

Champs Transition to School District Oversight
July 1, 2007 - August 15, 2007

Updated School District Goals/Objectives in Transition Period and Year One:

Proposal Adjustment Recommendations

- Discontinue Champs implementation at some sites based on site need for more surgical and site-wide reading intervention.
 - Rationale: No Child Left Behind (NCLB) mandates may require realignment of site initiatives to impact student achievement. The movement of students out of Champs into targeted tutorial intervention programs and required eligibility for SES instruction during the year disrupts students' access to Champs instruction during tutorials and intervention often held at same times/dates. It is difficult to measure any level of program impact without consistent implementation and participation of students throughout the year.
 - Fiscal Impact to Champs: up to seven (7) sites may ask/need to discontinue from Champs; \$27,600/site decrease

- Addition of up to six (6) new sites based on principal/site director buy in, fiscal commitment, percentage of student population meeting reading high standards, and understanding of the initiative as an academic enrichment vs. intervention initiative
 - Rationale: 1. principals and site directors "buying in" to the philosophy and implementation model of Champs are more likely to work collaboratively with staff towards successful implementation; 2. sites committing fiscal resources to the initiative are more likely to be vested in the outcomes/impact of the initiative on their students; 3. sites serving student populations with majority of students meeting reading high standards will not be required to provide SES services, nor will the demand for FCAT tutorial be as great as in schools with high numbers of students not meeting high standards in reading
 - Fiscal Impact: \$27,600/site increase
 - Note: recommend additional sites be added at not more than one additional site per one site discontinuing in 2007-2008

- Expansion of Academic Advisor (head teacher) role for up to six (6) staff members in order to provide mentoring and assistance to struggling and/or new head teachers in targeted sites with less successful implementations
 - Rationale: this model will provide a pilot vehicle for expansion of the Academic Advisor role in afterschool increasing the duty hours per week from eight (8) to twelve (12); would provide peer coaches who have demonstrated success in their own sites to struggling site Academic Advisors;

- would provide a means for provision of tiered support to sites with varying levels of need
 - Fiscal Impact: \$3300 per Academic Advisor – total of \$19,800 increase
- Move the contract and travel budget of Lisa McCullen from PrimeTime to the District in order to strengthen the Program Specialists' positions and the ability to monitor, train, and provide data on Champs implementation. Use all three specialists (two on staff, one on contract) as trainers AND monitors of the program.
 - Rationale: two of three are experienced in this role and have worked successfully together. Although the employer would be different, the previous role of the specialists would be familiar. Since Heather Alfonso will not be acting as program manager to work directly with the three specialists, these three are more likely to develop as a team if housed and operating from the same base. A three-member team working together on a regular basis should provide a more cohesive transition year for the initiative
 - Fiscal Impact: increase of \$49,250 to District; decrease of \$49,250 at PrimeTime; total \$0 dollars
- Align Champs scholarship awards to reflect the same amount as negotiated for Beacon scholarships (\$1394) with the additional award of \$90/scholarship to cover student snack fees (Total per scholarship is \$1484/student for 07-08 as opposed to \$1609 in original budget)
 - Rationale: this adjustment provides the most scholarships with the funds allocated from The Picower Foundation. It also aligns management of funds for scholarshipped students from multiple funding streams; procedures for invoicing and transmittal of the funds are easily aligned and District fiscal technical support to sites can be strengthened.
 - Fiscal Impact: total \$0 additional dollars
- Assign Point Person at District (Program Planner-Instruction) under the direction of JoAnne Beckner, Director, Department of Afterschool Programming to manage the reporting, and administrative requirements of the Champs implementation. Point person will be responsible for oversight of Champs grant and would have the three proposed specialists (N. Holly, C. George, L. McCullen) as direct reporting staff in addition to other duties as a Program Planner for the department .
 - Rationale: provides one point of contact at the District
 - Fiscal Impact: total impact = \$0
- Consider the following evaluative tools:
 1. High Scope's Youth Perceptions Quality Inventory (YPQI) youth survey

- Rationale: the YPQI survey will provide information relevant to student perceptions, perceived levels of youth engagement and their level of decision-making in the initiative, and the survey's results can provide growth edges for the initiative. This instrument is already in use in 20 school-based afterschool programs and may get to the goals/data points the funders have for the Champs initiative.
- 2. Instructor evaluations for each site
 - Rationale: these evaluations provide documentation of positive impact of initiative as well as insight into possible growth edges by site and across the initiative
 - Note: attendance/participation rates and staff turnover are additional data elements to be considered in any formal evaluation of the initiative

Summary

In the past six weeks of transition, the Department of Afterschool Programming has reviewed the current implementation status of Champs in our school center and community-based sites, determined challenges/barriers to success in several sites, refocused staff and committed to the program initiative as "enrichment" rather than "intervention", and is ready to recommend program adjustments. Program adjustment recommendations are based on several data points, including:

- No Child Left Behind School In Need of Improvement/Restructuring data (July 26, 2007)
- Percentages of students reading on grade level/making reading learning gains based on FCAT 2007 (FDOE School Grades)
- Fidelity of implementation of Champs in 2007-2008 (Program specialists' reports)
- Ability of program to invest in Champs financially with responsibility for some component of implementation (cost of head teacher, materials, or stipends)
- Buy-in from principals/site directors

Additionally, the following key items have already been addressed by the Department of Afterschool Programming within the District since the Board approval of the Champs Transition Agreement on June 27, 2007. The District has made significant progress toward program transition goals/objectives in addressing these items:

- Hiring of two program specialists to oversee fidelity of implementation (one hired; one hired 8/1/07 - from transition budget)
- Reconfiguration of department staff responsibilities to provide a point person within the department for Champs
- Development of procedures for payroll of program staff (academic advisors/head teachers) through the department

- Development of scholarship budget to fund 9 additional scholarships for 2007-2008 with existing budget of \$176,990
- Revision of Celebrates curriculum including replacement of multiple titles for books out of print, as well as rewrite of all units and complete development of two units of Celebrates
- Inventory of all current Celebrates curriculum and development of requisition for books to be purchased for delivery to sites
- Draft of program award letter to sites recommended for Champs in 2007-2008
- Draft of parent letters, principal memos, site director memos re: program changes/procedures
- Draft of training outlines developed coordinating schedules of PrimeTime, Champs staff, and District Afterschool Programming trainings already in place

The above recommendations have facilitated successful transition of the Champs initiative to the District for management of the initiative during 2007-2008.

Goals/objectives previously submitted:

Goal One: successfully transition the Champs afterschool enrichment program from Kids in New Directions to the School District

Objective One: hire and train key program specialists (2); contract with consultant for purpose of developing and delivery of training and site monitoring (1)

- assess current levels of program implementation,
- inventory program materials
- recommend program adjustments including additions of sites or withdrawal of specific sites
- meet with school center administrators during July and August to communicate program parameters for SY07-08
- recommend parameters for Champs scholarships allocations

Note: budget contains funding for these two specialists' positions effective July 1, 2007 and for the consultant contract (October 1st budget)

Objective Two: develop roles and responsibilities (job description) of Champs head teacher position

- review current roles/responsibilities of Champs head teacher
- recommend adjustments to job description
- communicate any revisions to all stakeholders

Note: budget contains funding for 43 head teacher positions under current funding allocations of \$6600 per year

Objective Three: develop curriculum and materials for use in SY07-08 and beyond

- review current and past curriculums
- inventory and determine feasibility of recycling past curriculums in new and existing sites
- contract with curriculum developers/writers to develop at least two new Champs curriculum guides

Objective Four: infuse the Champs afterschool enrichment model into the transition of School Age Child Care (SACC) to Extended Day

- build menu of academic enrichment and intervention programming options (to include reading, writing, math, and science initiatives)
- use research-based strategies to deliver these curriculum initiatives in the afterschool setting
- provide opportunities for all sites using the Champs afterschool enrichment program to participate in the Quality Improvement System (QIS) with appropriate opportunities for professional development in collaboration with the Institute for Excellence and with PrimeTime

Objective Five: build understanding of the Champs model and best practices in afterschool curriculum delivery at the District, school center, and community levels

- participate in all appropriate trainings related to delivery of Champs
- Director of Afterschool Programming will participate in a key role with program staff reporting to management within the department
- Director of Afterschool Programming will meet regularly with PrimeTime contracted Champs staff and District Champs staff to review program implementation and any adjustments needed
- collaborate with PrimeTime Champs staff on a regular basis
- communicate with District and school center staff on a regular basis to provide opportunities for all stakeholders to build knowledge of best practices in afterschool curriculum delivery, as well as for current out of school research and trends

Note: budget includes funding for training of all pertinent program staff

Objective Six:

- prepare and submit all program required reports to PrimeTime and funders of the Champs program initiative

Note: program specialists' responsibilities will include data collection/organization, monitoring of all program sites, and preparation of all required reports