single student that the program leaders felt demonstrated success on one or more program objectives (e.g., reading, math, science, etc.). This narrative is provided for the purposes of the FLDOE and does not suggest that this is the only student that demonstrated progress and success in the program (note the prior sections showing outstanding success of students in general). Rather, this 'student snapshot' provides a single example of an individual student. For the purposes of this snapshot, the student will be referred to as "King," a name chosen by the program director because they refer to the children in their program as kings and queens.

King is a nine-year-old, African-American male. He was retained and repeated 3rd grade during the 2018-2019 school year. King lives in a low-income area and like most students who have been retained, he has difficulty reading. When he entered into the 21st CCLC program he did not enjoy reading and would often avoid it. Always cracking jokes, his classroom behavior tends to get him in trouble. While in the 21st CCLC program, King participated in mentoring, chess and weekly enrichment clubs. King benefitted from everything the program had to offer as he attended the program every day and stayed the



entire time. He was eager for daily snack time and always enjoyed it. Throughout his time in the program, King thrived in the small group environment offered by his teacher. This individualized attention, paired with the various resources the program teacher offered, helped to close the achievement gap and improved his leadership skills.

King's greatest achievements came in the form of reading growth this year. He began the year at a beginning 2nd grade level and finished the year on a middle 3rd grade level. He made learning gains on the Florida Standards Assessment and was promoted to the next grade. His classroom teacher recognized his achievements and awarded him "Most Improved in Reading" at the end of this year. Both the program director and King's parent feel he has shown tremendous growth this year and the 21st CCLC program was a part of this transformation.

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### *OBJECTIVE ASSESSMENT ACTIVITIES*

All objectives were assessed with similar activities. First, all programs were physically visited by the evaluator at least once during the course of the summer and academic year. This on-site visit included a thorough review of program operations, data collection methods, and data integrity (including a check as to whether recorded data matched the hard-copy assessments maintained by the program). Site visits also provided a more subjective evaluation of program activities to inform both formative and summative recommendations for improvement. Second, in addition to site visits, data were reviewed at least three times during the course of the year, including baseline, mid-year, and end-of-year. During these periods, data were reviewed for completeness, accuracy, and validity. At two points in the year, data were analyzed to determine progress towards the established objectives - first at mid-year and then at the end of the academic year. The information provided in the objective assessment and outcomes section provides the results of the end-of-year analysis. Finally, this summative report provides the culminating objective assessment activity, with the results outlined throughout this report based on all data provided by the program.

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### *DATA QUALITY AND STUDENT INCLUSION*

All performance-based, comparative program objectives are based on simple "improvement" and/or "maintenance" measurements, such that each student is compared to their own baseline data for most of the associated metrics. Such within-subjects analysis is achieved by calculating whether each student increased, maintained, or

declined in each of the metrics (as detailed in the respective 'success criterion' listed under each metric below) and then calculating the percent of all students with data that demonstrated improvement and maintenance (depending on success criterion). It is important to note that the objectives were not proposed to have a “significant increase” in student performance, such that traditional statistical methods are not necessary nor warranted. In addition, there is little control over extraneous variables with regards to the metrics used under these objectives (e.g., regular day interventions), such that a significant amount of Type I Error and potential violations to statistical assumptions limit the usefulness of ‘traditional statistical methods’ in the analysis of these objectives. Only students with at least 30 days of attendance are included in the calculations, as the US Department of Education has determined these students receive the necessary dosage of the 21st CCLC program to show impacts. No students meeting the definition of 'regular participant' with necessary comparison data were excluded from the analyses, with all students on whom data were submitted being included. Any discrepancy between the number of regularly participating students and the number of students included within the analysis is secondary to missing data and/or insufficient data for comparison. Data could be missing for any number of reasons, including students that were not enrolled during the assessment period(s) or students that refused to complete the assessment(s). Overall, when possible, all students were included in the data collection and analysis process. There were no overall data quality issues with the data submitted for review, with any metric-specific issues or issues with completeness of data detailed previously in this section of the summative report and/or under each individual metric below.

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### *CONTINUOUS ASSESSMENT*

The agency has demonstrated a commitment to creating and supporting the highest quality of educational programs. As part of this commitment, the program used a process of continuous improvement for all operations, services, and outcomes associated with 21st CCLC. The cornerstone of continuous improvement is a logical process of planning, data collection, analysis, reporting, and refining. Ongoing evaluation followed the Continuous Improvement Model (CIM), a quality-based approach used within educational settings and particularly effective for reducing achievement gaps between student subgroups (an unfortunate fact impacting the targeted schools and students). The model focused upon individualized student, staffing, and operational assessment - using both formal (e.g., surveys) and informal (e.g., meetings) techniques to guide incremental changes within ongoing services, adopt or adapt ways to improve and measure outcomes, discontinue or adapt activities that have limited value, and increase emphasis on program



objectives and outcomes. With the support of the evaluator, the 21st CCLC program collected and analyzed most data at least twice per year and compared the obtained data using within-subjects comparison methods to determine individual changes within students, classrooms, and/or sites. The process for sharing and distributing information is an integral part of the Continuous Improvement Model. Distribution occurred at three levels: (1) administrators, (2) staff members, and (3) stakeholders. As part of continuous improvement, at least monthly meetings and/or teleconferences were held within the program (through professional development processes described earlier in this report), wherein data trends and operations were reviewed with a focus on program improvement and immediate refinement of the 21st CCLC program. Data were also utilized by the program director and teachers during regular meetings to help tailor program offerings to the needs and progress of individual students.

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### *PROGRESS TOWARDS OBJECTIVES: DETERMINATION*

The Florida Department of Education (FLDOE) and the United States Department of Education (USED) requires all 21st CCLC programs to indicate progress towards attaining each of the individualized objectives and associated metrics. In order to assess objective progress, the FLDOE established a “star system” that provides an indication of whether the program met the stated objectives. Programs that meet or exceed an established benchmark is provided “5 Stars” for that metric, with lower performance receiving lower numbers of stars depending on overall performance. Ratings for each metric and objective are provided in the overview and analysis below.

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*Program Objective 1: 75% of regularly participating students will improve to a satisfactory English Language Arts grade or above, or maintain a high grade across the program year.*

- **Content Area:** Academic - English Language Arts/Writing
- **Objective Grade Level:** Elementary School
- **Benchmark:** 75%
- **Measure and Data Collected:** Report Card Grades
- **Data Collection Timeline:** Academic grades for quarters 1, 2, and 4



- **Success Criteria:** Maintain an A/B grade or improve from a grade of C to A/B or a grade of D/F to A/B/C (or grading scale equivalents).
- **Number of Participants Measured:** 96
- **Number of Participants Meeting Success Criteria:** 68 (71.0%)
- **Objective Progress Rating: 4 Stars (Approaching Benchmark)**
- **Programmatic Recommendations and Rationale** (Written by Program): Continue providing the current dosage of stand-alone reading and writing activities and remediation, while also enhancing the provision of reading and writing within the more integrated project-based learning plans. Some reading and writing activities are provided without direct connection to projects, while some projects do not have reading and writing components. Without changing the schedule or adding time, we will increase reading and writing by providing more integrated support within the projects.
- **Rationale:** The ASP (Broward - C16) 21st CCLC program reported reading grades on a total of 96 regularly participating elementary-school students that attended at least one day during the 2018-2019 academic year. Assessment of reading grades compared first, second, or third quarter reading grades (using second quarter only if the student did not have first-quarter grades, and using third-quarter only if the student did not have second quarter grades) and fourth quarter reading grades (the FLDOE requires students to have fourth quarter grades to be considered for analysis). Overall, using the required comparison method for grades developed by the FLDOE for newer 21st CCLC programs, a total of 68 out of 96 regularly participating elementary-school students with comparison grades (70.8%) demonstrated improved knowledge based on their reading-grade performance from the first-available grading period to the final grading period of the 2018-2019 academic year (e.g., from Q1 to Q4, Q2 to Q4, or Q3 to Q4). However, if including 'maintenance' of average grades as meeting the objective (which many would consider acceptable to demonstrate knowledge gain over the course of an academic year), then a total of 80 elementary-school students would have demonstrated maintenance or improvement (83.3% of the regularly participating students with comparison grades).
- **Data Collection and Evaluation Recommendations and Rationale** (Written by Program): No changes needed. Collect quarterly grades immediately after each quarter has ended, thus preventing students who leave the school from not having grades recorded. The lower rate of students with comparison grades is due to



students leaving before the fourth quarter of the academic year, thus meaning they did not have 4th quarter grades for comparison. However, we will ensure all students have grades collected throughout the year to reduce the number of students without such data.

- **Rationale:** Course grades are integral to both the FLDOE evaluation requirement and for reporting to the US Department of Education for elementary-school students. As one of the only metrics for 21st CCLC programs under the Government Performance and Results Act, such data help demonstrate the progress of 21st CCLC programs across the country. Overall, the ASP (Broward - C16) 21st CCLC program reported reading grades on a total of 96 regularly participating elementary-school students that attended at least one day during the academic year - 79.3% of the 121 elementary-school students attending the program during of the 2018-2019 academic year. Data submitted by the program included 16 students with missing reading grades (i.e., having grades from only one of two comparison grading periods) and 9 academic-year participating students without any reading grades reported.

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*Program Objective 2: 75% of regularly participating students will improve to a satisfactory mathematics grade or above, or maintain a high grade across the program year.*

- **Content Area:** Academic - Mathematics
- **Objective Grade Level:** Elementary School
- **Benchmark:** 75%
- **Measure and Data Collected:** Report Card Grades
- **Data Collection Timeline:** Academic grades for quarters 1, 2, and 4
- **Success Criteria:** Maintain an A/B grade or improve from a grade of C to A/B or a grade of D/F to A/B/C (or grading scale equivalents).
- **Number of Participants Measured:** 96
- **Number of Participants Meeting Success Criteria:** 64 (67.0%)
- **Objective Progress Rating:** 4 Stars (Approaching Benchmark)
- **Programmatic Recommendations and Rationale** (Written by Program): Continue providing math activities through project based learning plans, while

also enhancing the mathematics component by providing some separate stand-alone remediation in mathematics for students needing such support. Ensure students struggling in mathematics are identified through student tracking systems available to all teachers in the program. Provide struggling students with added support during homework time and ensure they complete their math homework with any necessary support.

- **Rationale:** The ASP (Broward - C16) 21st CCLC program reported mathematics grades on a total of 96 regularly participating elementary-school students that attended at least one day during the 2018-2019 academic year. Assessment of mathematics grades compared first, second, or third quarter mathematics grades (using second quarter only if the student did not have first-quarter grades, and using third-quarter only if the student did not have second quarter grades) and fourth quarter mathematics grades (the FLDOE requires students to have fourth quarter grades to be considered for analysis). Overall, using the required comparison method for grades developed by the FLDOE for newer 21st CCLC programs, a total of 64 out of 96 regularly participating elementary-school students with comparison grades (66.7%) demonstrated improved knowledge based on their mathematics-grade performance from the first-available grading period to the final grading period of the 2018-2019 academic year (e.g., from Q1 to Q4, Q2 to Q4, or Q3 to Q4). However, if including 'maintenance' of average grades as meeting the objective (which many would consider acceptable to demonstrate knowledge gain over the course of an academic year), then a total of 75 elementary-school students would have demonstrated maintenance or improvement (78.1% of the regularly participating students with comparison grades).
- **Data Collection and Evaluation Recommendations and Rationale** (Written by Program): No changes needed. Collect quarterly grades immediately after each quarter has ended, thus preventing students who leave the school from not having grades recorded. The lower rate of students with comparison grades is due to students leaving before the fourth quarter of the academic year, thus meaning they did not have 4th quarter grades for comparison. However, we will ensure all students have grades collected throughout the year to reduce the number of students without such data.
- **Rationale:** Course grades are integral to both the FLDOE evaluation requirement and for reporting to the US Department of Education for elementary-school



students. As one of the only metrics for 21st CCLC programs under the Government Performance and Results Act, such data help demonstrate the progress of 21st CCLC programs across the country. Overall, the ASP (Broward - C16) 21st CCLC program reported mathematics grades on a total of 96 regularly participating elementary-school students that attended at least one day during the academic year - 79.3% of the 121 elementary-school students attending the program during of the 2018-2019 academic year. Data submitted by the program included 16 students with missing mathematics grades (i.e., having grades from only one of two comparison grading periods) and 9 academic-year participating students without any mathematics grades reported.

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*Program Objective 3: 70% of regularly participating students will improve to a satisfactory science grade or above, or maintain a high grade across the program year.*

- **Content Area:** Academic - Science
- **Objective Grade Level:** Elementary School
- **Benchmark:** 70%
- **Measure and Data Collected:** Report Card Grades
- **Data Collection Timeline:** Academic grades for quarters 1, 2, and 4
- **Success Criteria:** Maintain an A/B grade or improve from a grade of C to A/B or a grade of D/F to A/B/C (or grading scale equivalents).
- **Number of Participants Measured:** 96
- **Number of Participants Meeting Success Criteria:** 76 (79.0%)
- **Objective Progress Rating: 5 Stars (Meets or Exceeds Benchmark)**
- **Programmatic Recommendations and Rationale** (Written by Program): No changes needed. Continue providing the same level of hands-on and engaging science projects to all students.
- **Rationale:** The ASP (Broward - C16) 21st CCLC program reported science grades on a total of 96 regularly participating elementary-school students that attended at least one day during the 2018-2019 academic year. Assessment of science grades compared first, second, or third quarter science grades (using second quarter only if the student did not have first-quarter grades, and using

third-quarter only if the student did not have second quarter grades) and fourth quarter science grades (the FLDOE requires students to have fourth quarter grades to be considered for analysis). Overall, using the required comparison method for grades developed by the FLDOE for newer 21st CCLC programs, a total of 76 out of 96 regularly participating elementary-school students with comparison grades (79.2%) demonstrated improved knowledge based on their science-grade performance from the first-available grading period to the final grading period of the 2018-2019 academic year (e.g., from Q1 to Q4, Q2 to Q4, or Q3 to Q4). However, if including 'maintenance' of average grades as meeting the objective (which many would consider acceptable to demonstrate knowledge gain over the course of an academic year), then a total of 82 elementary-school students would have demonstrated maintenance or improvement (85.4% of the regularly participating students with comparison grades).

- ***Data Collection and Evaluation Recommendations and Rationale*** (Written by Program): No changes needed. Collect quarterly grades immediately after each quarter has ended, thus preventing students who leave the school from not having grades recorded. The lower rate of students with comparison grades is due to students leaving before the fourth quarter of the academic year, thus meaning they did not have 4th quarter grades for comparison. However, we will ensure all students have grades collected throughout the year to reduce the number of students without such data.
- ***Rationale:*** Course grades are integral to both the FLDOE evaluation requirement and for reporting to the US Department of Education for elementary-school students. As one of the only metrics for 21st CCLC programs under the Government Performance and Results Act, such data help demonstrate the progress of 21st CCLC programs across the country. Overall, the ASP (Broward - C16) 21st CCLC program reported science grades on a total of 96 regularly participating elementary-school students that attended at least one day during the academic year - 79.3% of the 121 elementary-school students attending the program during of the 2018-2019 academic year. Data submitted by the program included 16 students with missing science grades (i.e., having grades from only one of two comparison grading periods) and 9 academic-year participating students without any science grades reported.



*Program Objective 4: 60% of regularly participating students in third grade will achieve promotion based on their performance on the FSA.*

- **Content Area:** Academic Benchmarks - Third Grade Promotion
- **Objective Grade Level:** Elementary School
- **Benchmark:** 60%
- **Measure and Data Collected:** State Assessment (E.G. FSA)
- **Data Collection Timeline:** December, End of school year
- **Success Criteria:** Attain an Achievement Level 2 or higher on the Florida Standards Assessment - English/Language Arts (FSA - ELA). Students who are promoted under special circumstances (e.g., multiple retentions) but do not achieve a Level 2 on the FSA-ELA are NOT considered to have met this metric.
- **Number of Participants Measured:** 19
- **Number of Participants Meeting Success Criteria:** 8 (42.0%)
- **Objective Progress Rating: 3 Stars (Meaningful Progress)**
- **Programmatic Recommendations and Rationale** (Written by Program): Continue providing the current dosage of stand-alone reading and writing activities and remediation, while also enhancing the provision of reading and writing within the more integrated project-based learning plans. Some reading and writing activities are provided without direct connection to projects, while some projects do not have reading and writing components. Without changing the schedule or adding time, we will increase reading and writing by providing more integrated support within the projects.
- **Rationale:** The program collected FSA Reading levels on a total of 19 of 19 regularly participating third-grade students who attended during the academic year. Of these 19 students, a total of 8 third graders achieved a Level 2 or higher on the FSA Reading, thus meeting this metric and making them eligible for promotion under Florida rules and regulations.
- **Data Collection and Evaluation Recommendations and Rationale** (Written by Program): No changes needed. Continue collecting FSA scores on all students eligible.



- **Rationale:** The program collected FSA Reading levels on a total of 19 of 19 regularly participating third-grade students who attended during the academic year (100.% of regularly participating third graders).

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*Program Objective 5: 80% of regularly participating students will demonstrate their cultural awareness as measured by pre-, mid-, post-assessment.*

- **Content Area:** Personal Enrichment - Arts & Culture
- **Objective Grade Level:** Elementary School
- **Benchmark:** 80%
- **Measure and Data Collected:** Pre, Mid-, Post-Assessment
- **Data Collection Timeline:** Pre, Mid, Post Assessments
- **Success Criteria:** Pre-Post Summer (if provided), Pre-Post Fall (Aug. / Dec.) and Pre-Post Spring (Jan. / May) -- All available pre-post comparisons are considered at mid-year and at end-of-year, with students needing to demonstrate success in at least one comparison to be considered as meeting the metric. Students achieving this metric will either (1) maintain their level of knowledge/skills on at least one pre-post comparison (maintaining scores of zero are not counted as success) or (2) improve their level of knowledge/skills on at least one pre-post comparison. Students who decrease in their knowledge/skills score or maintain scores of zero do not meet this metric.
- **Number of Participants Measured:** 110
- **Number of Participants Meeting Success Criteria:** 94 (85.0%)
- **Objective Progress Rating: 5 Stars (Meets or Exceeds Benchmark)**
- **Programmatic Recommendations and Rationale** (Written by Program): No changes needed. Continue providing arts programming to support student cultural awareness and cultural sensitivity.
- **Rationale:** The program collected knowledge-based pre-post assessments in cultural awareness from a total of 110 out of 121 elementary-school students (90.9%) during the course of the 2018-2019 program year (Summer 2018 and 2018-2019 Academic Year). While additional students may have had some assessment scores, this analysis only considers those students with at least one complete pre-post comparison set of scores. Of these 110 students, a total of 94



elementary-school students (85.5%) demonstrated achievement of this knowledge-based objective on at least one of the cultural awareness pre-post assessments provided during the course of the program year. Achievement of this objective required an individual student to either maintain or improve their knowledge from pre-test to post-test for at least one pairing with which they were assessed (e.g., if the student improved in one pre-post pairing and declined in a second, they would still be considered to have improved for the purposes of this metric assessment). Students maintaining a score of zero (0) are not considered to have met this metric.

- **Data Collection and Evaluation Recommendations and Rationale** (Written by Program): No changes needed. Continue collecting assessments on all students within the assessment windows defined by our evaluation plan.
- **Rationale:** The FLDOE requires all 21st CCLC programs to have comparable assessments at the end-of-year reporting period, such as a pre-post assessment pairing. For the knowledge-based cultural awareness metric, 110 of 121 regularly participating elementary-school students (90.9%) had necessary data for at least one pre-post comparison at the end of the 2018-2019 program year. Ongoing analysis of these data is important to support a continuous improvement model.

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*Program Objective 6: 80% of regularly participating students will maintain high performance or improve their physical and personal wellness as measured by pre-, mid-, post-assessment.*

- **Content Area:** Personal Enrichment - Health & Nutrition
- **Objective Grade Level:** Elementary School
- **Benchmark:** 80%
- **Measure and Data Collected:** Pre, Mid-, Post-Assessment
- **Data Collection Timeline:** Pre, Mid, Post Assessments
- **Success Criteria:** Pre-Post Summer (if provided), Pre-Mid-Post assessments in Fall-Winter-Spring (Aug. / Jan.) -- All available pre-mid-post measures are considered at mid-year and end-of-year, with students needing to demonstrate success in at least one measure to be considered as meeting the metric. Performance is compared with only ONE comparison PER MEASURE in this order of preference and based on available data: (1) Pre-Post (Fall/Spring), (2)

Mid-Post ONLY if no Fall pre-test, (3) Pre-Mid ONLY if no Spring post-test, (4) pre-post summer ONLY if no Academic Year data. Students achieving this objective will either: (1) maintain their level of performance/knowledge in at least one measure, or (2) improve their level of performance/knowledge in at least one measure and using the most preferred comparison set of scores available. Students who decrease in their performance/knowledge score are considered to have not met this objective, and students maintaining a "zero" are NOT considered to have met this metric.

- **Number of Participants Measured:** 109
- **Number of Participants Meeting Success Criteria:** 81 (74.0%)
- **Objective Progress Rating: 4 Stars (Approaching Benchmark)**
- **Programmatic Recommendations and Rationale** (Written by Program): No changes needed. Continue providing health and wellness programming through research-based curriculum and structured fitness activities.
- **Rationale:** The program collected performance-based pre-mid-post assessments in physical fitness from a total of 109 out of 121 elementary school students (90.1%) during the 2018-2019 program year (Summer 2018 and 2018-2019 Academic Year). While additional students may have had some assessment scores, this analysis only considers those students with at least one complete pre-mid-post comparison set of scores. Of these 109 students, a total of 81 elementary school students (74.3%) demonstrated achievement of this performance-based objective on at the physical fitness pre-mid-post assessments provided during the course of the program year (e.g., summer pre-post or academic-year pre-mid). Achievement of this objective requires an individual student to either maintain or improve their performance from (1) at least one pre-to-post (if no mid-test), (2) at least one pre-to-mid (if no post-test), (3) at least one mid-to-post (if no pre-test), or (4) summer only (if no academic year comparison data). Students are only assessed with one comparison per measure, as per FLDOE guidelines, with each student having up to three measures during the academic year. Students maintaining a score of zero (0) across the two comparison scores are not considered to have met this metric.
- **Data Collection and Evaluation Recommendations and Rationale** (Written by Program): No changes needed. Continue collecting assessments on all students within the assessment windows defined by our evaluation plan.



- **Rationale:** The FLDOE requires all 21st CCLC programs to have comparable assessments at the end-of-year reporting period, such as a pre-post, mid-post, or pre-mid assessment pairing. For the performance-based physical fitness metric, 109 of 121 regularly participating elementary-school students (90.1%) had necessary data for at least one pre-mid-post comparison at the end of the 2018-2019 program year. Ongoing analysis of these data is important to support a continuous improvement model.

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*Program Objective 7: 50% of regularly participating adult family members will maintain high performance or improve their involvement in student education as measured by logs.*

- **Content Area:** Adult Family Services - Parental Involvement
- **Objective Grade Level:** Elementary School
- **Benchmark:** 50%
- **Measure and Data Collected:** Logs
- **Data Collection Timeline:** Pre, Mid, Post Assessments
- **Success Criteria:** Adult family member attendance is measured for each student and each event. Data are collected such that each adult's attendance is assigned to all of their children (if three siblings each have their mother attend, then all three children count towards this metric, although it is only one adult). Success criteria are based on the number of students with at least one adult family member attending at least one adult service. This metric considers all students (1+ days attendance) at mid-year and regularly participating students (30+ days) at the end-of-year.
- **Number of Participants Measured:** 121
- **Number of Participants Meeting Success Criteria:** 95 (79.0%)
- **Objective Progress Rating: 5 Stars (Meets or Exceeds Benchmark)**
- **Programmatic Recommendations and Rationale** (Written by Program): No changes needed. Continue providing high interest topics for adult literacy events.
- **Rationale:** The program collected attendance data at each of the family literacy events provided during the 2018-2019 program year - connecting adult family member attendance to each student enrolled in the program. According to data

submitted, the program was able to attract participation of adult family members of 95 of the 121 regularly participating elementary-school students (78.5%). In looking at all 125 students that attended the program at least one day during the 2018-2019 program year, a total of 95 elementary-school students (76%) had adult family members attend at least one literacy event.

- **Data Collection and Evaluation Recommendations and Rationale** (Written by Program): No Changes needed. Continue collecting parent attendance at adult literacy events and record the data by student.
- **Rationale:** Attendance logs were collected at each adult literacy event and recorded in the master student database by student.

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***Program Objective 8: 50% of regularly participating adult family members will report their literacy skills as measured by perceptual survey (parent).***

- **Content Area:** Adult Family Services - Family Literacy
- **Objective Grade Level:** Elementary School
- **Benchmark:** 50%
- **Measure and Data Collected:** Perceptual Survey (Parent)
- **Data Collection Timeline:** Pre, Mid, Post Assessments
- **Success Criteria:** Adult family members are assessed anonymously with the Adult Literacy Performance Survey (ALPS) after each literacy event. Completed surveys meeting this objective will report that the training or literacy event improved their knowledge in the specific content area (Question 1 of the ALPS). The ALPS is composed of seven questions, with the remaining questions being explored and detailed in the end-of-year summative evaluation report. For the purposes of the objective assessment and data collection tool (OADCT), only the results from the improved knowledge question are provided to demonstrate progress. The number of participants measured represents the number of surveys collected, while the number meeting success are the number endorsing the knowledge question on the survey. Mid-year progress is determined by all surveys completed from the start of summer to January 31st, while end-of-year progress uses all surveys from Summer to the end of the academic year.
- **Number of Participants Measured:** 155



- **Number of Participants Meeting Success Criteria:** 155 (100.0%)
- **Objective Progress Rating: 5 Stars (Meets or Exceeds Benchmark)**
- **Programmatic Recommendations and Rationale** (Written by Program): No changes needed. Continue providing high interest topics for adult literacy events.
- **Rationale:** The 21st CCLC program collected adult performance data using the Adult Literacy Performance Survey (ALPS), which was to be administered to all attending parents at the conclusion of each adult literacy event throughout the 2018-2019 program year. The ALPS is composed of seven questions aligned with the 21st CCLC program's focus on adult literacy and knowledge-building events, with each specific question being detailed in the corresponding section of the summative evaluation report. According to data submitted by the program at the end of the operational year, the program was able to collect a total of 155 completed ALPS, which are anonymous and are not connected to individual students. A single adult could complete multiple surveys over the course of several events, though would not complete more than one per event. In looking at all 155 ALPS completed during the 2018-2019 program year, a total of 155 surveys (100%) indicated progress towards this metric. More specifically, data reported by the program indicated that 100.0% of adults felt the information provided was useful in helping their family and child(ren); 100.0% of adults felt the information provided would increase their involvement in their child's education; and 100.0% of adults felt the literacy event helped them understand the importance of education.
- **Data Collection and Evaluation Recommendations and Rationale** (Written by Program): No changes needed. Continue collecting the ALPS at the end of each adult literacy event.
- **Rationale:** The ALPS was collected after every adult literacy event.





## Section 11

# LESSONS LEARNED AND RECOMMENDATIONS

Overall, the After School Programs (Walker) 21st CCLC Program has fully implemented the project-based learning plans, academic enrichment, and personal enrichment activities proposed in the approved grant application. After School Programs progressed towards all program objectives that could be assessed during the program year, as based on the objective-rating system developed by the Florida Department of Education. More specifically, the After School Programs (Walker) 21st CCLC program met or exceeded the proposed benchmarks in four out of eight objectives (50.0%) and made significant progress or approached the benchmark in four objectives (50.0%). Because of the unique challenges associated with developing a strong and diverse 21st CCLC program, results presented in this summative report should be viewed as reflecting a “work in progress” for the current program year, rather than a final outcome. It is believed that the findings and recommendations within this report will help guide the future efforts of After School Programs toward enhancing the program and furthering progress towards stated goals and objectives. Within the model of continuous program improvement, several recommendations for further enhancing the After School Programs (Walker) 21st CCLC program are provided. These are not considered “weaknesses,” as the program is already focused on addressing many of these challenges and/or implementing these recommendations. Rather, this section serves to document 'growth edges,' or those areas where the program is planning or should plan to focus additional attention during the next operational year.

It is important that After School Programs review the entire report, as some recommendations are made within individual sections, but are not repeated under this section. Unlike the recommendations made in the prior sections, the following recommendations are more critical and/or require more guidance than was possible in the prior sections. All recommendations are carefully considered and are only included if they will either help the program make greater impact on students and/or will bring the program into compliance with the rules, regulations, and/or requirements of the Florida Department of Education and the US Department of Education.



## *LESSONS LEARNED*

The After School Programs (Walker) 21st CCLC program is led by a team of dedicated and experienced individuals at the program and site level. After School Programs worked to develop and implement a strong program – staffing the project with motivated teachers and staff members who engaged the students and piqued student interest in the topics being taught. The following provides the program’s most salient ‘lessons learned’, as evidenced by program interviews and evaluation site visits.

### *Lesson Learned: Develop Relationships for School Level Data*

The After School Programs (Walker) 21st CCLC program learned the importance of formal partnerships and agreements with the school district to obtain necessary data on 21st CCLC student participants. The data included more than just grades and state standardized test scores, with the district providing a bulk of the demographic, outcome, and metric data needed by the program. This not only significantly reduced the burden on the sites to collect such information from alternative sources (e.g., directly from report cards or from individual schools), but also significantly reduced any potential for errors in the transcription of the outcome data. This partnership has also provided an outstanding resource to help ensure students receive services that are more tailored to their individual needs.

### *Lesson Learned: Student to Staff Ratio*

The After School Programs (Walker) 21st CCLC program learned the value of keeping low student-to-staff ratios, as the program operated at or below the ratio established by the Gold Standards set by the Florida Afterschool Network and the Florida Department of Education for 21st CCLC programs (depending on the activity). This was a strength of the program and certainly enhanced the quality of the programming for the 21st CCLC students. Of course, After School Programs also learned that this is an expensive model, with the highest cost of the program being the certified teachers at these low ratios, thus making sustainably very difficult without external funding.

### *Standardized Program Expectations*

The After School Programs (Walker) 21st CCLC program has learned that establishing an outstanding set of expectations for the program helps to provide for consistency across all staff members, students, and parents in all program activities. Having clearly written rules and expectations were best provided in separate 'manuals' for program staff,



parents, and students. Through such manuals, parents are well-educated that the program is federally funded and that there are strict expectations for their children to remain as participants, students are education as to appropriate behavior and expectations in the program, and staff members are aware of the goals and objectives of the 21st CCLC program.

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## *RECOMMENDATIONS FOR IMPROVEMENT*

### *Maximize Use of Afterschool Resources*

As a standard recommendation for all 21st CCLC programs in Florida, the After School Programs (Walker) 21st CCLC Program is encouraged to read and utilize the variety of resources provided by the Florida Department of Education at <http://www.fldoe.org/curriculum/21century/> and the 21st CCLC State Administrative Project (FLDOE/USF). Resources provided by these entities are specifically tailored to help Florida's 21st CCLC programs and include such topics as curricula, activities, funding opportunities, staff trainings, and assistance with evaluation and data requirements. The website also provides links to a number of additional resources for out-of-school programs, such as <http://free.ed.gov/> (a free curriculum resource provided by the United States Department of Education). Additional resources are located at the CASPER resources website (Center for Assessment, Strategic Planning, Evaluation and Research; [www.casperfl.com](http://www.casperfl.com)). The program is also encouraged to continue exploring additional opportunities for professional development directly related to afterschool programming, curriculum, and instruction. For instance, staff members could attend the Florida Afterschool Conference and share knowledge with other staff. In addition, free online professional development resources are readily available, such as the SEDL National Center for Quality Afterschool (<http://www.sedl.org/afterschool/>), the Florida After School Alliance (FASA) (<http://www.floridaafterschool.org/>), and the Florida Afterschool Network (FAN) (<http://www.myfan.org/>).

### *Increase Focus on Integrated Reading Activities*

The After School Programs (Walker) 21st CCLC Program is encouraged to increase the focus provided to curriculum-based and standards-aligned English Language Arts (ELA) activities (e.g., reading, writing, fluency, etc.). The program already provides a relatively strong reading and writing component within the program - with many activities and projects incorporating a number of reading and writing activities. However, as the program is not fully achieving the ELA objectives approved by the Florida Department



of Education, additional focus may help the program progress further towards the stated objectives. Any such added focus should be specifically designed to address the needs of participating students in the specific topic addressed in the objectives. The program may consider additional direct-instruction enhancements, alternative methods for providing ELA instruction, integrating additional reading into the project-based learning plans, and/or creating targeted interventions for those students demonstrating the greatest struggle with reading. The targeted activities could take the form of special projects or enhancements to the current projects only for those students with the greatest difficulties using a differentiated instruction model. It is important to balance any additional ELA, reading, and writing activities with the other program activities, as focusing more on one area necessarily reduces focus on other areas. It is not recommended that the program refocus provided activities to mirror the school day (which would likely increase the observed changes to grades, but goes against the FLDOE requirements for project-based activities). After School Programs is reminded that the most critical element of 21st CCLC across the nation is reading and mathematics (as these are the federal GPRA indicators for 21st CCLC), such that academic activities should always be the most paramount focus of the program. If additional time is needed for academic activities to meet this recommendation, the After School Programs (Walker) 21st CCLC program should first take time from personal enrichment activities.

### *Increase Focus on Integrated Mathematics Activities*

The After School Programs (Walker) 21st CCLC program is encouraged to consider additional focus on mathematics to better impact the math achievement levels of participating students. The program is providing mathematics activities through several project-based learning plans, but the program did not fully meet the approved objective benchmarks for the 21st CCLC mathematics objectives. As such, in order to meet the proposed objectives, the program may need to provide additional focus on mathematics. This may involve additional time on direct-instruction math activities for those students at the lowest performance levels, integration of additional remediation activities for all students, enhanced mathematics components within existing projects, or development of mathematics-focused projects (generally for older students). The program is cautioned about integrating mathematics activities or components where they do not naturally 'fit' into project-based learning plans (e.g., some projects are science-focused and mathematics activities would be out-of-place), as students are generally very sensitive to disjointed activities and may have reduced motivation or engagement. Rather, the program should integrate mathematics where it fits into projects, or consider developing projects that have a focused mathematics component (e.g., students could create and play



their own math-based board games, older students can use measurement and architecture to make a blueprint of the school, etc.) Regardless of the how the After School Programs (Walker) 21st CCLC Program increases focus, is important for the program to carefully weigh additional mathematics focus with time for the other academic objectives, as focus in one area necessarily decreases focus in another. It is certainly not recommended that the program refocus activities to mirror the school day (which would likely increase the observed changes to grades, but goes against the FLDOE requirements for project-based activities).

### *Ensure Literacy-Based Adult Family Member Services*

The After School Programs (Walker) 21st CCLC program should carefully review the requirements of the FLDOE to ensure all parent events in the 2018-2019 program year meet FLDOE expectations. The program should not provide simple 'parent events' and less structured activities (e.g., showcases, music events, student plays, etc.) as part of the required adult family member programming. These activities may be allowable as part of culminating project events (e.g., art showcase, demonstration of anti-bullying play, etc.), but they generally would not count as the required adult family member services and usually cannot be funded as parent events. After School Programs should check with their assigned Program Development Specialist to ensure any questionable activity is allowable before implementation. Instead of simple parent engagement and involvement events, the program must provide the proposed number of adult family literacy trainings (or other meaningful educational activity) - where parents and adult family members can learn new skills and/or build their literacy on specific topics. It is important to note that 'literacy' is not limited to reading, and can encompass any type of knowledge and skills (e.g., computer literacy, financial literacy, parenting literacy, etc.).

### *Improve Adult Family Member Participation*

Although After School Programs (Walker) 21st CCLC program strived to provide adult family member activities that would attract most of the adult family members of actively participating 21st CCLC students, the number of students with adult family members engaged in 21st CCLC activities was lower than expected. While the desire may be 100% engagement, this is generally an unrealistic goal for any program, particularly those serving low-income populations where many parents work long hours or multiple jobs. Regardless, the After School Programs (Walker) 21st CCLC program is encouraged to strive towards as high of a rate as possible, and is encouraged to develop a plan for increased parent and adult family member participation in literacy events and adult activities. This should be a written plan and/or list of ideas for engaging adult family



members and increasing involvement. These ideas could potentially include outreach efforts (e.g., flyers, newsletter, phone calls), parent interest survey completed when they pick up their children (e.g., survey for them to check off what they would be interested in attending and when), and adult literacy event enhancements (e.g., food, high-interest speakers, etc.). It is noted family member involvement is very challenging in this population, and becomes even more difficult as children become more independent.

### *Enhance Administration of Multi-Point Assessments*

The After School Programs (Walker) 21st CCLC program did not fully collect the multi-point assessment data originally proposed from all participating students. The program should develop a comprehensive plan and detailed timeline for collecting multi-point assessment data from the vast majority of students, which may include use of paper-pencil assessments, group-based assessment administration, or online data collection systems. There are two primary types of multi-point assessments used by 21st CCLC program across Florida: (1) pre-post assessments and (2) pre-mid-post assessments. For pre-post assessments, the program is encouraged to implement this assessment on the following timeline: (1) Summer Pre-Test (June); (2) Summer Post-Test (July); (3) Fall Baseline (August-September); (4) Fall Post-Test (December-January); (5) Spring Pre-Test (December-January); and (6) Spring Year-End Post-Test (April-May). For pre-mid-post assessments, the program is encouraged to consider the following timeline: (1) Summer Pre-Test (June); (2) Summer Post-Test (July); (3) Fall Pre-Test (August-September); (4) Winter Mid-Test (December-January); and (5) Spring Year-End Post-Test (April-May). This timeline would result in a sufficient number of multi-point assessment pairs during the course of the year on most students (students that enter the program late in the season should not be given the pre-test, unless they will receive the majority of the programming designed to impact the tested knowledge – generally considered to be 4 weeks). The pre-mid-post assessment method is not considered to be the best method for knowledge-based objectives, but can be implemented for skills-based and continuous assessments (e.g., engagement inventories, fitness measures, oral reading fluency skills, etc.). The use of pre-mid-post assessments for knowledge-based objectives is strongly discouraged, as it can be difficult to demonstrate impact of the program and students may have a harder time remembering information from across the entire year. It is important for all multi-point assessments to be focused on information specific to the academic and/or personal enrichment lessons. The multi-point assessments must be sensitive to prevent floor and ceiling effects (not too hard and not too easy). Without multi-point assessment data on all students and all objectives, the program is unable to accurately determine the effectiveness of the After School Programs



(Walker) 21st CCLC program on student knowledge and skills. It is also important that the multi-point assessments are collected often enough to allow for a progress assessment at mid-year and the end-of-year, as required by the Florida Department of Education. While other metrics, such as grades, provide some insight into program impact, they are often confounded with other variables and are less reliable to show the impact specifically related to the After School Programs (Walker) 21st CCLC program.

### *Ensure Collection of Course Grade Data*

The After School Programs (Walker) 21st CCLC program is encouraged to develop a stronger process for collecting course grades for all regularly participating students. It is understood that the program may not have been able to collect grades from students that left the school and/or district during the course of the program year, but the program is missing comparative grade-based data on an unacceptable number of regularly participating students. The best method is for After School Programs to collect grade data on all students, regardless of their participation level, immediately after the grades are released by the school district. While the program may have believed that such data would be easier to collect, it seems the current method employed by the program is insufficient to effectively and efficiently complete this task. The program may wish to consider speaking to the Program Development Specialist assigned to the grant by the FLDOE, as that individual may have some best practices and/or effective practices employed by other programs in the same district and/or vicinity of the After School Programs (Walker) 21st CCLC program.

### *Enhance Collection of Stakeholder Surveys*

The After School Programs (Walker) 21st CCLC program is required to administer statewide stakeholder surveys distributed by the Florida Department of Education. While these surveys include more questions than necessary to evaluate the specific objectives for this program, the additional questions are used by the FLDOE to help evaluate the overall state of Florida. As such, these surveys are critical for the program to collect – both to support the evaluation of this program and the evaluation of the state. The program is reminded that failure to collect state-mandated surveys and/or provide requested data becomes an issue of non-compliance with the federal law governing 21st CCLC programs and, as such, the FLDOE is provided the authority to terminate the entire program due to such non-compliance with state evaluation efforts. As such, the After School Programs (Walker) 21st CCLC program is encouraged to develop and implement a comprehensive plan for collecting the three statewide surveys at the end of the academic year (i.e., teacher survey, student survey, and parent survey). The FLDOE



expects close to 100% response rate for both the student and teacher survey, with a lower expectation for parent surveys due to the additional complexities of collecting such data from parents in the targeted populations. Again, the program should be aware that the FLDOE can significantly reduce the program budget or terminate the program as a punitive ramification if these data are not collected as instructed. It is likely the FLDOE will require After School Programs to submit a corrective action detailing how these surveys will be fully collected for the 2019-2020 program year, such that developing the plan before being required by the FLDOE could be seen as a proactive effort by the agency and mitigate ramifications of failing to collect these surveys from an adequate number of stakeholders in the 2018-2019 program year.

### *Ensure Accurate Reporting of Data*

The After School Programs (Walker) 21st CCLC program provided a master database of students, which supposedly included all students who had attended the program during reporting year (Summer 2018 and 2018-2019 Academic Year). However, there are concerns with the data provided by the program in terms of programmatic attendance. The data provided by the program does not match the data submitted to the FLDOE using the online deliverables system, with significant discrepancies in monthly attendance averages. This means that either the data reported to the FLDOE is erroneous or the data reported to the evaluator is erroneous. The assumption is that the data reported to the evaluator is in error. It is imperative that the program develop a comprehensive system and plan for ensuring the master database or internal tracking system contains ALL students that are being counted as 21st CLCC students and reported to the FLDOE on the deliverables system. There should be no discrepancies between attendance data submitted in the various databases, as the master database should inform the online submission. Because of the discrepancies, the data reported on student enrollment, student attendance, and average daily attendance must be interpreted with caution, as they likely underreport the actual services provided by the After School Programs (Walker) 21st CCLC program.

### *Enhance Selection of Professional Development Topics*

Selecting the best trainings for staff can be difficult, and programs often use a variety of methods for selecting the trainings provided under the grant. The program does not currently utilize any formal method for determining which trainings might be best received and most beneficial for the 21st CCLC program staff. A formal process would provide valuable guidance and information to the program, while also providing helpful documentation to demonstrate how the program is addressing the needs of staff



members. Therefore, the program is encouraged to consider implementing a formal staff interest inventory and/or needs assessment to help guide professional development trainings and topics. The program should document when the survey was provided, how many staff members completed the survey, and how the survey was utilized to guide topics for trainings and/or resources. It is noted that the program can provide professional development and training through a variety of means, including computer-based trainings and manualized trainings. The program should explore the resources provided by the Florida After School Alliance for free online training courses (and the ability for the program to create and post their own internal trainings for free).

### *Improve Documentation of Professional Development*

The program is encouraged to keep detailed documentation of the professional development activities provided throughout the year – including conferences, meetings, formal trainings, informal trainings, coaching, and other forms of supporting the program staff in applying the 21st CCLC program. While having documentation to upload to the FLDOE is important, not all such activities meet the FLDOE definition of formal trainings. Rather, these activities should all be maintained in a log book or excel workbook – showing at least the date of the training or meeting, the topic of the event, a short description of the event, the number of individuals present at the event, and whether documentation is available (Yes/No).

### *Implement Grant-Specific Training*

The program currently embeds staff expectations, best practices, and procedures within the professional development trainings. However, it appears that there is no specific professional development where staff members are provided training on grant expectations, grant objectives, or any additional grant specific requirements. The program understands the importance of such grant-specific training and, moving forward, the program is encouraged to include grant-specific training for all staff members in initial professional development trainings. The program is encouraged to document when these elements are included in trainings, and ensure any new staff members are provided this same information upon being hired to work with the 21st CCLC program. The program is reminded that professional development trainings are not required to be in-person trainings, but can be ‘take home’ trainings, where the staff must complete a project off-site (e.g., read the grant, review the objectives, etc.). Off-site trainings must still be documented (e.g., affidavit that they completed the training course or reading).



### *Enhance Documentation of Program Partnerships*

One of the goals of the 21st CCLC program is to continue activities beneficial to students and their families after the five-year project period. The 21st CCLC Program has engaged several partners to support the 21st CCLC program, including the District and individual schools. While the program provided a list of partners supporting 21st CCLC, the list seemed incomplete and the program may not have accurately estimated the value of the contributions throughout the year. It is important that the program maintain documentation as to which partners are supporting the 21st CCLC program directly or indirectly and how the support is utilized. Of most importance is the estimated valuation of the partnership and any services or support provided. This should be a reasonable estimate, but does not need to be exact. Ideally, when possible, the program should obtain a partnership letter or partnership form from each partner where they indicate the estimated value of services provided in support of the 21st CCLC Program. Every partner directly or indirectly supporting the 21st CCLC program and activities should be included and added as they become engaged with the program and/or school. The program is encouraged to ensure accuracy of the partnership documentation process and ensure partners are added to a database throughout the year, such that none are forgotten when needing to submit to the federal reporting system. Each individual volunteer should be considered a partner, as well as any vendor providing a discount on necessary services.

### *Focus Attention on Sustainability*

One of the most complicated aspects of the 21st CCLC initiative revolves around the intent of the United States Department of Education and US Congress that 21st CCLC funding serve as supplemental 'seed funding' to establish a strong program that can be fully sustained at the end of the grant period. The federal law governing 21st CCLC programming requires all sub-grantees to establish a sustainability plan to continue programming, though few programs across the country are successful at full sustainability. Regardless, it is important that Florida programs work towards at least partial sustainability, which is usually done through partnerships and community support. Without developing a substantial number of partners dedicated to funding the 21st CCLC program after the end of the grant, it is unlikely that this program will be continued in the current form and quality. As such, the program is strongly encouraged to enhance efforts towards developing partnerships with an eye on sustainability.

<<-----End of Report----->>





If you are interested in learning more about the  
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The 21st Century Community Learning Centers (21<sup>st</sup> CCLC) initiative is conducted with support from a grant from the Bureau of Family and Community Outreach (BFCO) within the Florida Department of Education. The overall direction of the initiative is provided by Ms. Kimberly Berry, State Director of the Florida 21<sup>st</sup> CCLC Program. Any questions regarding this report may be directed to the Center for Assessment, Strategic Planning, Evaluation and Research and [contact@casperfl.com](mailto:contact@casperfl.com).



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**“Education is the most powerful weapon  
which you can use to change the world.”  
— Nelson Mandela**

