



Georgia Department of Education
21st Century Community
Learning Centers



Application Cover Sheet

** Please note: The Georgia Department of Education (GaDOE) considers the applicant to be the fiscal agent for the grant. Therefore, any grants awarded will be in the name of the fiscal agent.

- All applicants must complete pages 1 and 2 of this form.
- If another entity/agency will be applying as a co-applicant (but not as fiscal agent), please also complete page 3 of this form.

Name of fiscal agent applying for the grant: Boys and Girls Club of Greater Augusta

Has this fiscal agent received 21st CCLC grant funds before? Yes No

If yes, please provide the year of initial funding: 2011

B: Check the one category that best describes your official fiscal agency:

<input type="radio"/> Local Educational Agency	<input checked="" type="radio"/> Non- Local Educational Agency	<input type="radio"/> Institution of Higher Education
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Total number of ALL students to be served DAILY in the AFTERSCHOOL PROGRAM by applicant (include all locations): 125

Maximum funds allowed for one grant for one year is \$350,000. However, the future financial viability of the program should be addressed in the applicant's Sustainability Plan contained within this application.

Total Funds Requested for:

2024-2025: \$350,000.00 2025-2026 \$350,000.00 2026-2027: \$350,000.00
2027-2028: \$315,000.00 2028-2029: \$280,000.00

Fiscal Agent/Applicant Required Signatures:

I hereby certify that I am the an authorized signatory of the fiscal agent for which grant application is made and that the information contained in this application is, to the best of my knowledge, complete and accurate. I further certify, to the best of my knowledge, that any ensuing program and activity will be conducted in accordance with all applicable federal, state, and local laws and regulations, application guidelines and instructions, assurances, and certifications. I also certify that the requested budget amounts are necessary for the implementation of the program described in the attached application.

Name of **Fiscal Agent's** Contact Person: Kim Evans
Position/Title of Fiscal Agent's Contact Person: Chief Executive Officer
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Certified by electronic signature by Kim Evans
Signature of Fiscal Agency Head (required)

Kim Evans
Typed Name of Fiscal Agency Head (required)

CEO
Typed Position Title of Fiscal Agency Head (required)

01/30/2024 at 14:01:42
Date (required)

Program Name: BGCGA GREAT Futures Washington County

Program Abstract

Boys & Girls Clubs of Greater Augusta (BGCGA) proposes to establish a year-round 21st Century Community Learning Center (21st CCLC) program at the Washington County Club location. Washington County is considered a high-needs rural area with 28.8% of children overall living in poverty (compared to 19.5% in GA; KIDS Count Data Center). Many families are just getting by and 16.1% of children's parents lack secure employment, which is more than double the average in Georgia (7.5%). 37.2% of families with children have annual incomes of less than 150% of the federal poverty threshold (vs. 26.8% for Georgia; KIDS Count Data Center). The likelihood of poverty increases significantly for minorities: 32.5% of Black children and 50% of Hispanic or Latino children live in poverty (KIDS Count Data Center). The proposed program, GREAT Futures Washington County, will target 125 unduplicated Washington County School System students, 120 without special needs classification, and 5 with special needs classification, in pre K-12th grades. The GREAT Futures Washington County program will target at-risk students from Ridge Road Primary (40), Ridge Road Elementary (35), TJ Elder Middle (40), and Washington County High (10). BGCGA defines at-risk as students performing below proficient in core subjects, and referred by the school or family as in need of academic or social-emotional support. All targeted schools that serve students who are administered GA Milestones testing received scores below 40% in core subjects of English, Math, Science, and Social Studies. Of the students attending the targeted schools, 97% receive free or reduced lunch. Post-COVID-19 assessment numbers show that students at the targeted schools are consistently falling behind, performing below grade level in reading, writing, and mathematics.

Research shows that there is a direct correlation between 3rd grade reading proficiency and later academic outcomes, including high school graduation (Get Georgia Reading). On average, only 33.2% of targeted 3rd grade students in Washington County are reading on grade level, 15% lower than the state average (Georgia Office of Student Achievement). Of the targeted 5th grade students in Washington County, only 52% are reading on grade level, falling 15 points below the state average. By 8th grade, only 64.4% of the targeted students are reading on grade level. The proposed GREAT Futures Washington County program will serve targeted students with academic enrichment, healthy lifestyle, and social, emotional, and life skills programs after school during the school year and full day for 6 weeks during the summer. The program will provide a multifaceted, comprehensive, community-based approach to overcoming the risks, obstacles, and challenges faced by students. Program activities include daily homework help, individual and group tutoring, academic enrichment, career exploration, technology, economic literacy, youth leadership, character education, life skills, fitness, social recreation, and the arts.

The GREAT Futures Washington County program aims to achieve the following goals:

1. Improve academic achievement
2. Increase knowledge of healthy lifestyle choices
3. Improve social, emotional, and life skills for positive youth development
4. Increase parental engagement/involvement in Students' Educational Process

On November 25th, 2023, BGCGA provided more than 12 local media outlets with a press release to notify the public of an intent to apply for priority funding. In addition, the organization published the intent to apply on the organization's website. A paper copy of the application will be made available to the public at the organization's administration office. This information was included in the notification of intent to apply.

(Word count is 535)

Program Name: BGCGA GREAT Futures Washington County

I. Needs Assessment (20 Total Points)

A. The Process (4 Points)

Prepare a concise narrative that details the process used by the program to consult with the stakeholders, including public school officials and private schools serving students within the proposed targeted schools' geographic area(s) as well as parents, to actively collaborate in identifying and developing the student and community needs assessment for the proposed grant program. Applicants must clearly describe how the program was designed in active collaboration with the schools, including private schools, that the participating students attend, all participants of the applicant entity and any partnership entities.

To maximize effectiveness and leverage resources, a thorough assessment should not only identify gaps, but ensure coordination between existing programs and services proposed through the RFP. To ensure the most effective use of public resources, the applicant must demonstrate how the proposed program will coordinate federal, state, and local programs. The applicant states how the applicant

will coordinate federal, state, and local programs and make the most effective use of funds. However, 21st CCLC funds must be used only to supplement federal, state, local and other non-federal resources and not to replace those that would have been available in the absence of 21st CCLC funds.

The process described must include when the development began, who led and participated in the data/information collection effort, and how the various data sources were gathered, analyzed by all of the stakeholders, and finally developed into a defined set of agreed upon needs that form the basis of the community learning center application proposal. In addition to the narrative, the GaDOE will check Equitable Services for Private Schools (ES4PS) reports to ensure applicants sent invitations and Form A to eligible private schools.

Boys & Girls Clubs of Greater Augusta (BGCGA) has been serving Georgia's Central Savannah River Area for more than 70 years, providing a whole-child approach that identifies and addresses academic and non-academic barriers to student success. Since the 2019-2022 school year, BGCGA has been operating the GREAT Futures Washington County 21st CCLC program, hosted in the Washington County Clubhouse. BGCGA has embedded a commitment to Continuous Quality Improvement (CQI) in its organizational culture and practices, including an ongoing process of 1) assessing, 2) planning, and 3) improving. BGCGA uses both the nationally renowned Weikart Center CQI model and the Georgia Afterschool & Youth Development Quality Standards (ASYD) Quality Standards Self-Assessment Tool to support assessment and planning. BGCGA staff and leadership work together with all stakeholders (i.e., students, parents, school and district partners, and community organizations) through the CQI process to most effectively meet the needs of students and families by collecting data and creating service plans based on the data that will support improved student achievement. BGCGA staff maintain daily, weekly, and monthly contact with the target schools' director of student services, principals, classroom teachers, school representatives, parents/guardians, and other key stakeholders. These models directly align with the Georgia Department of Education's system of continuous improvement. The design of the GREAT Futures Washington County 21st Century Community Learning Centers is a direct result of this CQI process.

From May 2023 to January 2024, BGCGA Chief Executive Officer (CEO), Kim Evans, and Director of Academic Success, Dr. Shaniquia Stanley, facilitated a comprehensive assessment of student and family needs in partnership with the Washington County School District and administrators and teachers at Ridge Road Primary School; Ridge Road Elementary School; T.J. Elder Middle School; and Washington County High School— the four schools that make up the Washington County School District. BGCGA served as the lead agency for this comprehensive and collaborative research process, which included a series of community meetings, consultative conversations, and surveys to understand the needs and gaps faced by parents, teachers, students, administrators, community organizations, mental health providers, and other groups that serve youth and families in the area. Through the GREAT Futures Washington County Advisory Council, BGCGA worked to engage a broad swath of community partners. The groups analyzed a plethora of community data including student performance data from the public and private schools in Washington County, including report card grades; Georgia Milestones Assessment System (GMAS) test scores; PACER test pre/post results; SMART Moves pre/post survey data; and both school and program attendance records. Additional data sources included: the Georgia Department of Education; Washington County School System; Georgia KIDS COUNT research from the Georgia Family Connection Partnership and Annie E. Casey Foundation; Augusta University; US Census Bureau; the Georgia Governor's Office of Student Achievement (GOSA); United Way of the CSRA; and the Development Authority of Washington County. On November 25th, 2023, BGCGA completed the public notification of intent to apply and began to consult with 4 local private, non-profit schools serving K-12th grade students in Washington County, including: Alleluia Community School; Curtis Baptist Elementary and Middle; Heritage Academy; and St. Mary's On The Hill. Please refer to the Georgia Equitable Services 4 Private Schools (ES4PS) system reports for additional details.

In May 2023, surveys were administered to teachers, parents, and students as part of the program's Continuous Quality Improvement model, including to support needs related to summative reporting requirements. The response rate from the teacher surveys was 57% (n=158); parent surveys were 59% (n=52); and student surveys were 31% (n=58). These survey response rates all exceed previous participation rates for the program and may serve as an indicator of healthy program quality. BGCGA participated in T.J. Elder Middle School's Parent Open House & Resource Fair coordinated under Title I on July 31, 2023, and BGCGA representatives also attended the Annual Title I meetings at targeted schools, including Ridge Road Primary School (September 2023) and Ridge Road Elementary School (September 12, 2023). In addition to regular meetings between the community organizations involved in the needs assessment, on December 19th, 2023, a Parent & Family Listening Session was hosted virtually, specifically designed to engage parents, guardians, family members, and other community members. An additional virtual listening session was also offered on January 11, 2024.

Utilizing the existing programmatic structure within Augusta, BGCGA will partner with the following government entities and local programs to multiply the reach of 21st CCLC funding;

Washington County Public Schools, Augusta Technical College, Medical College of Georgia (MCG) Wellstar, Harrisburg Family Health Care, Golden Harvest Food Bank (Feeding America), Dr. Harris Literacy Center at Augusta University, Paine College, Serenity Behavioral Health, and Augusta Locally Grown. Funds will be coordinated by the Program Director and will also leverage Georgia Department of Human Resources TANF funds allocated from GA Alliance for Boys & Girls Clubs, USDA funds through the Bright From the Start Food Program to provide after-school snacks and meals, and OJJDP funding to provide mentoring to identified students, all to ensure greater access and more resources to the program. Partnerships with these entities ensure full coverage of wrap-around services for youth and families. For example; by utilizing the partnerships with Golden Harvest Food Bank, the USDA Bright From the Start program, and Augusta Locally Grown, we address the need for food security on two fronts; access to healthy foods, and the ability to prepare them. By utilizing connections with MCG Wellstar and Harrisburg Family Health Care, we can promote consistent access to healthcare regardless of income or insurance status. MCG Wellstar's primary care unit is a portable doctors' office, offering congruent care for youth and their families. Dr. Isaih Lineberry, Director of Harrisburg Family Health Care said "We know that economic status is not the only reason people in our community struggle to access medical care. There is a social stigma to overcome, sometimes there is a travel barrier, sometimes there is a citizenship barrier or even a collision with the justice system which prevents the parents from accessing the services offered by the state and federal governments for their children. Through this partnership, we can overcome those barriers, and meet the community where they are without judgment or friction." Further details about each partnership can be found in the MOAs attached to this application.

DEFINED SET OF AGREED-UPON NEEDS

Stakeholders reviewed the quantitative and qualitative data and agreed on a defined set of needs for students at the 4 targeted schools: Ridge Road Primary School; Ridge Road Elementary School; T.J. Elder Middle School; and Washington County High School.

Based on these needs, the goals of the GREAT Futures Washington County 21st CCLC program are:

- Improving academic achievement
- Increasing knowledge of healthy lifestyle choices
- Supporting social-emotional learning through positive youth development
- Increasing parent/family engagement in student education

These goals and program activities are aligned with the Washington County School District Strategic Plan for 2022-2025, including developing the whole child; assessing and monitoring students' academic progress K-12; expanding inquiry-based learning experiences and STEAM learning; improving processes/programs for students who need additional support services; improving parent services; and improving student, parent and community relations. The program also affirms the Core Beliefs of Washington County Schools, including that learning is maximized when students' physical, emotional, social, and intellectual needs are met through extracurricular activities and supports the needs identified by school leadership in the posted School Improvement Plans. As part of the needs assessment and design process, the program was aligned to support the Consolidated LEA Improvement Plan (CLIP) for the Washington County School District. For example, the CLIP for Washington County School District identified achievement gaps between all subgroups, specifically the Black and White subgroups, in all content areas and a need for remediation for the high percentage of students scoring Level 1 (Beginning Learner) and Level 2 (Developing Learner) on the Georgia Milestones Assessment System (GMAS). This proposed 21st CCLC meets those needs by providing intensive, high-impact tutoring services for targeted students who are not meeting state academic standards as evidenced by GMAS scores. Another example is the district's need to "provide mentoring and counseling services to identified students and families with physical and mental health needs" to promote academic achievement, which aligns with the program's offerings of weekly student mentoring programming and wrap-around service referrals through our partner at Serenity Health Services.

The program's design was also aligned with the school improvement plans. For example, the program supports Ridge Road Elementary School's School Improvement Plan by providing services that support on-grade-level performance in reading and math (Goals 1 and 3) and improved student writing skills (Goal 2) through academic offerings and high-impact tutoring services. Another example is how the T.J. Elder Middle School's School Improvement Plan's Overarching Needs 1-3 all align with program offerings, including to 1) Increase student English Language Arts achievement by enhancing problem-solving strategies and rigor; 2) Increase student mathematical achievement by enhancing instructional strategies and rigor; and 3) Provide rigorous small group learning time based on current unit assessment data. At Washington County High School, the School Improvement Plan's Overarching Needs 12, and 4 are also supported by the 21st CCLC program's services: 1) Increasing the number of students scoring Levels 3 or 4 on the courses that participate in the GA Milestones; 2) Maintaining a graduation rate of 90% or greater; and 4) Decreasing the number of student discipline referrals by 3%. In addition, program goals align with the Title I Schoolwide Improvement Plans and Parent and Family Engagement plans at the 3 of the schools, as detailed below under COORDINATION BETWEEN EXISTING SERVICES. For example, it aligns with the Ridge Road Elementary School's Parent and Family Engagement Policy and Plan for Shared Student Success Goals 2, 3, 4, and 5, including expanding opportunities to understand and

interpret student academic performance data and individual results (Goal 2); opportunities for regular meetings to offer suggestions, share experiences with other parents, and participate in decision-making regarding the education of their students (Goal 3); build/strengthen partnerships between home, community and school (Goal 4); and provide parents and students with Social and Emotional Learning opportunities (Goal 5).

COORDINATION BETWEEN EXISTING PROGRAMS & SERVICES

The collaborative need assessment and program design process for the GREAT Futures Washington County 21st CCLC program included strategically coordinating how to leverage other existing programs and services, resulting in a total of over \$500,000 in leveraged funds for the program, including more than \$475,000 of in-kind support from Boys & Girls Clubs of Greater Augusta, as well as 13,830 square feet of dedicated program space at BGCGA's Washington County Clubhouse location on Riddleville Road in Sandersville. BGCGA has also coordinated resources from Georgia's Bright from the Start Child and Adult Care Food Program (CACFP) and Summer Food Service Program (SFSP), which is comprised of federal funding passed through from the United States Department of Agriculture (USDA) to meet the nutritional needs of students. All contributions will supplement and will not supplant federal, state, local, and other non-federal resources. For more information on coordinated programs and services, including the value of specific contributions, please refer to the Program Partners Table.

The program is also coordinating with the FY23 Title I, Part A comprehensive schoolwide plans at the 3 targeted schools that are Title I, including Ridge Road Primary School; Ridge Road Elementary School; and T.J. Elder Middle School. For example, at Ridge Road Elementary School, the program will support the 2022-2023 Parent and Family Engagement Plan, including aligning with and coordinating Title I resources under the plan, such as the Parent Centers (located in the library and office); educational class offerings (like CPR, First Aid, Medicare/Medicaid, etc.), regular parent and family engagement events, and partnering with the designated Parent Facilitator, Parent Engagement Professional, and Parent Engagement Committee. At T.J. Elder Middle School, the school's current goals are to increase students' growth on both the ELA benchmarks and Math benchmarks by a minimum of 5% quarterly and the 2023-2024 school improvement plan has identified partnering with parents to increase student engagement and student success as a priority.

(Word count is 1972) If the word count exceeds 9,000, please upload any remaining narrative for Question A. The Process below.

B. Specific Needs (10 Points)

Provide specific and concrete data citing the specific academic achievement (reading, math, science, etc.) and support service gaps that the needs assessment process identified for the students and the community being targeted for services during the term of the subgrant award. Applicants must specifically identify the student target population (i.e., targeted schools, grade levels, number of students, academic or behavioral criteria) and clearly define the agreed upon academic, social, emotional, cultural, and physical needs placing them at risk and producing the gaps in achievement. Applicants are encouraged to utilize data tables in this section to clearly convey the need for the proposed grant services. Applicants must cite data sources when identifying specific deficiencies and needs.

Boys & Girls Clubs of Greater Augusta (BGCGA)'s mission is to inspire and enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens. The year-round GREAT Futures Washington County 21st CCLC program embodies this mission in action and was designed through a collaborative, community-based approach informed by the needs assessment process to meet the specific needs of students and families. The proposed program fills a significant service gap in the community. Besides the BGCGA, no other comprehensive afterschool and summer programs are operating in the community that provide a wide array of enrichment services and high-quality academic support services and target the same student population. This proposed program meets the absolute priority of primarily serving students (and their families) who attend high-poverty schools with more than 40% of students eligible for free or reduced-price school lunches (95%+ at Ridge Road Primary School and Ridge Road Elementary School; 89.7% at T. J. Elder Middle School; and 66.9% at Washington County High School; Georgia Department of Education, 2023). The target population for this program is 125 unduplicated students in the afterschool program, including 40 from Ridge Road Primary; 35 from Ridge Road Elementary; 40 from T.J. Elder Middle, and 10 from Washington County High. This also meets Competitive Priority 3 by proposing to serve students in grades 9, 10, 11, and 12 at Washington County High and Competitive Priority 4 by serving students in Washington County, a county not currently receiving 21st CCLC funding in FY24. The program plans to serve 110 youth during the summer recess of each year of the grant meeting Competitive Priority 5. The GREAT Futures Washington County 21st CCLC program will provide students with an estimated 25 hours of programming each week for 6 consecutive weeks, meeting and exceeding the minimum of 60 hours for 3 consecutive weeks.

Washington County students targeted for the program will meet one or more of the following criteria: experiencing economic and environmental risk factors (including poverty, single-parent households, food insecurity, etc.); classroom behavioral issues that detract from school learning; and/or failing to perform on grade level in Math or English Language Arts, as evidenced by low content mastery scores on the Georgia Milestones Assessment System and report card grades. The GREAT Futures Washington County 21st CCLC program will provide students with a broad array of services and age-appropriate program offerings that will support content mastery and academic growth in Math and English Language Arts; healthy lifestyle choices; social-emotional development; and parent engagement.

Location and Demographic Breakdown

Located on the far western side of Georgia's Central Savannah River Area (CSRA), Washington County sits halfway between Atlanta and Savannah, nestled between Macon and Augusta. This sparsely populated county is home to just 19,988 people, with nearly a third (30%) concentrated in the town of Sandersville (U.S. Census, 2020). This rural area is home to gentle rolling hills, swamplands, hardwood forests, and large deposits of kaolin, a mineral mined for use in manufacturing and paper production. The county demographics are diverse, with 42% of residents identifying as White, 54% Black, 1.5% Hispanic/Latino, and 2.5% as multi-racial or other. The median household income in Washington County School District is \$39,350, just 60% of the state (\$65,030) and 57% of the national (\$69,021) averages. Outside of government, most of the available jobs are in manufacturing (8.9%) or service-providing jobs, such as retail (11%), transportation and warehousing (7.5%), and accommodation and food services (7.5%; Georgia Department of Labor, Washington County Area Labor Profile). The county is also home to the Washington State Prison, a minimum and medium security men's prison operated by the Georgia Department of Corrections, one of the largest employers.

Across Washington County, 28.8% of children overall live in poverty (compared to 19.5% in GA; KIDS Count Data Center) and 16.1% of children's parents lack secure employment, which is more than double the average in Georgia (7.5%). 37.2% of families with children have annual incomes of less than 150% of the federal poverty threshold (vs. 26.8% for Georgia; KIDS Count Data Center). The likelihood of poverty increases significantly for minorities: 32.5% of Black children and 50% of Hispanic or Latino children live in poverty (KIDS Count Data Center). Adult educational attainment is low overall, and while most adults are high-school graduates or higher (84.1%), only 15.1% go on to obtain a Bachelor's degree or higher—half of the state average of 32.2% (Georgia Family Connection Partnership). Educational attainment plummets for non-White adults, with just 78.8% of Black, 65.1% of Hispanic or Latino, and 43.2% of multi-racial adults achieving high-school graduation. Only 8.3% of Black adults and 10% of Hispanic or Latino adults go on to obtain a college degree, compared to 23% of White adults. Nearly 1 in 5 people (20.9%) ages 16-19 are not in school or working (vs. 7.6% for Georgia; Georgia Family Connection Partnership, 2020). Just 44% of households are led by two married parents, with nearly half (46%) of children living in a single-parent household, more than 10 percentage points higher than the state average of 33%. Single mothers are 41% of this group, with no spouse or partner present. Because economic conditions and poverty in the area contribute to a lower tax base, school district expenditures per pupil are just \$11,323, 6.5% less than the average of \$12,107 for students across Georgia. Parents in Washington County often struggle to navigate the challenges facing their families. The incidence of substantiated child neglect is 4.6 per 1,000, over double the rate for the state of Georgia (1.9%; KIDS Count Data Center).

The schools targeted by this 21st CCLC program are all four schools in the Washington County School District feeder pattern: Ridge Road Primary School, Ridge Road Elementary School, T.J. Elder Middle School, and Washington County High School. Please see the uploaded APPENDIX I that summarizes student data by school name. To more precisely understand the needs and identify gaps in services, BGCGA and stakeholders looked at the critical indicators of attendance, behavior, and course performance for students in the targeted schools. These indicators are early warning signs for the risk of academic failure and future dropping out. These risk factors for academic failure compound as Washington County students progress through elementary and middle school, resulting in deep-seated academic challenges and a lack of college and career readiness overall by the time they complete high school.

Need to Improve Academic Achievement

More kids lack a preschool education in Washington County than across the state (61.9% in Washington County vs. 44.7% across the state of Georgia; KIDS Count Data Center), resulting in educational inequities for students from the time they start kindergarten. Student academic performance reveals significant issues with content mastery and academic growth across the board at the targeted schools. For example, in content mastery, students at every school targeted by the program (including Ridge Road Primary; Ridge Road Elementary; T.J. Elder Middle; and Washington County High) scored lower in English Language Arts and Math on the 2022 GMAS than their peers across the state. For example, at T.J. Elder Middle School, just 17.2% of all students score Proficient or Distinguished on the GMAS. Students at T.J. Elder Middle School are also

experiencing low content growth. This means that middle students in the Washington County School District are making less academic progress from one grade to the next, compared to students at other schools in the state. Students are starting at a low point due to their content mastery challenges (including just 18.6% on grade level in ELA and 17.2% in Math) and are then falling even farther behind their peers at other schools in the state due to low academic progress (GreatSchools Academic Progress Rating). By the time they get to high school, 5.6% of students will drop out, exceeding the state average of 4.6% (KIDS Count Data Center). COVID-19-related school closures and learning disruptions may have contributed to a widening of these inequities. Just 71.9% of households in the Washington County School District have access to broadband internet, making virtual schooling and remote learning more challenging (86% Georgia; 87% USA).

In addition to low academic performance overall, academic data demonstrates that the stark racial and economic divides facing students in Washington County are impacting their education. Students struggle to perform on grade level in Math, with 49.1% of White students and 27.8% of Black students in Washington County achieving Proficiency or above on the Georgia Milestones Assessment System (GMAS). Overall student performance is even worse in English Language Arts: While 66.7% of White third-grade students achieve Developing Learner or above on Milestones English Language Arts assessment, just 37.9% of Black students achieve the same (GOSA, 2021). And while 35.7% of White third graders score at Proficient or above, the same is only true for 8.9% of Black students. This gap persists over time, and by the fifth grade, 41.1% of White students and 15.2% of Black students achieve Proficient or above. By the eighth grade, just 7.9% of Black students score Proficient or above in Math and 20.2% in English Language Arts (GOSA).

Student and family needs for afterschool programming in Washington County outpace the current number of seats available and the current program routinely maintains a waitlist. The current FY24 average daily attendance for the program is 100. This proposed program will expand offerings to 125 students, adding 25 additional slots. This increase is 105% of the previous program year's average daily attendance and within the permitted 120% per the Georgia Department of Education 21st CCLC RFP guidelines. In addition to supporting core academic subject areas, students in Washington County are looking to their 21st CCLC program to provide them with an array of learning and enrichment opportunities. For example, in the 2023 parent and student program surveys administered, student open-ended survey responses and focus group data indicate that they particularly crave hands-on opportunities from the program, with the most highly-favored components including Legos, reading books, robotics, making slime, and cosmetology. Among parents, homework help and social-emotional development were two program components that were most valuable to them. One 4th-grade parent shared: "The best part is they are learning to associate and get along with other children of all ages. They make friends and learn to act right." To support continued gains in academic performance and respond to feedback from students and parents, the GREAT Futures Washington County 21st CCLC program will provide homework help, tutoring services, and other academic enrichment and hands-on learning opportunities that help students succeed in school.

Need to Improve School Attendance & Classroom Behavior

School attendance is an issue across all four targeted schools. Across the Washington County School District, more than 1 in 4 students (26.2%) are absent more than 15 days from school, compared to 19.9% of students in the state of Georgia (KIDS Count Data Center). In Washington County, this includes 27.6% of Black students, 31.9% of Hispanic students, and 32% of multi-racial students, compared to just 22.4% of White students (KIDS Count Data Center). For students, missing school days can make it difficult to keep up with the curriculum, leading to falling behind in class, poor grades, and difficulty grasping new concepts. Frequent absences also disrupt a student's social connections and make it harder to build relationships with classmates and teachers, contributing to loneliness and feeling disconnected from the school community. Poor school attendance can be a sign of underlying problems like anxiety, depression, low self-esteem, or bullying. Research shows that chronic absenteeism (missing more than 10% of school days) can be an early predictor of dropping out of high school (Mac Iver & Mac Iver, 2010) and can reduce the likelihood of post-secondary enrollment (Balfanz & Byrnes, 2012), creating a significant impact on future career prospects and earning potential.

When students do attend school, one of the major challenges to learning in the Washington County School District is student classroom behavior. Students at the targeted schools are experiencing classroom behavior issues, as evidenced by school discipline issues. Data reveals alarming levels of students experiencing a disciplinary incident, with 31% of students at targeted schools having an incident during the 2022-2023 school year— more than two and half times the state average (12.4%) (GOSA, 2022). In the 2022 school year, the In-School Suspension (ISS) rate in Washington County was 23.9%, compared to a state rate of 7.6%. The Out-of-School Suspension (OSS) rate of 13.2% is more than double the state rate of 6.3% (GOSA, 2022-23). Males are a larger part of the disciplined population (64.2%) than the overall population (50.5%) and also constitute 100% of cases of expulsion and juvenile/court referral in the school district. While Black students make up 67.3% of the overall population, they constitute 77.8% of the disciplined population and 81.4% of all disciplinary incident occurrences. (Source: GOSA K-12 Student Discipline Dashboard). The most

commonly listed reason for disciplinary action is Harm to Person, which includes 20% of all incidents, and 75% of these cases involve a Black male student. School climate and culture is especially an issue at T.J. Elder Middle School, where the School Improvement Plan's Overarching Need 3.2 is to "decrease the number of discipline referrals being received by students that cause loss of instructional time consistently throughout the school year." This is also a significant concern at Washington County High School, where the School Improvement Plan identified Overarching Need #4 to reduce the number of student discipline referrals. These disciplinary issues take students who should be learning out of the classroom, while also disrupting the flow of instruction for the rest of students, making it harder for all students to learn effectively. Research demonstrates that "turnover of suspended students in and out of the classrooms creates unstable, socially fragmented environments" that create a negative impact on overall school culture and affect all students, not merely students who are suspended (Perry & Morris, 2014). Similarly, a 2015 study by Noltemeyer, Ward, and McLoughlin found a negative relationship between suspensions and student achievement rates. As suspension rates increased, student achievement decreased and the student dropout rate increased. These disciplinary issues also contribute to an increased workload for teachers who are already stretched thin, as they may need to spend extra time helping students catch up on missed material, also reducing the time that they have available for other students.

The array of challenges that students and families are confronting elevate the need for a safe place for academic support, social-emotional skill building, enriching programming, and supporting relationships with caring adults who recognize and respond to the traumas they may have experienced. Research demonstrates that the most important protective factor that can prevent traumatic experiences from negatively impacting a child's brain architecture, which impacts development and learning, is the presence of a supportive, caring adult (Sacks & Murphey, 2018). The deep relationships developed among staff, young people, families, and communities by Boys & Girls Clubs provide a unique opportunity to mitigate the devastating impact that traumatic/toxic stress can have on students. Within this supportive context and aligned with the Washington County School District's Core Beliefs (including that learning is maximized when students' physical, emotional, social, and intellectual needs are met through extracurricular activities) and Strategic Plan for 2022-2025 (including developing the whole child), BGCGA will implement outcome-focused programming to build intrapersonal skills that further mitigate the effects of trauma and enable success across all areas, including academic success. The GREAT Futures Washington County 21st CCLC program will meet the social-emotional needs of students at the four targeted schools by providing positive youth development programs and activities proven to support the development of those skills (such as building conflict resolution skills or anger management) and improve classroom behavior by fostering healthy relationships with adult mentors who can provide guidance and support. By taking a whole-child approach to supporting student needs, the program will improve school attendance and classroom behavior.

Need for Safe Places & Social-Emotional Development

Washington County struggles with high rates of substance abuse and misuse, community violence, and gang activity. In February 2023, a man was sentenced to 35 years in prison after he admitted to concealing the death of a beloved 1st-grade teacher at Ridge Road Primary School following a fentanyl overdose. Her death wrecked the tight-knit, rural Washington County community, impacting current and former students alike. The Washington County Sheriff estimates that 75% to 80% of the county's crime starts with drug abuse. Fentanyl issues in particular are on the rise in the area: the Washington State Prison has struggled with contraband issues related to the drug throughout fall 2023, resulting in several arrests of prison visitors. Described by the Drug Enforcement Administration as 50 times more potent than heroin and 100 times more potent than morphine, fentanyl is one of the most addictive and damaging substances readily available in the community. Factors like poverty, unemployment, and lack of access to mental health services, which impact many Washington County residents, can make individuals more vulnerable to substance abuse, as well as other destructive behaviors and unhealthy coping mechanisms. For example, in Washington County, 19% of adults experience frequent mental distress (Healthiest Communities Data Explorer). This is especially true in rural communities that are more vulnerable due to their history of intergenerational trauma (U.S. Department of Agriculture, Opioid Misuse in Rural America). In some instances, they can also contribute to a domino effect of interpersonal violence as families struggle to navigate the day-to-day: In August 2023, a 13-year-old teen was arrested for allegedly murdering his father in their Washington County home. According to the Washington County Sheriff, Mr. Joel Cochran, the murder happened when the child intervened in a case of domestic violence between his mother and father. The opioid epidemic is affecting families and, most importantly, children. People who die of an overdose are most frequently between ages of 25 to 54 years and in their child-rearing years. Substance use in the household is considered an adverse childhood experience and is associated with health risks and disease in adulthood.

For some young people in Washington County, gangs can seem to offer a sense of belonging and protection. As a result of elevated gang activity in Sandersville and Washington County, violent crime is an issue in the community. U.S. Attorney for the Southern District of Georgia, Bobby Christine said "Children are led to the gang, indoctrinated into the gang, and then this is a right of initiation for them but the adults are thinking you know, they remove themselves from the crime the

juveniles won't get prosecuted.” (Augusta Chronicle, 2020). The impact of community violence is broad and far-reaching for students and families, increasing health care costs, decreasing property value, negatively impacting school attendance, reducing access to community support services, and creating trauma that can last a lifetime (Centers for Disease Control and Prevention, Preventing Youth Violence, 2021). This health impact is particularly negative as students and youth involved in gangs are more likely to engage in other risky health behaviors, including high-risk sexual activities and substance abuse and misuse (Centers for Disease Control and Prevention). Research conducted by the American Academy of Child & Adolescent Psychiatry also shows that key factors that contribute to youth joining gangs include growing up in an area with heavy gang activity; a history of gang involvement in the family; a history of violence in the home; lack of adult supervision; unstructured free time, particularly during after-school hours and on the weekends; lack of positive roles models; exposure to media that glorifies gang violence; low self-esteem; and sense of hopelessness about the future because of limited educational or financial opportunity, such as the poverty experienced by students in the four schools targeted by this 21st CCLC program. Students at the targeted schools for the GREAT Futures Washington County 21st CCLC program need safe places with supportive, caring adults who can help them overcome the challenges that community safety issues create, including positive, healthy relationships with youth development professionals and other adult mentors in the community. In response to these needs, the program will offer evidence-based mentoring services for students, discussion groups, and targeted program curricula that foster 21st-century skills, abstinence from drugs and alcohol, and character development (including gender-based program offerings).

Need for Student Nutrition, Exercise & Healthy Habits

In addition to the health threats caused by substance abuse and misuse, students in the four Washington County School District schools targeted by the GREAT Futures 21st CCLC program face other challenges to their physical health - including nutrition, exercise, and healthy habits. While most kids in the district have health insurance (98.2%), an alarming 50% of Hispanic or Latino children do not (15.7% for Georgia; KIDS Count Data Center). This inequity is likely the result of immigrant families who are either ineligible for benefits or fearful of seeking assistance with coverage at the risk of creating issues related to their immigration status. Youth may emulate adults engaging in unhealthy lifestyles: 41% of adults in Washington County are obese and nearly 1 in 4 (23%) is a smoker, far exceeding state and national averages. Only 41% of adults have access to exercise opportunities, less than half of the average for Georgia (84%; KIDS Count Data Center). Food security is also an issue, with 11.6% of people in Washington County overall lacking access to enough food for an active, healthy life (Feeding America, 2023). The number of students who are eligible for free and reduced-price school lunch at the four targeted schools is also high: 95%+ at Ridge Road Primary School and Ridge Road Elementary School; 89.7% at T. J. Elder Middle School; and 66.9% at Washington County High School (Georgia Department of Education, 2023). The Washington County School District participates in the Community Eligibility Provision (CEP), eliminating the need for meal applications to reduce the administrative burden of providing healthy meals every school day at no charge to students.

For students, adolescence is a crucial time for brain development, particularly in areas related to functions like decision-making, planning, and impulse control. In the 2023 staff survey, one BGCGA staff member at Washington County sympathized with everything the students they serve are juggling: “I grew up around here. It’s hard to make the right choices. I remember.” Premature sexual behavior is an issue for students in Washington County. The incidence of STDs and teen pregnancy for 15-19-year-olds are each more than twice the average for the state of Georgia (KIDS Count Data Center). The STD incidence for youth ages 15-19 is a rate of 57.9 per 1,000 (KIDS Count Data Center). Teen pregnancy has a rate of 31.1 per 1,000 (versus 16.5% for the state; KIDS Count Data Center). About 10% of these babies are born to mothers with less than 12 years of education (KIDS Count Data Center). Engaging in premature sexual activity distracts students and leads to stress and anxiety, impacting sleep patterns, motivation, and overall well-being, further affecting academic performance, and teen mothers are more prone to pregnancy-related health issues like preeclampsia, eclampsia, and postpartum depression (Brosens 2019). Early pregnancy can also put a strain on their developing bodies, and many teens face barriers in accessing essential prenatal care, leading to inadequate monitoring and potentially jeopardizing both their health and the baby’s (Parra-Pingel 2017). Teen mothers are more likely to drop out of school or face delays in completing their education, limiting their future career and job opportunities and contributing to isolating social stigma. Nationally, only about 50% of teen mothers receive a high school diploma by 22 years of age, whereas approximately 90% of women who do not give birth during adolescence graduate from high school (Centers for Disease Control and Prevention). Babies born to teen mothers are more likely to have low birth weight, premature birth, and higher infant mortality rates. They may also have developmental delays and face health complications later in life, creating compounded issues that follow students through life (Ryan-Krause 2009). To help students understand how to live a healthy lifestyle and avoid threats to their well-being (including alcohol, tobacco, other drugs, premature sexual activity, and/or teen pregnancy), the GREAT Futures Washington County 21st CCLC program will provide opportunities for student discussion and role-playing; practicing resilience and refusal skills; developing assertiveness; strengthening decision-making skills; and analyzing community, media, and peer influence.

(Word count is 3880) If the word count exceeds 9,000, please upload any remaining narrative for Question B. Specific Needs below.

C. Program Focus (6 Points)

Provide specific information outlining the focus of the program as defined by the results of the needs assessment process. The information must demonstrate a clear and concise rationale as to why the proposed program focus is appropriate for the target population and community and how it will address the identified needs gathered in the data collection and analysis process. Be advised that no 21st CCLC program can target a population that excludes participants based on disability, gender, race, or ethnicity.

The target population for the GREAT Futures Washington County 21st CCLC is 125 unduplicated students in grades K through 12 from Ridge Road Primary School (40 students, grades K-2), Ridge Road Elementary School (35 students, grades 3-5), T.J. Elder Middle School (40 students, grades 6-8), and Washington County High School (10 students, grades 9-12). Ridge Road Primary, Ridge Road Elementary, and T.J. Elder Middle are all feeder schools for Washington County High. Student and family needs for afterschool programming in Washington County outpace the current number of seats available and the current program routinely maintains a waitlist. The current FY24 average daily attendance for the program was 95. This proposed program will expand offerings to 125 students, adding 35 additional slots. This increase is 105% of the previous program year's average daily attendance and within the permitted 120% per the Georgia Department of Education 21st CCLC RFP guidelines.

The student target population is experiencing economic and environmental risk factors detailed above (including poverty), attendance, and behavioral issues that detract from classroom learning, and are failing to perform on grade level in math and reading, as evidenced by low content mastery. Students who targeted for participation in the program will meet one or more of the following criteria: experiencing economic disadvantage and environmental risk factors (including poverty, single-parent households, food insecurity, etc.); displaying classroom behavioral issues that detract from school learning, as evidenced by disciplinary referrals, including high ISS and OSS rates; and/or failing to perform on grade level in Math and English Language Arts, as evidenced by report card grades and/or low content mastery scores on the Georgia Milestones Assessment System. In response to the trends of low academic progress for middle schoolers identified through the needs assessment process, T.J. Elder Middle School students experiencing challenges with academic growth will also be targeted. The program will also target subgroups identified as priorities in the School Improvement Plans at Ridge Road Primary, Ridge Road Elementary, and T.J. Elder Middle School, including youth in foster care, youth experiencing homelessness, English Language Learners, migrant students, and minority students.

The GREAT Futures Washington County 21st CCLC program is the result of a comprehensive community-based approach designed to meet the needs of target students and was strategically designed to align with the Washington County School District Strategic Plan for 2022-2025, including developing the whole child; assessing and monitoring students' academic progress K-12; expanding inquiry-based learning experiences and STEAM learning; improving processes/programs for students who need additional support services; improving parent services; and improving student, parent and community relations. To mirror the Washington County School District, the program has an embedded Multi-tiered System of Support (MTSS), serving as an extension of the integrated assessment and intervention within the district's school-wide, multi-level prevention system that maximizes student achievement and reduces behavioral problems. Under the framework of Georgia's Tiered System of Supports for Students, program services are delivered in levels that vary in intensity based on individual student needs. For example, using school student assessment data, student academic and behavioral support challenges are identified, and differentiated instruction and services are provided to meet individual student needs. The MTSS model includes three tiers: Tier 1 - universal (i.e., interventions for all students), Tier 2 - targeted (i.e., interventions for students experiencing difficulty in academics or behavior), and Tier 3 - intensive (i.e., individualized instruction, sustained over time with progress monitoring).

All GREAT Futures Washington County 21st CCLC students will participate in Tier 1 supports including: Power Hour (i.e., provides concept reinforcement activities that build on what students learn in school and affords students support, materials, and program time to complete their homework), Project Learn, (i.e., evidenced-based program strategy that infuses high-yield learning activities into all program offerings, such as leisure reading, writing activities, STEAM, discussions with knowledgeable adults, opportunities to help others, and games that develop and build cognitive skills). The program will provide accelerated learning Tier 2 support in a 1:15 staff-to-student ratio for students struggling with report card grades or not meeting state standards through high-quality instructional materials such as IXL and other resources. Additional Tier 2 reading supports include small group reading, literacy games, and activities to build phonemic awareness, phonics skills, reading fluency, vocabulary, and text comprehension. For students requiring more intensive remediation and coordinated services, Tier 3 services will include individual and/or very small group

tutoring (1:3 tutor-to-student ratio) as well as referrals and/or coordination of additional services to support student success.

The GREAT Futures Washington County 21st CCLC program is designed to meet four primary needs. All program activities will be tailored to student grade level and will be age-appropriate. Please see Section 3.3.1 for details on specific evidence-informed program curriculums.

IMPROVING ACADEMIC ACHIEVEMENT:

To support students in academic growth and mastery of grade-level content, particularly in Math and English Language Arts, the GREAT Futures Washington County 21st CCLC program will provide students with a comprehensive set of academic supports. The program will:

- Provide daily homework help through the Boys & Girls Clubs Power Hour program curriculum (ages 6-18), which will provide concept reinforcement activities to build on school-day learning and give students the space, materials, and focus time to complete their homework independently and become self-directed learners.
- Teachers and Youth Development Professionals supervise each session and help students complete their assignments for the day. When they finish their work, they may choose to participate in a variety of other engaging and educational activities to develop their skills even further. For younger students who may not have homework assigned daily, such as those at Ridge Road Primary, Power Hour also provides support to ensure that skills practiced through schoolwork are reinforced and mastered.
- Implement Project Learn, which provides high-yield learning activities embedded throughout the program day (leisure reading, writing activities, discussions with knowledgeable adults, helping others, homework help, tutoring, and games that develop young people's cognitive skills) to reinforce the academic enrichment and school engagement of students and introduce them to the concept of personalized academic goal setting. To respond to the low levels of English Language Arts content mastery identified during the needs assessment, this will also include a targeted Book of the Month program to build literacy skills.
- Provide certified teachers responsible for implementing the instructional academic activities with the assistance of enrichment staff and directing high-impact tutoring services in small groups of students by grade level, including in Math and English Language Arts. The program will utilize curriculum that is aligned with the school-based curriculum maps (including IXL, the Georgia Standards of Excellence, and Common Core standards) and target tutoring services based on school-day teacher reports to BGCGA Lead Teachers on specific student needs.
- Provide students with a wide array of educational enrichment activities in the arts and STEM, including hands-on learning opportunities (like Legos, K-NEX, and Robotics) that respond to student requests and feedback shared in student interest surveys conducted during the needs assessment. The program will also implement DIY STEM (age 9-12), a hands-on, activity-based STEM curriculum that connects students to science themes they encounter regularly through socially and culturally relevant learning.

INCREASING KNOWLEDGE OF HEALTHY LIFESTYLE CHOICES:

To respond to high levels of food insecurity evidenced in the needs assessment process and improve student knowledge and application of healthy lifestyles, the program will provide students with food and safe, supportive environments that address whole-child needs through connections to community resources. To reach this goal, BGCGA will;

- Provide students with a nutritious snack and meal daily during the afterschool program and breakfast and lunch during the summer program.
- Teach students to develop daily physical activity, good nutrition and maintain healthy relationships by utilizing research-informed curricula, including Triple Play (ages 6-18), Healthy Habits (ages 6-15), and Georgia SHAPE (all ages).
- Provide holistic positive youth development, including group and individual recreational sport options, such as basketball, football, baseball, and tennis that give students opportunities for physical activity and healthy movement, support interest-based autonomy in activity selection, and offer more opportunities to try different types of sports
- Partner with Harrisburg Family Health Care and MCG Wellstar's Mobile Primary Care Unit to support overall student health and wellness by providing free healthcare services to as needed, including vision, dental and hearing screenings;
- Partner with Augusta Locally Grown to support 21st CCLC students and families experiencing food insecurity, as well to provide healthy food resources and nutrition education to all students in the program;
- Partner with Serenity Behavioral Health System on embedded social-emotional development within the program model, as well as offering student and family member referrals for clinical support services as appropriate.

SUPPORTING SOCIAL-EMOTIONAL LEARNING THROUGH POSITIVE YOUTH DEVELOPMENT:

The needs assessment data cited above demonstrates that Washington County students are exhibiting classroom behavior issues (such as bullying and fighting) that could be mitigated through age-appropriate social-emotional development. Students also need social-emotional development to support improved school attendance (responding to the 26.2% of students absent more than 15 days a year) and overall physical and mental health. This includes skills for students to avoid premature

sexual activity and reduce the high rate (31.3%) of births to teenagers. Suicide is the second leading cause of death among youth. It most often occurs when stressors and health issues converge to create an experience of hopelessness and despair. Strong feelings of stress, confusion, fear, and uncertainty, as well as pressure to succeed, and the ability to think about things in new ways, influence a teenager's problem-solving and decision making abilities. Bullying, heavy social media use, economic stressors, family discord, trauma, and academic stress are all potential stressors for teens. 1 in 100,000 children ages 10 to 14 die by suicide each year; 7 in 100,000 youth ages 15 to 19 die by suicide each year. (NIMH)

To strengthen social-emotional abilities and skills and fuel positive youth development for students, the GREAT Futures Washington County 21st CCLC program will:

- Implement the comprehensive, researched-informed prevention SMART (Skills, Mastery, and Resistance Training) Curriculum and Programs developed by Boys & Girls Clubs of America (BGCA) to improve and/or strengthen child development social-emotional abilities & skills. This includes SMART Moves (ages 6-15), a prevention and education program addressing problems such as drug and alcohol use and premature sexual activity, and SMART Girls (ages 8-17), which provides health, fitness, prevention/education, and self-esteem enhancement for girls; and Keystone Club, a researched backed program that focuses on promoting connection to the community.
- Provide students with weekly group mentorship programming (using mentoring best practices proven effective in Office of Juvenile Delinquency Prevention mentoring programs) through the evidence-based Positive Action curriculum two times a week (30 minutes/session) to improve their understanding and knowledge of self and their roles with others and their community. This program exposes students to various group activities designed to improve their understanding and knowledge of self and their roles with others and their community and educates students in understanding and accepting responsibility for their behavior.
- Address character education and citizenship through age-appropriate classes in leadership and service learning that help youth become responsible, caring citizens and acquire skills to participate in the democratic process. This includes Youth of the Year (ages 6-18) and Torch Club (ages 11-13), two youth leadership development curriculums, as well as Passport to Manhood (age 11-14), a character education program for boys that focuses on a specific aspect of character and manhood through highly interactive activities.

INCREASING PARENT & FAMILY ENGAGEMENT IN STUDENT EDUCATION:

Students at the targeted schools need robust familial support systems that help ensure they persist academically, despite pervasive risk factors in their neighborhoods and communities such as the high prevalence of single-parent households and poverty. To support parents/guardians' engagement in students' educational process, the GREAT Futures Washington County 21st CCLC program will:

- Employ a part-time Family Liaison responsible for engaging parents in the 21st CCLC program, including things like coordinating wraparound services and relevant referrals; assisting parents/guardians who do not have email addresses to increase access; providing general and targeted communications; and offering training on current virtual platforms used to engage youth and families (including BGCGA's digital youth development platform, MyFuture, and Zoom that will be used in unforeseen, unanticipated periods of Alternate Service Delivery);
- Offer regular Parent and Family Engagement activities every month (planned by the Site Coordinator and Family Liaison), providing opportunities for adults to experience what their student is learning and understand how to support their student's academic success.
- Regular communication with parents and family members through MyClubHub, Remind (BGCGA's automated text messaging and robocall platform), and the Dojo app used by educators in the Washington County School District to send information blasts to parents. This includes partnering with the designated Parent Facilitator, Parent Engagement Professional, and Parent Engagement Committees in the Washington County School District to include information about the program in other newsletters, school events, and on digital channels like school websites and social media.
- Extend weekday and weekend hours for technology and Club access as needed, in addition to promoting parent awareness about on-site resources available to them at their child's school, such as Parent Centers. For example, Ridge Road has a designated Parent Computer in the library, which is open during normal school hours of 7:50 am-2:35 pm. This allows parents to access eSchool for the student's progress. Parents are also allowed to use the computer for personal use.
- Invite parents/guardians to serve on the 21st CCLC GREAT Futures Advisory Council, providing their perspectives and advice on shaping the future of the program;
- Promote the Washington County School District's Parent and Family Engagement Policy and Title I Parent & Family Engagement components. For example, T.J. Elder Middle School's Title I Parent and Family Engagement Plan includes community events for parents and family members that include STEAM night, Art Night, the "Game-On" college and career readiness event, and various cultural celebration nights that the program will promote and coordinate with to maximize parent attendance and engagement. At Ridge Road Elementary School, parents can also access educational class offerings, like CPR, First Aid, and Medicare/Medicaid informational sessions.
- Engage additional community partners who can assist in continued adult workforce development.

BGCGA provides interest-based enrichment programming by centering youth voice and choice in

the program planning, design, and implementation processes. Program staff build authentic youth-adult partnerships that treat young people as equal partners, cultivate trust, enable young people to build self-esteem, and develop problem-solving and leadership skills to actively guide program offerings. The GREAT Futures Washington County 21st CCLC program will foster safe, positive learning environments where all youth can express their voice and choices. Collaboratively, program staff and students develop group norms, encouraging youth buy-in and ownership. BGCGA uses informal and formal methods to continuously seek youth input in program design and offerings, including annual student and parent surveys, graffiti walls, and ongoing pulse checks to gather real-time feedback on activities. Program activities change throughout the school year in response to student interest surveys to provide variety (administered twice a year) and youth can self-select into specific offerings. Within a program (e.g., STEAM), multiple activities are also offered in a specific program block providing students with choice in daily activities.

(Word count is 2496) If the word count exceeds 9,000, please upload any remaining narrative for Question C. Program Focus below.

Download a copy of the Chart, Graph or Continuation of the narrative for Question A The Process: [BGCGA GREAT Futures Washington Countyneeds_charta147.pdf](#)

Download a copy of the Chart, Graph or Continuation of the narrative Question B Specific Needs: [BGCGA GREAT Futures Washington Countyneeds_chartb147.pdf](#)

Download a copy of the Chart, Graph or Continuation of the narrative Question C Program Focus : [BGCGA GREAT Futures Washington Countyneeds_chartc147.pdf](#)

FY 25 RFP 21st Century Community Learning Centers
PRIVATE SCHOOLS CONSULTATION

An SEA, LEA, any other educational service agency (or consortium of such agencies), or private organization receiving financial assistance under an applicable program shall provide eligible private school children and their teachers or other educational personnel with equitable services or other benefits under these programs. Before an agency or consortium makes any decision that affects the opportunity of eligible private school children, teachers, and other educational personnel to participate, the agency or consortium shall engage in timely and meaningful consultation with private school officials.

Fiscal Agent Name: Boys and Girls Club of Greater Augusta

Official notification documentation has been entered in the GaDOE Equitable Services for Private Schools (ES4PS) system.

- There are no private schools located within the attendance zone of the school(s) served by the 21st CCLC program.
- There are private schools located within the attendance zone of the school(s) served by the 21st CCLC program and these schools were consulted prior to the development of the Title IV, Part B, 21st CCLC application. Or no response was received by the deadline (must have documentation of attempts to contact the nonpublic representative).

Please enter the total estimated number of private school students that will be served by the 21st CCLC program.

Schools Served Chart (2024-2025)

Program Name: BGCGA GREAT Futures Washington County

[Sample Form](#)

Name of School(s) Served	County	School Designation (e.g. CSI or TSI)	Grade Span of School(e.g. K-5)	Total Enrolled in Regular School	Receiving Title I Funds Yes/No	% FRL	Number of Students from school that will be served per day by the 21st CCLC Program
Ridge Road Elementary School	Washington	N/A	3-5	617	<input checked="" type="radio"/> Yes <input type="radio"/> No	95.0 %	35
Ridge Road Primary School	Washington	N/A	PK-2	727	<input checked="" type="radio"/> Yes <input type="radio"/> No	95.0 %	40
T. J. Elder Middle School	Washington	N/A	6-8	719	<input checked="" type="radio"/> Yes <input type="radio"/> No	77.0 %	40
Washington County High School	Washington	N/A	9-12	881	<input type="radio"/> Yes <input checked="" type="radio"/> No	77.0 %	10

FUNDING REQUEST WORKSHEET

Program Name: BCGGA GREAT Futures Washington County

Site Name: Washington County Club

	Number of students without disabilities that will receive 21st CCLC services <u>PER DAY</u> in the indicated components	Number of students with disabilities that will receive 21st CCLC services <u>PER DAY</u> in the indicated components	Average number of HOURS per <u>WEEK</u> the program will operate the indicated component	Number of WEEKS per <u>YEAR</u> the program will provide 21st CCLC services to its students and/or parents	Funding amount per student without a disability, per hour of weekly operation	Funding amount per student with a disability, per hour of weekly operation	Amount allowed per component (maximum)
After School	120	5	15.00	36.00	\$5.05	\$6.30	\$344,250.00
Before School	0	0	0.00	0.00	\$3.55	\$4.05	\$0.00
Non-School Days (Weekend, Holidays)	80	0	25.00	3.00	\$5.05	\$6.30	\$30,300.00
Summer Break	110	0	25.00	6.00	\$5.05	\$6.30	\$83,325.00
Calculated Total							\$457,875.00

FUNDING REQUEST SUMMARY

Program Name: BGCGA GREAT Futures Washington County

Site	Calculated Total*
Washington County Club	\$457,875.00
Calculated total of all sites	\$457,875.00
Total allowable budget for this application	\$350,000.00

Program Name: BGCGA GREAT Futures Washington County

II. Budget (10 Total Points)

B. Budget Narrative

In addition to a narrative and, if applicable, documented evidence of a minimum of three months working capital for a period of three consecutive months, **all applicants** must submit a ***Budget Summary and Detail Form*** for the first year of funding and a **Budget Summary** for years two through five. Please note the **Budget Detail** is not needed for years two through five. A detailed description of each expenditure must be included. Applicants must utilize and follow the *21st CCLC Approved Chart of Accounts*.

Provide a brief and concise narrative of the following:

- a. How the items within the budget support the goals of the program;
- b. How the requested funds were allocated for accomplishing tasks and activities described in the RFP;
- c. How the major costs indicated on the Budget Summary are reasonable and necessary in relation to the number of participants to be served, to the scope of the project, and its anticipated outcomes;
- d. How 21st CCLC funds will supplement and not supplant other Federal, state, and local funds, and other non-Federal funds; and
- e. How the positions and salaries are reasonable and necessary, consistent with the demographic area, and adhere to the applicant agency's policies and procedures on salary determination.
- f. If the applicant plans to implement a program income system, provide a detailed description of the program income system that will be implemented including purpose and costs. Please describe the rationale, the timeline, the rate, and amount and how income will be generated.

CBO/Non-LEA and IHE Applicants Only

In addition to the above narrative and budget information, all new CBO/non-LEA and new IHE applicants must submit copies of their organization's most recent year's independently audited financial statements including the audit opinion, the balance sheet/statement of financial position, statement of income/statement of activities, statement of retained earnings/statement of changes in net assets, statement of cash flows and the notes to the financial statements. The financial statements submitted must be solely for the organization, unless a parent entity is also committing to financially back the applying agency in performance of the award, in which case the financial statements of the parent entity must also be provided. Additionally, new CBO/non-LEA applicants must provide copies of most recent statements that substantiate the amount of cash and cash equivalents stated on the Working Capital Analysis Worksheet, (Appendix A) such as copies of applicable statements from financial institutions for primary accounts (e.g., checking, savings) for the most current three months. CBO/Non-LEA and IHE applicants currently operating a 21st CCLC program in FY24 are not required to include the financial audit and financial statements with their RFPs.

CBO/Non-LEA applicants must also provide a statement in the narrative as to whether there is any pending litigation against the organization, and if such litigation exists, upload an opinion of counsel as to whether the pending litigation may impair the organization's ability to effectively implement or administer their proposed program. Likewise, CBO/non-LEA applicants must provide a statement in the narrative as to whether the organization or any of the organization's employees, agents, independent contractors, or subcontractors have been convicted of, pled guilty to, or pled nolo contendere to any felony, and if so, provide an explanation with relevant details.

CBO/Non-LEA applicants must also provide a statement in the narrative of their intention to procure and submit subsequent evidence to GaDOE, and maintain throughout the duration of the grant the following:

1. A fidelity bond in the amount of 25% of the annual award in favor of GaDOE to insure the applicant's performance under the grant; and
2. An insurance policy providing no less than \$1,000,000 of general liability, listing GaDOE as an "additional insured" and "certificate holder" for liability coverage. If a fiscal agent is awarded more than one grant, they must increase the general liability by \$250,000 for each grant with a cap of \$2,000,000 per fiscal agent. The cost for the general liability policy will then be prorated equally amongst each subgrantee for the fiscal agent.

CBO/Non-LEA applicants must also complete and submit the Non-Profit or For-Profit Organization Financial Management Questionnaire. This form assists the GaDOE in determining whether a non-profit organization is financially capable of administering a grant and performing services. Please upload the Non-Profit Organization Financial Management Questionnaire.

The proposed budget for 21st CCLC GREAT Futures Washington County program will provide critical allowable expenses required to implement, maintain, and evaluate critical programming to achieve program goals. The goals for the proposed BGCGA GREAT Futures Washington County program are:

1. Improve Academic Achievement;
2. Increase Knowledge of Healthy Lifestyle Choices;
3. Improve Social, Emotional, and Life Skills for Positive Youth Development; and
4. Increase Parental Engagement in Student's Educational Process.

Allocation of resources is based on the Principles of Effectiveness. BGCGA has allocated resources to best achieve the program goals identified above and deliver evidence-based programming to meet the needs of students and their families. The most costly items in the budget are for qualified staff to maintain appropriate staff-to-student ratios. Qualified staff including enrichment staff and lead teachers are essential to the fulfillment of program goals 1, 2, and 3. Other staffing costs include a full-time Site Coordinator who will oversee the entire GREAT Futures Washington County program. An Outcomes and Data Analyst, will also be needed to ensure that objectives are being met and that the program is being appropriately assessed and evaluated. Another significant item in the budget is for a Parent Coordinator. The Parent Coordinator will help to fulfill goal 4; increasing parental engagement in the student's education process.

Professional development for all staff will be offered on an ongoing basis throughout the lifetime of the grant and is allocated in the budget. The second most significant expenditures are curricula, computers, and materials used to improve academic achievement and youth development skills. Curricula such as DIY Stem, App Lab, Camelot Learning's Math Intervention, Image Makers, and School Beats are results-proven, research-based tools that will be used to improve English and Language Arts; Math; and Science school grades and standardized tests. Curricula including Money Matters, SMART programming, and Triple Play are all research-based tools that have been allocated in the budget to improve students' ability to demonstrate their knowledge of healthy lifestyles for positive youth development as well as improve character & leadership.

Supplies for the program that have been allocated include STEM supplies such as robotics equipment, physical education supplies, and training manipulatives (magnets, enrichment boards, etc). Enrichment opportunities for field trips have also been allocated in the program budget. Field trips will provide experiences in support of goals 1-3. All allocations for curricula, supplies, and field trips are necessary to deliver a comprehensive program that will support all goals listed above. In addition to staffing, curricula, and supplies, 10% of the budget is allocated for support services. Support services include IT Support and Staff Accountant. External Evaluation will not exceed 3% of the overall budget. All support is necessary to complete program goals in all four areas.

The total costs detailed are reasonable and necessary to serve the proposed program's targeted (125) PreK-12th grade students and families in the Washington County community.

b. How the requested funds were allocated to accomplish tasks and activities described in the application

Goal 1. Tasks and activities that are targeted to improve academic achievement include daily tutoring and academic enrichment programs. Lead Teachers, enrichment staff, and tutors will implement daily lessons and group tutoring.

Goal 2. Enrichment staff will be utilized to perform tasks and activities that increase students' knowledge of healthy lifestyle choices. These tasks and activities include physical activities such as group sports, exercise, and gardening. Lessons also include activities that focus on healthy eating habits.

Goal 3. Enrichment Staff will perform tasks and activities that improve social, emotional, and life skills development. These tasks include implementing SMART curriculum that focuses on developing leadership abilities and positive social-emotional development.

Goal 4. The Parent Coordinator will perform tasks and activities that achieve the goal of increasing

parental/guardian engagement in their student's academic process.

These tasks include weekly emails, monthly newsletters, and other communications to families and guardians. Together with the Site Coordinator, the Parent Coordinator will implement monthly Family Engagement nights that will feature wraparound services from community partners.

The Parent Coordinator will act as the designated staff person who communicates directly with caregivers and family members to invite their involvement and participation with the 21st CCLC GREAT Futures Washington County program. The Parent Coordinator will serve to connect program participants' parents/guardians to the GREAT Futures Washington County program and the targeted school. The Parent Coordinator will develop family plans, coordinate resources for families, and deliver family programs.

Academic Enrichment Staff will be hired by the Program Director to assist the Site Coordinator with planning, implementing, supervising, and evaluating GREAT Futures activities. Enrichment Staff will ensure that members are encouraged to participate in a variety of program activities and receive instruction and constructive feedback to develop skills in program areas.

A full-time Outcomes and Data Analyst will be charged with ensuring GREAT Futures academic programming is aligned with the regular school day, facilitating regular communication with school-day staff, and providing ongoing training opportunities for instructional staff. The Outcomes and Data Analyst performs tasks and activities related to all program activities. The Outcomes and Data Analyst maintains up-to-date research on the curriculum and gives feedback to the Program Director. The Outcomes and Data Analyst also ensures that lessons are aligned with the school day. The Outcomes and Data Analyst is responsible for monitoring lesson plan alignment to the Georgia Common Core Standards and assisting in developing lessons for students with IEPs. This position will also collect, enter, analyze, and process all required 21st CCLC data for the Cayen system. BGCGA tracks participation data using a web-based membership tracking system. Data will be duplicated into the Cayen system. The Outcomes and Data Analyst facilitates secure data transfer for the independent evaluator.

The Site Coordinator assigns tasks and activities to the enrichment staff and Lead Teachers. The Site Coordinator will be responsible for implementing the day-to-day program operations at the site including direct supervision of all part-time enrichment staff. This includes data collection, mandated reporting, and grant evaluation that will ensure 21st CCLC goals and objectives are achieved.

The Program Director is responsible for assuring compliance with all state and district policies and procedures, providing accountability to the Advisory Council in coordination with the program evaluator, expanding and managing collaborative relationships, and working with the Resource Development Director to secure sustainability funding. The Program Director is also responsible for program schedule management, staffing of certified personnel and site coordinator, service delivery coordination, special events, assisting with data collection and volunteer solicitation, designing and implementing marketing plans, training and placement for all program components, and maintaining regular communication with partner schools. The Program Director will work jointly with the Site Coordinator to ensure all 21st CCLC FY 25 goals and objectives are fulfilled as they relate to her duties and responsibilities.

c. How the major costs indicated on the Budget Summary are reasonable and necessary concerning the number of participants to be served, the scope of the program, and its anticipated outcomes;

Boys & Girls Clubs of Greater Augusta GREAT Futures Washington County program seeks to utilize 21st CCLC funding to provide quality academic enrichment and youth health, social, emotional, and life skills development by providing high-quality instruction after school and during Summer Camp using Lead Teachers and Academic Enrichment staff.

The major costs indicated in the Budget Summary are allocated for staffing, program supplies, and computers. Staffing costs are necessary and reasonable to maintain a 1:10 staff-to-student ratio for academic enrichment and a 1:15 staff-to-student ratio for enrichment program sessions. The personnel costs include prorated salary percentages of the Program Director, Site Coordinator, Outcomes and Data Analyst, certified instructional teachers, and enrichment staff. These costs include prorated fringe benefits, background checks, and professional development.

The total projected cost to serve 125 unduplicated Washington County children and youth with a high-quality year-round program is \$975,000. Per student served, the estimated cost is \$7,800. The elevated cost per child is due to the addition of certain staff positions that will support the goals of the program, particularly in terms of low staff-to-student ratios. Positions to be added include 3 Lead Teachers, a Parent Coordinator, an Outcomes and Data Analyst, and 9 additional enrichment staff. The role of the Program Director will be expanded to meet the requirements of managing the grant. Additionally, the purchase of computer equipment and other program curriculum supplies enhances the quality of programs offered and significantly increases the service cost per child.

d. How 21st CCLC funds will supplement and not supplant other federal, state, and local funds, and other non-federal funds; and

Boys & Girls Clubs of Greater Augusta (BGCGA) will utilize 21st CCLC funds to increase and enhance service to the target population through the GREAT Futures Washington County program. Therefore, the requested funds will supplement and not supplant. The program, if funded, will allow additional students to be served. The funds will also allow for enhanced curriculum and instruction in reading, math, and science not included in the current BGCGA program. Furthermore, the funding will allow for a decrease in the ratio of academic enrichment staff that will allow for more positive outcomes in academic achievement and social-emotional development of targeted students. Funds will be coordinated by the Program Director and will leverage Georgia Department of Human Resources TANF funds allocated from GA Alliance for Boys & Girls Clubs, USDA funds through the Bright From the Start Food Program to provide after-school snacks and meals, and OJJDP Funding to provide mentoring to identified students, all to ensure greater access and more resources to the program. Administrative costs to operate the proposed 21st CCLC program have been kept at the 10% cap each year, and no general operating expenses are being requested.

e. How the positions and salaries are reasonable and necessary, consistent with the demographic area, and adhere to the applicant agency's policies and procedures on salary determination

All staff supported with 21st CCLC funds will perform work directly related to the GREAT Futures Washington County program. Percentages of time of existing BGCGA full-time staff have been allocated to accomplish tasks related to the program, limiting administrative expenses to the program. Salaries are determined via Boys & Girls Clubs of America (BGCA) guidelines. Beginning in 1997, BGCA conducted a formal study that would meet Club needs for fair, equitable, and competitive compensation levels which would enable Clubs to attract, retain, and reward staff. The study was first completed in 1998 and is updated approximately every 3 years and includes trends in inflation.

(Word count is 1713)

WORKING CAPITAL ANALYSIS WORKSHEET
2024-2025

Applicant Name: Boys and Girls Club of Greater Augusta

Include information from the fiscal agent's most recent audited financial statements. If audited financial statements are not available, then please input information based on the most recent financial statements (e.g. Trial Balance, Balance Sheet) available.

Date of most recent audit:	12/31/2022
Cash and cash equivalents*	\$ 371,709.00

Calculation of recommended working capital requirement:	
Proposed annual budget of the 21st CCLC program	\$ 350,000.00
Number of months of operation (including summer, if applicable)	12
Estimated monthly working capital requirement	\$29,166.67
Necessary working capital for 3 month period	\$87,500.00

Results:	
Are cash and cash equivalents greater than needed working capital?	Yes

FY25 RFP Budget Details For Year 1 (FY25)

Program name: BGCGA GREAT Futures Washington County

Fiscal agent name: Boys and Girls Club of Greater Augusta

Budget updated on (date): 01/30/2024

					Sum:	\$350,000.00	Maximum Amount Allowed: \$350,000.00
Fiscal Year (1st year of grant)	Function/object	Function	Object	Units	Price (per unit)	Amount	Description
2025	1000 / 110	1000	110	3	\$21,600.00	\$64,800.00	3 Lead Teachers - (\$30 per/hr @ 20hr/wk @ 36 wks) After School Program - includes 1hr/day for planning time
2025	1000 / 110	1000	110	3	\$3,600.00	\$10,800.00	3 Lead Teachers - (\$30 per/hr @ 20hr/wk @ 6 wks) Summer Program
2025	1000 / 110	1000	110	3	\$2,400.00	\$7,200.00	3 Lead Teachers - (\$30 per/hr @ 5hr/day @ 16 days) Holidays
2025	1000 / 140	1000	140	9	\$9,900.00	\$89,100.00	Enrichment Staff-9(\$15 per/hr @ 25hr/wk @ 36 wks) After School Program - includes 1hr/day for planning time; reduced to \$11 for budgeting purposes due to current budget constraints
2025	1000 / 140	1000	140	9	\$1,650.00	\$14,850.00	Enrichment Staff-9(\$15 per/hr @ 25hr/wk @ 6 wks) Summer Camp Program; reduced to \$11 for budgeting purposes due to current budget constraints
2025	1000 / 140	1000	140	9	\$880.00	\$7,920.00	Enrichment Staff-9(\$15 per/hr @ 5hr/day @ 16 days) Holidays; reduced to \$11 for budgeting purposes due to current budget constraints
2025	1000 / 200	1000	200	1	\$6,334.00	\$6,334.00	Fringe Benefits for Lead Teachers calculated at 7.65%
2025	1000 / 200	1000	200	1	\$8,558.00	\$8,558.00	Fringe Benefits for Enrichment Staff calculated at 7.65%
2025	1000 / 300	1000	300	1	\$6,000.00	\$6,000.00	Contracted Services (DRJ Ministries, Arts Council, E3 Foundation, Karate, others, etc.); We will consult with GADOE before implementation
2025	1000 / 610	1000	610	1	\$16,671.00	\$16,671.00	After school & summer camp program supplies including paper, copies of curriculum, pencils, pens, membership cards, projects, balls and games for project based/hands-on

							learning supplies that align to the regular school day. Also includes funds for bookshelves, storage bins and filing cabinets to store resource books, math & science manipulatives and important records. Sporting and recreation equipment and supplies to support healthy lifestyles, STEM and art supplies, learning support resources, etc.
2025	2100 / 177	2100	177	1	\$7,920.00	\$7,920.00	Parent Coordinator (\$15 per hour @ 20 hr/wk @ 36 weeks) - After School; reduced to \$11 for budgeting purposes due to current budget constraints
2025	2100 / 177	2100	177	1	\$1,320.00	\$1,320.00	Parent Coordinator (\$15 per hour @ 20 hr/wk @ 6 weeks) - Summer Camp; reduced to \$11 for budgeting purposes due to current budget constraints
2025	2100 / 177	2100	177	1	\$880.00	\$880.00	Parent Coordinator (\$15 per hour @ 5hr/day @ 16 days) - Holidays; reduced to \$11 for budgeting purposes due to current budget constraints
2025	2100 / 191	2100	191	1	\$36,000.00	\$36,000.00	Site Coordinator's annual salary = \$48,000/year - works 30 hours per week on 21st CCLC programming (75% of salary)
2025	2100 / 200	2100	200	1	\$10,800.00	\$10,800.00	Fringe Benefits for full time Site Coordinators(calculated @ 30% of salary to include payroll taxes @ 8%, health insurance and retirement benefits at 22%)
2025	2100 / 200	2100	200	1	\$539.00	\$539.00	Parent Coordinator - Fringe Benefits @ 7.65%
2025	2100 / 530	2100	530	12	\$200.00	\$2,400.00	Telephone and Internet Access 12 months @ \$200/month;
2025	2213 / 300	2213	300	1	\$1,500.00	\$1,500.00	Training & Development - onsite (includes consultant fees for training & travel). We will consult with GADOE to obtain prior approval.
2025	2213 / 580	2213	580	1	\$1,500.00	\$1,500.00	Training & Development - offsite (includes travel, per

							diems and training costs). We will consult with GADOE to obtain prior approval.
2025	2213 / 810	2213	810	1	\$1,500.00	\$1,500.00	Registration fees for professional development training workshops. We will consult GADOE to obtain prior approval.
2025	2100 / 810	2100	810	200	\$20.00	\$4,000.00	Field Trip student admissions (2 trips @ \$20 per child @ 100 students) Field trips will reinforce learning objectives from weekly programs. Field trips include places like Columbia Zoo, Edventure, Atlanta Aquarium.
2025	2230 / 142	2230	142	1	\$6,336.00	\$6,336.00	Outcomes & Data Analyst Salary (approx. \$22/hr; works 36 hours per week on 21st CCLC programming for 48 weeks) - Salary is split evenly among all 6 possible subgrants - 6 hours per subgrant
2025	2230 / 190	2230	190	1	\$8,750.00	\$8,750.00	Program Director: \$70,000 annual salary, works 40 hours per week, 12 months of the year; amount of salary requested at 12.5% due to budget constraints and time spent on other 21st CCLC grants; salary will be properly allocated based on new grant awards
2025	2230 / 200	2230	200	1	\$2,625.00	\$2,625.00	Program Director Fringe Benefits (30%)
2025	2230 / 200	2230	200	1	\$1,901.00	\$1,901.00	Fringe Benefits - Outcomes & Data Analyst (calculated @ 30% of salary to include payroll taxes @ 8%, health insurance and retirement benefits at 22%)
2025	2230 / 300	2230	300	1	\$1,000.00	\$1,000.00	Annual External Audit including A-133 Audit
2025	2300 / 880	2300	880	1	\$11,836.00	\$11,836.00	Indirect Costs @ 3.5%
2025	2500 / 148	2500	148	1	\$2,700.00	\$2,700.00	Staff Accountant (Full time employee - Annual salary \$45,000; 60% (approx. 24 hours/week) of salary is allocated to 21st CCLC funding. Salary will be split evenly among the 6 possible subgrants (10% of total working hours)
2025	2500 / 200	2500	200	1	\$810.00	\$810.00	Fringe Benefits - Staff Accountant (calculated @ 30% of salary

							applicable to this grant) - includes payroll taxes and health insurance.
2025	2700 / 300	2700	300	1	\$4,000.00	\$4,000.00	Transportation - charter bus rental for field trips (2 buses per trip estimated at \$2000/bus); reduced budgeted amount due to current budget restraints
2025	2900 / 300	2900	300	1	\$9,450.00	\$9,450.00	External Evaluation calculated at 3% - \$10,000; reduced budgeted amount due to current budget restraints

Georgia Department of Education
21st Century Community Learning Centers RFP Budget Summary (10 points)

		Year 1 (FY25)		Year 2 (FY26)		Year 3 (FY27)		Year 4 (FY28)		Year 5 (FY29)	
Maximum Amount Allowed		\$350,000.00		\$350,000.00		\$350,000.00		\$315,000.00		\$280,000.00	
Function Code	Descriptions	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1000	Instruction	\$232,233.00	66.35	\$232,233.00	66.35	\$232,233.00	66.35	\$209,334.70	66.46	\$186,436.40	66.58
2100	Pupil Services	\$63,859.00	18.25	\$63,859.00	18.25	\$63,859.00	18.25	\$57,473.10	18.25	\$51,087.20	18.25
2210	Improvement Instructional Services	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0
2213	Instructional Training	\$4,500.00	1.29	\$4,500.00	1.29	\$4,500.00	1.29	\$4,050.00	1.29	\$3,600.00	1.29
2220	Educational Media Services	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0
2230	General Administration	\$20,612.00	5.89	\$20,612.00	5.89	\$20,612.00	5.89	\$18,400.80	5.84	\$16,439.60	5.87
2300	General Administration (for Federal Indirect Cost)	\$11,836.00	3.38	\$11,836.00	3.38	\$11,836.00	3.38	\$10,802.40	3.43	\$9,518.80	3.4
2500	Support Services - Business	\$3,510.00	1	\$3,510.00	1	\$3,510.00	1	\$3,159.00	1	\$2,808.00	1
2600	Maintenance and Operation of Plant Services	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0
2700	Student Transportation	\$4,000.00	1.14	\$4,000.00	1.14	\$4,000.00	1.14	\$3,275.00	1.04	\$2,550.00	0.91
2900	Other Support Services	\$9,450.00	2.7	\$9,450.00	2.7	\$9,450.00	2.7	\$8,505.00	2.7	\$7,560.00	2.7
Total		\$350,000.00		\$350,000.00		\$350,000.00		\$315,000.00		\$280,000.00	

Allocation check for key areas:		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
	Instruction and Pupil Services (1000 and 2100)	296,092.00	84.6	296,092.00	84.6	296,092.00	84.6	266,807.80	84.71	237,523.60	84.83
	Administrative Expenses (2230, 2300 and 2500)	35,958.00	10.27	35,958.00	10.27	35,958.00	10.27	32,362.20	10.27	28,766.40	10.27
Code	Less:										
2230/300	Audit	\$1,000.00	0.29	\$1,000.00	0.29	\$1,000.00	0.29	\$750.00	0.24	\$750.00	0.27
2230/332	National Criminal Background Checks	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0
2230/520	Surety bond	0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0
2300/880	Indirect costs	\$11,836.00	3.38	\$11,836.00	3.38	\$11,836.00	3.38	\$10,802.40	3.43	\$9,518.80	3.4
	Sub-Total	\$12,836.00	3.67	\$12,836.00	3.67	\$12,836.00	3.67	\$11,552.40	3.67	\$10,268.80	3.67
	Net Administrative Expenses	\$23,122.00	6.6	\$23,122.00	6.6	\$23,122.00	6.6	\$20,809.80	6.6	\$18,497.60	6.6
2900/300	External Evaluation expense	\$9,450.00	2.7	\$9,450.00	2.7	\$9,450.00	2.7	\$8,505.00	2.7	\$7,560.00	2.7

Validations:

	Worksheet total matches Budget Summary:	TRUE									
	Instruction and Pupil Services account for at least 65% of budget	TRUE		TRUE		TRUE		TRUE		TRUE	
	Net Administrative expense is 10% or lower	TRUE		TRUE		TRUE		TRUE		TRUE	
	External Evaluation expense is 3% or lower	TRUE		TRUE		TRUE		TRUE		TRUE	

Supporting Budget Documents

a. Wages

The program director, site coordinator, and all other salaries/wages must be based on and reported using a percentage of time designated for the 21st CCLC program. The program director or any other individual serving in an administrative role shall not be an existing superintendent, principal, transportation director, CEO, CFO, or similar positions whose salary will be reclassified to conduct 21st CCLC program activities. Salaries and wages should be consistent with the policies and procedures of the applicant agency. Additionally, non-exempt staff employed by a LEA should be compensated according to a pre-determined agreed upon rate (Rate-in-Effect method) for hours worked in the program. See 29 U.S.C.A. § 207(g)(2). 21st Century Programs are to be provided outside of the regular school day or during periods when school is not in session; therefore, we do not consider the program a continuation of an educator's regular day. All salaries and wages must be consistent with the policies and procedures of the applicant agency. Proof must be submitted that all salaries and hourly wages are consistent with the demographic area of the proposed project and adhere to the applicant agency's policies and procedures on salary determination of the proposed project. The following is a link to a helpful resource (<http://www.bls.gov/oes/current/oesrcma.htm>).

- b. All new CBO/Non-LEA and new IHE applicants must submit copies of their organization's most recent year's independently audited financial statements including the audit opinion, the balance sheet/statement of financial position, statement of income/statement of activities, statement of retained earnings/statement of changes in net assets, statement of cash flows and the notes to the financial statements. The financial statements submitted must be solely for the organization, unless a parent entity is also committing to financially back the applying agency in performance of the award, in which case the financial statements of the parent entity must also be provided. Additionally, new CBO/Non-LEA applicants must provide copies of most recent statements that substantiate the amount of cash and cash equivalents stated on the Working Capital Analysis Worksheet, such as copies of applicable statements from financial institutions for primary accounts (e.g., checking, savings) for the most current three months.

CBO/Non-LEA applicants currently operating a 21st CCLC program in FY24 are not required to include the financial audit and financial statements with their applications.

All CBO/non-LEA applicants, excluding IHE applicants, which are exempt from federal income tax under Internal Revenue Code section 501(a), must also include the most recent Form 990 "Return of Organization Exempt from Income Tax", where applicable and IRS tax exempt status letter. If independently audited financial statements do not exist for the applicant, the applicant shall state the reason and still include the applicable bank statements (e.g., primary saving and checking accounts) from the most current three months. Please upload all the above information **with** your RFP.

Uploaded proof must be submitted that all salaries and hourly wages are consistent with the demographic area of the proposed project when applicant agency policies and procedures do not define salaries and wages.

Wages PDF

Download a copy of [Boysand_wages_145.pdf](#)

Audit and Financial Statements

Download a copy of [Boysand_financials_145.pdf](#)

• CBO/Non-LEA Applicants Only

In addition to the above narrative and budget information, all new CBO/Non-LEA applicants must also submit copies of their organization's most recent year's independently audited financial statements. The financial statements submitted must be solely for the organization, unless a parent entity is also committing to financially back the applying agency in performance of the award, in which case the financial statements of the parent entity must also be provided. CBO/Non-LEA applicants currently operating a 21st CCLC program in FY23 are not required to include this financial audit with their applications.

The submission must also include the audit opinion, the balance sheet, statements of income, most recent Form 990 "Return of Organization Exempt from Income Tax" (if applicable), retained earnings, cash flows, and the notes to the financial statements. If independently audited financial

statements do not exist for the applicant, the applicant shall state the reason and instead should submit a copy of applicable bank statements (e.g. primary saving and checking accounts) from the most current six months.

Are you currently operating a 21st CCLC program in FY23? Yes No

As a Non-LEA applicants currently operating a 21st CCLC program in FY23, you are not required to include a financial audit.

Is there any pending litigation against the organization? Yes No

CBO/Non-LEA applicants must also provide a statement in the narrative as to whether there is any pending litigation against the organization, and if such litigation exists, attach below an opinion of counsel as to whether the pending litigation may impair the organization's ability to effectively implement or administer their proposed program. Likewise, CBO/Non-LEA applicants must provide a statement in the narrative as to whether the organization or any of the organization's employees, agents, independent contractors, or subcontractors have been convicted of, pled guilty to, or pled *nolo contendere* to any felony, and if so provide an explanation with relevant details.

Has the organization or any of the organization's employees, agents, independent contractors, or subcontractors been convicted of, pled guilty to, or pled *nolo contendere* to any felony? Yes No

A. Program Plan - History of Success

As part of the proposed program plan, applicants must provide data and evidence of their previous success (e.g., positive student academic and related activity growth) in operating out-of-school programs targeting similar youth populations to be served by the proposed 21st CCLC program. If the applicant has not operated out-of-school programs in the past, the applicant must provide evidence that otherwise demonstrates experience or the promise of success in providing educational and related activities that will complement and enhance the academic performance, achievement, assessment, program monitoring, and positive youth development of the students. The applicant must provide evidence of best practices, including research or evidence-based practices that will be used to conduct educational and related activities that will complement and enhance academic performance, achievement, postsecondary and workforce preparation, and positive youth development for the students to be served by the proposed 21st CCLC program.

The applicant must provide a narrative with a complete plan explaining how the program will operate, will address the needs identified in the needs assessment process, and align activities with the Georgia Standards of Excellence. The plan should also provide a clear, concise description of how the program activities are expected to improve student academic achievement and overall student success as well as family engagement, including any connections with the school/district improvement plans. The applicant must include how the program will offer virtual/digital learning in the event of school closures and the preferred method of delivery (i.e., Zoom, Teams, Google Classroom, etc.) The plan must also include how you will ensure cybersecurity and student privacy.

The program plan must also address how the program will increase family's support for student's learning and ensure family members of participating students will be actively engaged in their children's education. Describe the services that will be designed to provide adult family members with the tools necessary to support their student's academic achievement goals, including opportunities for literacy and related educational development for the families of the children served by the program. To build partnerships with the families they serve, programs should provide activities and services that are linked to student learning, relational, collaborative, and interactive.

HISTORY OF SUCCESS

Given the gravity of the needs and gaps, it is imperative to identify the level of successful impact that past 21st CCLC grant funding has afforded the youth served by Boys & Girls Clubs of Greater Augusta (BGCGA), the organization, and the community. According to the 2022-2023 21st CCLC Summative Evaluation Report for BGCGA's current 21st CCLC program in partnership with an adjacent school system - Richmond County Schools - of the 168 K-8th grade students attending three targeted elementary schools:

- 66% of participants attended 90 or more days
- 79% of regularly attending participants demonstrated a fitness level in the Healthy Fitness Zone
- 84% of students reported the program helped them complete and turn in homework on time.
- 80% of students say they like the program
- 100% of students reported that their overall behavior has improved.
- 79% of parents are satisfied with the program
- 85% of parents reported the program is helping to improve their child's behavior
- 70% of teachers say participants show an improvement in academic performance

Other Summative Evaluations of BGCGA's 21CCLC programs show more of the same; ongoing success making systemic changes in the lives of kids who face enormous economic and social challenges. For The Boys & Girls Clubs of Greater Augusta, excellence and program dedication yield life-changing results. (Data from 2022-2023 Summative Evaluation of Boys & Girls Clubs of Greater Augusta 21st CCLC program)

OUT-OF-SCHOOL TIME & YOUTH DEVELOPMENT PROGRAM EXPERTISE

For 72 years, 10 serving the students of Washington County Public Schools, the Boys & Girls Clubs of Greater Augusta (BGCGA) has been serving students and families in the Greater Augusta Area who are in greatest need of support, providing high-quality out-of-school time programs after school and during summers that improve youth academics, healthy lifestyles, and character and leadership skills. In 2023, BGCGA served more than 4,700 youth and teens, including 83.7% (1,699) living in households led by a single parent and 97.9% (1,986) of whom are eligible for free and reduced-price school lunches.

Data and insights demonstrate that students who participate in BGCGA programs, particularly those who attend regularly, demonstrate positive youth outcomes across several key indicators for academic success, health and wellbeing, and good character and leadership. Overall, 88% of students

report receiving mostly As and Bs in school and 84% believe the things they are learning in school are going to be Important or Very Important for them later in life (2020 National Youth Outcomes Initiative Results, BGCGA). The program has also been proven effective for students who need the most support: 76% of low-income Club members ages 12 to 18 who attend the Club regularly reported receiving mostly As and Bs, compared to 67% of their peers nationally. Ultimately, 98% of regularly attending Club members graduate high school on time, with a plan for their future.

EXPERIENCED IN FINANCIAL MANAGEMENT & 21st CCLC GRANTSMANSHIP

BGCGA has an annual operating budget of \$7.2 million and an excellent track record of managing both federal and state grants including Georgia Department of Education 21st CCLC, Georgia Department of Human Services (DHS), U.S. Department of Human & Human Services Personal Responsibility Education Program (PREP), Carol M. White Physical Education Program (PEP), U.S. Department of Justice Office of Juvenile Justice Delinquency Prevention (OJJDP), Child and Adult Care Food Program (CACFP), and Georgia Department of Education/Georgia Statewide Afterschool Network Building Opportunities in Out-of-School Time (BOOST) Grant Program (for more information on specific experiences and qualifications of relevant staff, please see the Staffing and Professional Development section of this application). BGCGA has consistently received unqualified opinions on its single program audits and successful compliance monitoring visits. Since 2010, BGCGA has administered a total of 12 21st CCLC programs/funds across 3 counties.

BGCGA has a history of success in managing 21st CCLC grant programs targeted to students experiencing similar academic and social challenges as the proposed target population for GREAT Futures Washington County (e.g., high-poverty, single-parent households). For example, the 2022-2023 summative evaluation report for BGCGA's GREAT Futures Washington County program serving K-8th grade students found that for regularly attending participants, 82% maintained an A or B or improved their reading grade and 78% maintained an A or B or improved their math grade. One father of a student enrolled in the program shared: "The staff watches over them and keeps up with them and all their things. They are safe here and they get what they need with their homework. It feels good to know that."

EVIDENCE-INFORMED PROGRAM MODEL & CURRICULA

The BGCGA GREAT Futures Washington County 21st CCLC program is grounded in evidence-based positive youth development theory and aligned to both the Georgia Standards of Excellence and the Georgia Afterschool & Youth Development (ASYD) Quality Standards to ensure high program quality. All program components and curricula were selected based on evidence of effectiveness and best practices for addressing the identified needs. Each program component was selected for its appropriateness in meeting the needs of the target population, including high-poverty and low ELA and Math content mastery. Please reference the program schedule attachments (uploaded) for sample program schedules and rotation information. In addition to academic tutoring from Lead Teachers, students will rotate through enrichment activities in timed blocks. Utilizing after-school best practices, GREAT Futures Washington County's model provides informal learning through an experiential approach that supports a balance to traditional school education for students. Creative, blended, hands-on activities are utilized to promote language arts, math, and science. Inquiry-based methodology is infused throughout the program to encourage student problem-solving and engagement. This aligns with the Georgia AYSD principles on project-based, experiential, and hands-on activities, including Quality Element 1 (Programming & Youth Development; 1.2) and Quality Element 4 (Linkages with the School Day; 2.3). For example, in a science activity, language arts is integrated using student journals to hone skills of observation; documentation; formulating and refining questions; articulating ideas and reasoning; identifying and debating evidence; moving from evidence to explanation; and communicating ideas and findings. Mathematical skills such as pattern recognition; data recording and analysis; proportion; and measuring and comparison are also incorporated.

In addition to the overall program model, the curricula and materials selected for this BGCGA 21st CCLC program also have demonstrated effectiveness in improving student outcomes. Below is a summary of how program goals and objectives are supported by program activities that are research-based and evidence-informed.

Supporting Student Academic Needs

To support Goal 1, all academic program content has been aligned with the Georgia Standards of Excellence to support the 21st CCLC program's stated goals and objectives to improve student achievement. The components that form the foundation of the Reading curricula are those highlighted by the report published by the National Reading Panel (2000). These include phonological awareness (including phonemic awareness), phonics, vocabulary, comprehension, and fluency. In math, the curriculum supports additional task time in Math and activities linked to standards, which are two evidence-based practices as well (NCTM 2000).

A 2008 study, sponsored by the U.S. Department of Education, identified 13 indicators of success in delivering quality content and maintaining effective functionality in an [21st CCLC] afterschool setting.

Those indicators include:

1. Setting of clear goals for content area practice (i.e. literacy, math, science, arts, technology, and homework help)
2. Alignment of research-based activities to achieve goals
3. Alignment of practice content materials with state standards
4. Links between practice content activities and day-school activities
5. Use of research-based curriculum and teaching strategies
6. Provision of a positive program environment
7. Employment of motivational strategies to engage students in learning
8. Promotion of student engagement (e.g., encouraging meaningful experiences)
9. Effective program management/support/resources (e.g., staff/student ratio, staff educational experience, ongoing evaluation)
10. Provision of opportunities for student practice
11. Periodic evaluation to check program effectiveness
12. Periodic assessment to review student progress
13. Resetting goals according to assessment results

The proposed GREAT Futures Washington County program has combined these indicators of success with BGCA's longstanding successful afterschool curriculum to intricately weave a foundational fabric of BGCGA's program philosophy and operational implementation. Research on effective approaches to teaching and learning continues to emphasize the need to actively engage students and delve deeply into the subject matter, providing "opportunities to learn with understanding" in combination with "a deep foundation of factual knowledge" (Bransford et al., 2000, p. 16). In utilizing these (13) indicators identified above, the GREAT Futures Washington County program adopts after-school best practices by providing an informal and experiential approach to learning that children and youth need to balance traditional school education.

For example, the program utilizes the IXL platform to provide personalized, leveled, and self-paced academic support that is aligned with the school day. For students, IXL provides a comprehensive curriculum and personalized guidance in core academic subjects, and IXL's real-time diagnostics and actionable analytics enable Lead Teachers and program staff to provide more effective tutoring and coaching. All IXL's curriculum content is aligned with the Georgia Standards of Excellence. For both subjects, the IXL Analytics standards center helps Lead Teachers and program staff track student progress towards state standards by quickly evaluating student aptitude and identifying trouble spots. For example, the Georgia Standards of Excellence for sixth graders for math include 6.NR.1.1, requiring that they "fluently add and subtract any combination of fractions to solve problems." IXL's learning platform supports this with specific content that builds the skills required, including Add and subtract fractions with like denominators (6-K.1); Add and subtract fractions with like denominators: word problems (6-K.2); Add and subtract fractions with unlike denominators (6-K.3); Add and subtract fractions with unlike denominators: word problems (6-K.4); Inequalities with addition and subtraction of like and unlike fractions (6-K.5); Add and subtract mixed numbers (6-K.6); Add and subtract mixed numbers: word problems (6-K.7); Estimate sums and differences of mixed numbers (6-K.8); and Map with fractional distances (6-K.9).

In addition to IXL, the GREAT Futures Washington County 21st CCLC program will utilize academic program curricula developed by the national Boys & Girls Clubs of America organization, including Power Hour and Project Learn. Power Hour is aligned with the Georgia Standards of Excellence in mathematics and English language arts/literacy and is designed to outline skills students need to master by the end of each school grade. Through Power Hour, students can extend their learning beyond the school day, including participating in academic support (homework help and reinforcement); academic enrichment (fun, interactive high-yield learning activities); and academic remediation (individualized tutoring for those youth who need more intensive help with specific subjects or skills). Project Learn is evidence-informed and provides a comprehensive program strategy that reinforces and enhances the skills and knowledge students learn at school during the hours they spend at afterschool programming. Program evaluation results demonstrate strong improvements in Project Learn participants nationally: improved verbal and writing skills; increased enjoyment and engagement in reading; and improved grades in reading, spelling, history, science, and social studies (Schinke, 2000). BGCGA program staff use all areas and programs to create opportunities for high-yield learning activities, which include leisure reading, writing activities, STEM, discussions with knowledgeable adults, helping others, homework help, tutoring, and games to develop and build cognitive skills in students.

In alignment with the BGC's vision for all members to be "on track to graduate from high school with a plan for the future," GREAT Futures Washington County will utilize a development framework to ensure workforce readiness and access among youth. Students attending the schools targeted by the program are not reading at grade level and have low proficiencies in core courses of English and Mathematics. To ensure GREAT Futures participants have a plan for their future, members are introduced to career exploration and financial literacy. BGCGA's Life & Workforce Readiness initiative will help members define a path to success providing them with the skills, mentoring, and support they need to achieve a great future. Through the workforce development program, not only will members be more than prepared to enter the workforce, but local employers

will look to BGC Clubs as partners in preparing the next generation of employees and business leaders. The approach to workforce development starts with planning and training for first jobs and career paths. Programs such as BGC Career Launch and Money Matters programs each offer 8-12 hours of content with lessons presented each week.

Career Launch encourages students ages 13-18 to assess their skills and interests; explore careers through job shadowing and field trips; make sound educational decisions; and prepare members to join the nation's workforce. Local business partnerships with organizations such as T-Mobile ensure the success of Career Launch and introduce GREAT Futures students to real-life career opportunities.

The proposed GREAT Futures Washington County program will utilize BGCGA partners in the banking community to conduct the Money Matters program. Money Matters is a financial literacy program that promotes financial responsibility and independence among members ages 13-18 by building their basic money management skills. Members learn how to manage a checking account, budget, save, and invest. They also learn about starting a small business and paying for college. For teens, that builds knowledge and skills in various aspects of money management, including budgeting, saving, investing, credit and debt, entrepreneurship, and saving for college.

Increasingly, the workforce of tomorrow will rely on technology. The proposed GREAT Futures Washington County program integrates many research-based components of technology and engineering to ensure members are STEM-ready. Utilizing partnerships, students will engage in a project-based approach that develops critical thinking, problem-solving, and other skills critical to success in the STEM workforce and beyond.

Research supports what educators and parents have long known: strong afterschool and summer programs produce results for children and youth. There is growing evidence that quality afterschool programs make a positive difference in the areas that contribute to school success; higher attendance, better grades, and improved self-confidence (Huang et al., 2017; George, Cusick, Wasserman & Gladden, 2017). There is substantial evidence that summer learning loss is a serious problem that disproportionately affects low-income students. Equally compelling is the mounting evidence that quality programs can prevent, or even reverse, summer learning loss and prepare young people to begin the next grade ready to learn and build upon their previous success (Borman, Goetz, & Dowling, 2009). A vast majority of the students targeted by the proposed GREAT Futures Washington County program reside in low-income households with 100% receiving free or reduced lunch. Multiple studies have shown that low-income students experience an average two-month reading gap during the summer (Bennett, 2017). This gap is often referred to as a "summer slide" and is cumulative and can ultimately impact graduation rates and college readiness. To combat or reverse this phenomenon, the proposed GREAT Futures Washington County program will employ Summer Brain Gain- a curriculum that keeps students engaged with their knowledge base. Please refer to the attached chart for additional details on the current evidence-based curriculum.

Social-Emotional Learning Positive Youth Development & Healthy Habits

To support Goals 2 and 3, the GREAT Futures Washington County will use positive youth development curriculums that facilitate social-emotional learning, including the research-informed Skills Mastery and Resilience Training (SMART) Moves Prevention Education Suite, Positive Action, and Triple Play programs, as well as evidence-informed mentoring practices and fine arts programming.

In response to the high prevalence of adult drug use identified through the community needs assessment (please see Needs Assessment), the SMART Program Suite will add to the continuum of support youth have to avoid substance misuse/abuse. For example, the SMART Moves program builds decision-making and critical-thinking skills and resistance skills to avoid and/or resist alcohol, tobacco, other drugs, and premature sexual activity. Two different program components will be used for Washington County students, including Start SMART (ages 10-12) and Stay SMART (ages 13-15) to address age-appropriate issues and provide information and skills needed for youth to adopt the attitudes and behaviors necessary to lead healthy, fulfilling lives. SMART Moves' comprehensive strategy helps young people better navigate the challenging path from childhood to adulthood. A program evaluation conducted by the Royal Holloway University of London of SMART Moves in 2018 found that for students with low to average resiliency pre-SMART Moves, the program had significant improvements in resiliency on completion of SMART Moves. In addition, among students in a group who were visited three months later, their resiliency level did not diminish to previous levels. Resilience is a key social-emotional skill that helps middle school students make healthy choices in a variety of settings, including but not limited to risky behaviors like drugs, alcohol, and premature sexual activity. SMART Moves will be implemented twice annually (fall and spring), with sessions twice a week for 30 minutes. It will be offered in multiple rotations to ensure that all students participate in the full curriculum for the academic year.

Positive Action is a comprehensive program that has components for all parts of the school, the family, and the community. It addresses all areas of the self: the physical, intellectual, and social/emotional, serving as both a content area and a teaching method. In a 2007 study, randomized-

controlled trials confirmed Positive Action is simultaneously effective for mental health and academic achievement. Positive Action was found to have positive effects on elementary school students' behavior and academic achievement (Institute of Education Sciences, What Works Clearinghouse). Positive Action works supports increasing academic achievement as it prepares students to learn and be engaged in the classroom. Using age-appropriate curriculum materials, the program teaches the necessary skills for achievement in the physical, intellectual, social, and emotional areas through six focus units that are common across all components and grade levels. Positive Action is taught at every level of learning: cognitive, affective, and behavioral. It goes to the very heart of why we do things—to feel good about ourselves. It also brings all the power of positivity to all participants so the potential is reached and barriers are removed. It brings feelings of joy, accomplishment, and satisfaction to all participants. The synergy of all these dynamics working together improves behavior, school performance, self-concepts, and attendance. The materials are complete and fully prepared for users. Lessons are planned, including facilitator prompts, and all hands-on materials are prepared to enhance skill development. The first unit begins with the philosophy and Thoughts-Actions-Feeling, and units two through six explain key positive actions for the whole self (physical, intellectual, social, and emotional). Positive Action will be implemented twice annually (fall and spring). Student sessions will occur twice a week for 30 minutes and the program will be offered in multiple rotations to ensure that all students participate in the full curriculum for the academic year.

Triple Play is a comprehensive health and wellness initiative that works to improve the overall health of youth by increasing their daily physical activity, teaching good nutrition, and helping them develop healthy relationships. Triple Play delivers on the belief that whole child health fosters young people's ability to gain diverse knowledge, skills, and protective factors that enable them to overcome barriers and thrive in adulthood. Through fun and engaging activities, the program provides students with health education and programming that promotes the importance of physical activity and proper nutrition. It also focuses on the underlying causes that negatively impact health by enabling youth to develop life-long skills that are foundational to their present and future success. Nationally, youth who participate in Triple Play report double-digit increases in physical activity improved eating habits, and improved relationships with their peers, which have all been linked to positive long-term health outcomes (Source: Boys & Girls Clubs of America, 2021). Triple Play features three components.

1. The first component, Triple Play Mind, engages youth in nutrition education and cooking activities. Triple Play Mind uses the Healthy Habits curriculum. Healthy Habits is designed to teach youth about the benefits of developing healthy habits such as eating smart and being physically active. This component equips young people with skills to adopt healthier habits by participating in fun and engaging learning activities both at the Club and at home; and encourages young people to take small steps toward positive behavior changes.
2. The next component, Triple Play Body, promotes becoming more physically active through fun, non-competitive, daily fitness routines. The curriculum includes Fitness Challenges and Trip Play Leadership clubs. This component places an intentional focus on physical literacy: Increasing capability in basic movement skills and overall fitness; Confidence - the knowledge of the ability to play sports or enjoy other physical activities; and Motivation - the intrinsic enthusiasm for physical activity for members to be physically active for life. Triple Play Body infuses small-group leadership and service into active play.
3. The third component, Triple Play Soul, emphasizes social and emotional development, or the social, cognitive, and behavioral skills that youth need to be healthy and productive. This component has an explicit focus on emotional regulation, healthy relationships with self and others, and responsible decision-making. Through Social Recreation activities, youth build skills in cooperation, sportsmanship, and conflict resolution while enjoying games together.

Triple Play will be implemented 2-3 times a week throughout the school year and summer, with students participating in 30-minute rotations.

Through a partnership with the Office of Juvenile Justice Delinquency Prevention (OJJDP), BGCGA has identified best practices that support the implementation of high-quality mentoring practices for elementary, middle, and high school youth. These learnings will be leveraged within the GREAT Futures Washington County 21CCLC program. High-quality mentoring programs during out-of-school time have been proven effective in reducing disciplinary referrals and improving in school day attendance for students. BGCGA will utilize character development and gender-based program curricula, including SMART Girls and Passport to Manhood, as part of their mentoring program. This aligns with Georgia ASYD Quality Element 3, Environment & Culture. Programming will occur once a week for 45 minutes throughout the school year (spring and summer). Character & Leadership education is a critical component of social and emotional learning that promotes core virtues, moral sensitivity, moral commitment, ethical reasoning, and personal growth aspirations (Kidron, 2018). To provide excellent Character & Leadership development, the proposed GREAT Futures program will employ two results-proven programs. The first is the Keystone Club. The Keystone Club "offers teens the ability to learn an important initiative in their community, one that helps not only their peers and their community but also themselves" (Swigert & Boyd, 2010).

The six core areas of Keystone Club include

1. Service to Club and Community;
2. Character and Leadership Development;
3. Education and Career Exploration;
4. Free Enterprise;
5. Unity; and
6. Social Recreation.

Keystone has been a part of BGC A programming for nearly 40 years. Research on a BGC Keystone alumni cohort showed that Keystone Club greatly impacted their abilities to lead groups, helped and improved their facilitation skills, and instilled self-confidence for speaking in front of groups (Swigert & Boyd, 2010). The second planned portion to target the Character & Leadership of GREAT Futures participants is Torch Club. Torch Club is a “club within the Club”. Torch Clubs are chartered, small-group character and leadership clubs for boys and girls ages 11 to 13. Torch Club is a powerful vehicle through which young people develop and strengthen their 21st-century leadership skills, giving them a firm foundation of good character and integrity. Torch Club members elect officers and work together to implement projects in the four focus areas: service to the Club and community; education; health and fitness; and social recreation.

Utilizing the framework set forth by Georgia Standards of Excellence, the GREAT Futures Washington County program introduces students to multiple fine arts subjects including dance, drama, media art, music, and visual art. A 2012 report from the National Endowment for the Arts showed that by nearly every indicator studied, “a student from a low-socioeconomic (SES) background with a high-arts education experience significantly outperformed peers from a low arts, low-SES background, closing (and in some cases eliminating) the gap that often appears between low-SES students and their more advantaged peers” (Obrien, 2013). The GREAT Futures program integrates the arts throughout the proposed 21ST CCLC program. This framework supports the development of self-expression and creative thinking skills, critical components to positive social-emotional development as well. Art programs will be offered year-round in a block format providing at least weekly participation. In addition, BGCGA will utilize partners such as the Jessye Norman School of the Arts to provide weekly classes tailored to support academic topics during the afterschool and summer programs. Partnerships with entities like the Gertrude Herbert Institute of Art, and Jessye Norman School of the Arts also provide exposure to music, dance, and theatrical performances to program participants. Through research-based programs and curriculum, targeted students will be provided diverse experiences in multiple mediums including the ImageMakers photography program, exposure to classic literature through book clubs, and introduced to classical and modern artists such as Rembrandt and Frida Kahlo. Digital Arts curriculum will be utilized to provide animated tutorials that guide students in developing skills in web design, graphic design, digital photography, music making, and movie production.

Fostering Parent & Family Engagement

To accomplish Goal 3, Increase Parent & Family Engagement, the GREAT Futures Washington County 21st CCLC program will support parent and family engagement in their student’s education, including through specific curriculum and strategies like Positive Action; Money Matters (financial literacy); Math Day Festival (rotating stations); Project Learn (integrated parent engagement strategy); and a youth talent show. For example, the Positive Action program described above supports social-emotional development. Within Positive Action, the Family Kit includes a manual of 42 lessons and colorful materials for parents to use at home. Family Classes and Parenting Classes Kits teach families and parents how to use the Family Kit at home in seven classes (for entire families or just parents). The Community Kit describes how to organize all parts of the community to support the school and families in developing a positive community for children and youth. Love Notes was included in the U.S. Office of Adolescent Health’s list of evidence-based program directories for its effective intervention that supports healthy development and lifestyle choices. A 5-year, \$4.8 million study conducted by researchers at the Kent School of Social Work at the University of Louisville found that the program increased key outcomes for youth and families, including: an increase in abstinence; a decrease in premature sexual activity; and a reduction in the risk of experiencing pregnancy. The study included more than 1,400 students, including a majority of students from low-income households such as those targeted by this proposed 21st CCLC program. Through operating partnerships (please see the Program Partners Table), BGCGA will also connect parents to continuing education and workforce development opportunities. For example, through a partnership with Oconee Fall Line Technical College’s Adult Continuing Education program, parents of students in the GREAT Futures Washington County 21st CCLC program will have access to employment tools and training, including connections to schools and education programs, occupation-specific skills and/or credentials, and information on financial assistance resources and scholarships. These offerings will be integrated into program communications (such as newsletters and emails), and monthly family engagement sessions for parents, guardians, and other family members.

BGCGA adheres to the quality standards in the Weikart Center's Youth Program Quality Assessment (YPQA) and the Georgia ASYD Quality Standards (which are very well aligned). YPQA helps out-of-school time (OST) systems build safe, supportive, interactive, and engaging environments that are foundational to youth development through a continuous quality improvement model that uses an "assess, plan, do" model. Building a safe environment is the first step to improving the quality of youth experiences. Ensuring that the environment also feels supportive is the second prerequisite for creating a space where young people feel empowered to learn and lead. Once a space is safe and supportive, making it as interactive and engaging as possible rounds out the kind of environment essential to young people's ability to develop skills and reach higher-order goals. The Weikart Center's YPQA harnesses the power of research-informed evidence and the experience of youth development practitioners to improve the quality of youth experiences in afterschool and summer programming through a comprehensive approach. The YPQA uses evidence-based materials and practices that BGCGA customizes and applies to the program to continuously improve program quality. These materials include data-driven tools to expert training that equip BGCGA staff with the positive youth development and SEL-informed resources required to create a culture of continuous improvement for staff and youth. The YPQA is also aligned to the Georgia ASYD Quality elements: programming and youth development; linkages to the school day; environment and climate; relationships; health and wellbeing; staffing and professional development; organizational practices; evaluation and outcomes; and family and community partnerships. To design research-informed program components for the 21st CCLC, BGCGA uses both frameworks to continuously assess and improve program quality. The YPQA is well aligned to the 9 Georgia ASYD Quality elements: programming & youth development; linkages to the school day; environment & climate; relationships; health & well-being; staffing & professional development; organizational practices; evaluation & outcomes; and family & community partnerships. BGCGA uses both frameworks to design research-based program components for the 21st CCLC and to continuously assess and improve program quality. BGCGA has addressed all nine Georgia ASYD quality elements throughout this application narrative.

Ample training will be provided to program staff and sufficient management structure is in place to support delivery with fidelity. For example, Georgia ASYD Quality Standard 4, Relationships emphasizes the importance of relationships between students and staff, which is prioritized through the staff training and professional development activities proposed. BGCGA proposes to implement a comprehensive youth development program, which has been shown to help students do better both in and out of the classroom. Research specific to the Boys & Girls Club Experience conducted by Boys & Girls Clubs of America has found that when young people at a Club have a high-quality experience defined by members feel physically and emotionally safe, receive support and recognition from caring adults who set expectations for them, are provided opportunities to try new things, have fun, and feel a sense of belonging, their outcomes improve greatly in the areas of academic success, character and citizenship, and healthy lifestyles. When youth participate in a program experience with these elements, they are more than 30% more likely to report refraining from drugs and alcohol and twice as likely to report strong social-emotional development (Boys & Girls Clubs of America 2020 National Youth Outcomes Report).

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Goals

All GREAT Futures Washington County program Goals and corresponding Objectives have been inputted into the RFP application system, including Measurable Objectives and Measurement Tools, Activities & Timeframes, and a unique Alternate Delivery Model Plan.

Goals:

1. Improve academic achievement
2. Increase knowledge of healthy lifestyle choices
3. Improve social, emotional, and life skills for positive youth development
4. Increase parental engagement/involvement in Students' Educational Process

Alternative Delivery Model Plan:

VIRTUAL PROGRAMMING DELIVERY

BGCGA will partner with Washington County Public Schools to understand the mode of instruction that is most appropriate based on local conditions and classroom events. During inclement weather, the GREAT Futures 21st CCLC program will follow Washington County School District safety precautions concerning closures. In the event school closures are prolonged for spreading illness, natural disaster, or other unforeseen reasons, BGCGA will activate a virtual programming model. BGCGA’s Virtual Programming Model will ensure that youth still have access to the safe learning environments and caring, trusted adult mentors that they need. This Alternate Delivery Model Plan will be provided to the parents of all students through the standard orientation process and is included in the parent handbook distributed to families. BGCGA will also use the MyFuture digital youth development platform, as well as MyClubHub, email, and social media (Facebook and Instagram) to promote 21st CCLC activities to families and students.

SAFETY, CYBERSECURITY & STUDENT PRIVACY

Student safety, including online privacy, is a core value for BGCGA and all staff members, students, and parents receive written expectations on how this core value comports to online safety, including a zero-tolerance policy for cyberbullying. To ensure cyber safety and student privacy, BGCGA will utilize password protection features on Zoom links, as well as standard encryption of information. In addition, to build youth skills related to cyber safety during periods of Alternative Programming, BGCGA will utilize MyFuture Digital Literacy activities. This curriculum will help students increase technological literacy for students, including building skills in online safety as part of their foundational technology skills. Topics include privacy, digital consent and boundary violations, cyberbullying, and digital citizenship.

Program Name: BGCGA GREAT Futures Washington County

Goals, Objectives, Tools, Activities and Timeframe Table

Goals	Measurable Objectives	Measurement Tools	Activities	Timeframe	
1) Improve Academic Achievement	1.1) Annually, 50% of regularly participating students (attending the program 30 days or more) will meet or exceed state standards in reading as measured by GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results	1.1) GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results	1.1.1) Reading Tutors	1.1.1) daily throughout the school year and summer	
			1.1.2) BGCA research-based academic curriculum programs		
			1.1.3) IXL Learning online assessment and instruction		
			1.2.1) Reading Tutors		
			1.2.2) BGCA research-based academic curriculum programs		
	1.2) Annually, 50% of regularly participating students will improve grade and/or maintain an “A” or “B” in reading on report cards as measured by GA Milestones Assessment,	1.2) GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results	1.2) GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results	1.2.3) IXL Learning online assessment and instruction	1.1.2) 2x a week throughout the school year and summer, specific to reading
				1.3.1) Math Tutors	
				1.3.2) BGCA research-based academic curriculum programs	
				1.3.3) IXL Learning online assessment and instruction	
				1.4.1) Math Tutors	
1.3) GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment	1.3) GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment	1.3) GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment	1.4.2) BGCA research-based academic curriculum programs	1.1.3) 2x a week throughout the school year and summer, specific to reading	
			1.4.3) IXL Learning online assessment and instruction		
				1.2.1) daily throughout	

	<p>Report Card Grades, BGCA Academic Curriculum/Assessment Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results</p> <p>1.3) Annually, 50% of regularly participating students will meet or exceed state standards in math as measured by GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results</p> <p>1.4) Annually, 50% of regularly participating students will improve grades and/or maintain an “A” or “B” in math on report cards as measured by GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results</p>	<p>Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results</p> <p>1.4) GA Milestones Assessment, Report Card Grades, BGCA Academic Curriculum/Assessment Results as identified in Program Goals details; IXL Learning Assessments, Pre/Post Test Results</p>		<p>the school year and summer</p> <p>1.2.2) 2x a week throughout the school year and summer, specific to reading</p> <p>1.2.3) 2x a week throughout the school year and summer, specific to reading</p> <p>1.3.1) daily throughout the school year and summer</p> <p>1.3.2) 2x a week throughout the school year and summer, specific to math</p> <p>1.3.3) 2x a week throughout the school year and summer, specific to math</p> <p>1.4.1) daily throughout the school year and summer</p> <p>1.4.2) 2x a week throughout the school year and summer, specific to math</p> <p>1.4.3) 2x a week throughout the school year and summer, specific to math</p>
2) Increase knowledge of Healthy Lifestyle Choices	2.1) 65% of regularly participating students will increase knowledge of healthy eating habits and cardiovascular fitness	2.1) BGCA Research Based Culture of Wellness Curriculum Programs as identified and detailed in ProgramGoals	<p>2.1.1) BGCA Research Based Wellness Curriculum Program</p> <p>2.1.2) Triple Play, Mind Body & Soul Activities</p> <p>2.1.3) Discussion Groups</p>	<p>2.1.1) 2x weekly throughout the school year and summer</p>

	<p>as measured by Pre/Post tests, Attendance records and Self Reports.</p> <p>2.2) 65% of regularly participating students will increase their knowledge of avoidance of risk taking behaviors as measured by Pre/Post tests, teacher and afterschool staff observations & reports, and self reports.</p>	<p>Narrative, Pre/Post Tests, Attendance records, Member self-reports, Discussion Groups.</p> <p>2.2) BGCA Research Based Culture of Wellness Curriculum Programs as identified and detailed in Program Goals Narrative, Pre/Post Tests, Teacher & After school staff observations & reports, Attendance records, Member self-reports, Discussion Groups.</p>	<p>2.2.1) BGCA Research-Based Evidence Based SMART Curriculum Programs</p> <p>2.2.2) Triple Play Mind Body & Soul Activities</p> <p>2.2.3) Discussion Groups</p>	<p>2.1.2) weekly throughout the school year and during the summer</p> <p>2.1.3) weekly throughout the school year and during the summer</p> <p>2.2.1) 2x weekly throughout the school year and summer</p> <p>2.2.2) weekly throughout the school year and daily during the summer</p> <p>2.2.3) weekly throughout the school year and during the summer</p>
<p>3) Improve social, emotional, and life skills for positive youth development</p>	<p>3.1) Annually, 65% of regularly participating students will increase their knowledge of conflict resolution techniques as measured by curriculum measures, identified in the Program Goals Narrative as measured by the teacher and after school staff observations & reports, pre/post-tests, and student self-reports.</p> <p>3.2) Annually, 75% of regularly participating members will increase civic engagement as measured by attendance at regular community service projects which take place August-May.</p> <p>3.3) Annually, 65% of regularly participating students will increase their knowledge and ability to exercise self and social management as measured by teacher and after-school staff observations & reports, pre/post-tests, and student self-reports.</p>	<p>3.1) BGCA research-based curriculum as identified and detailed in Program Goals Narrative (including SMART Curriculum suite and Positive Action), Pre/Post Tests, Teacher and after-school staff observations & reports, Attendance records, student self-reports and survey data from the National Youth Outcomes Initiative, Discussion Groups</p> <p>3.2) Attendance Records, BGCA research-based curriculum as identified and detailed in Program Goals Narrative (including SMART Curriculum suite and Positive Action), Pre/Post Tests, Teacher and after-school staff observations & reports, student self-reports and survey data from the National Youth Outcomes Initiative, Discussion Groups</p>	<p>3.1.1) BGCA Research-Based Wellness Curriculum programs and SMART suite</p> <p>3.1.2) Triple Play Mind Body & Soul Activities</p> <p>3.1.3) Positive Action and Student Discussion Groups</p> <p>3.2.1) BGCA Research-Based Wellness Curriculum programs and SMART suite</p> <p>3.2.2) Triple Play Mind Body & Soul Activities</p> <p>3.2.3) Positive Action and Student Discussion Groups (Including community service projects)</p> <p>3.3.1) BGCA Research-Based Wellness Curriculum programs and SMART suite</p> <p>3.3.2) Triple Play Mind Body & Soul Activities</p> <p>3.3.3) Positive Action and Student Discussion Groups</p>	<p>3.1.1) weekly throughout the school year and summer</p> <p>3.1.2) weekly throughout the school year and daily throughout the summer</p> <p>3.1.3) 3x weekly throughout the school year and summer.</p> <p>3.2.1) 2x weekly throughout the school year and summer.</p> <p>3.2.2) weekly throughout the school year and daily throughout</p>

		3.3) BGCA research-based curriculum as identified and detailed in Program Goals Narrative (including SMART Curriculum suite and Positive Action), Pre/Post Tests, Teacher and after-school staff observations & reports, Attendance records, student self-reports and survey data from the National Youth Outcomes Initiative, Discussion Groups		the summer 3.2.3) 3x weekly throughout the school year and summer. 3.3.1) 2x weekly throughout the school year and summer 3.3.2) weekly throughout the school year and daily throughout the summer 3.3.3) 3x weekly throughout the school year and summer.
4) Increase Parental Engagement/Involvement in Students' Educational Process	4.1) Annually, 65% of regularly participating students' families participate in at least one parental involvement activity (offered monthly) on personal growth or strategies to support the academic outcomes of their students as measured by activity sign-in sheets, parent satisfaction surveys, parent feedback on student's academic performance and IXL reports, and observations 4.2) Annually, 50% of regularly participating students' families will volunteer at the program at least one time.	4.1) Event/activity sign-in sheets, parent satisfaction surveys, Parent feedback on student's academic performance and IXL reports, observations 4.2) Event Sign-In Sheets, After-school staff reports, Volunteer Log	4.1.1) Parent Workshops-topics: Grade Level Performance, Grade Proficiency Requirements, Social Emotional Development, Health, Nutrition & Wellness 4.1.2) Parent Coordinator contacts & visits 4.1.3) Assist with Parent Email Account Set Up 4.1.4) Access to computer lab for parents 4.2.1) Parent Coordinator contacts & visits 4.2.2) Establish/Maintain/Communicate via Email 4.2.3) Mail/Email Club newsletters to parents	4.1.1) monthly and as needed throughout the school year and/or summer 4.1.2) weekly and as needed throughout the school year and/or summer 4.1.3) as needed throughout the school year and/or summer 4.1.4) as needed throughout the school year and/or summer 4.2.1) weekly and as needed throughout the school year

				and/or summer
				4.2.2) weekly and as needed throughout the school year and/or summer
				4.2.3) monthly and/or as needed throughout the school year and/or summer

To edit your Goals, Objectives, Tools, Activities, or Timeframes, click the BACK button on the blue menu bar.

Alternative Delivery Method: Describe how the program will continue to meet the needs of the students and community if program implementation cannot be delivered as planned. We know that in person instruction is best practice however, circumstances out of our control may require a quick move to temporary instruction. Your plan needs to include how the program will offer virtual/digital learning in the event of school closures and the preferred method of delivery (i.e., Zoom, Teams, Google Classroom, etc.) The plan must also include how you will ensure cybersecurity and student privacy.

1) Improve Academic Achievement

Virtual programming will be offered via BGCGA’s Zoom platform, enabling the program to lead homework help, STEM activities, storytime, and other activities as designed. Teachers and student volunteers from Paine College will continue to tutor 21st CCLC students virtually, with the option for parents to schedule sessions online with the desired tutor. Teachers will reach out to parents once they receive a notification of an appointment. Teachers will use Zoom or Google Classroom to tutor students and provide instructional support with school assignments. Students in the program will be able to access their IXL Learning accounts virtually, with additional support to secure appropriate tech devices from BGCGA as appropriate and necessary.

2) Increase knowledge of Healthy Lifestyle Choices

Virtual programming will be offered via BGCGA’s Zoom platform, enabling the program to lead activities like stretching, yoga, calisthenics, and other forms of physical movement that are appropriate to the modality. Staff will also be able to deliver fun and engaging activities using the Triple Play program curriculum, which will provide students with health education and programming that promotes the importance of physical activity and proper nutrition.

3) Improve social, emotional, and life skills for positive youth development

Virtual programming will be offered via BGCGA’s Zoom platform, enabling the program to lead programming and curriculum without disruption. For example, staff will deliver sessions from the SMART Program Suite and Positive Action on the rotation schedule for students, utilizing the breakout rooms feature. Mentoring programming and student discussion groups can also be delivered as designed through this modality if necessary.

4) Increase Parental Engagement/Involvement in Students’ Educational Process

In the event that the need arises, parent and family engagement events can be hosted virtually via BGCGA’s Zoom platform. Parent Coordinator activities (including emails, phone calls, and text messaging with parents weekly) will not be disrupted by this alternate delivery method. BGCGA will also use the MyFuture digital youth development platform, as well as MyClubHub, email, and social media (Facebook and Instagram) to promote 21st CCLC activities to families and students.

SAVE

Program Name: BGCGA GREAT Futures Washington County

B. Quality Contact Time (5 Points)

Provide a brief narrative that expands on the before- and after-school, summer or other non-school time activities listed in the Table referenced above, focusing on the hours and days of service for students and families. Research has proven that brief periods of contact time in before- and after-school programs are not beneficial to students. The applicant must clearly state the total number of hours per week each site will operate. **Each enrolled student** must be given the opportunity to attend academic and enrichment activities a **minimum of 12 hours each week** (occurring preferably between Monday-Friday) to provide a quality program to foster maximum positive impact on students' development and learning. Travel time does not count towards the 12 hour minimum requirement and quality contact time should encompass the entire targeted student population each day (e.g., cannot serve boys on Monday and Wednesday and girls on Tuesday and Thursday).

The applicant must attach a sample weekly schedule of activities for each component (i.e., before school, after school, summer) for each site.

The GREAT Futures Washington County program will operate from 3:15 p.m. to 6:15 p.m. Monday-Friday for 15 hours per week/36 weeks during the school year, not including transportation time to the program, thus exceeding the 12-hour minimum requirement. GREAT Futures will offer services on most school holidays from 9 a.m. to 2 p.m. A 6-week Summer Enrichment program will be offered from 9 a.m. to 2 p.m. Monday-Friday. The summer program will offer adapted program activities using a weekly thematic approach. A nutritious snack will be served to all members who attend the program. During summer programming, students receive breakfast (arrival time-dependent) as well as lunch and an afternoon snack. Students are placed into small groups by grade and rotate through program areas. GREAT Futures offers a wide variety of interest-based programs and activities, based on the parent and student feedback received during the planning process. As such, students may elect to participate in certain areas (i.e., guitar vs. dance or garden project vs. sports clinic). Family engagement activities are held at least once per month during program hours. In addition to this programming, additional, dedicated parent and family engagement will help families to support the academic performance and social-emotional development of their student, as well as provide adult education opportunities and increase access to wraparound services. Please refer to the sample schedule for afterschool and holiday schedule examples.

(Word count is 229)

Download sample weekly schedule of activities for each program at each site

Washington County Club

After School Program: [Washington County Club_as_program_147_184.pdf](#)

Weekend/Holidays Program: [Washington County Club_ns_program_147_184.pdf](#)

Summer Program: [Washington County Club_sb_program_147_184.pdf](#)

21st CCLC SITE PROFILE FORM (2024-2025)

21st CCLC Site Name	Washington County Club	County	Washington
Physical Address	320 Riddleville Rd		
City	Sandersville	Zip Code	31082
Grade Levels Receiving Services (e.g. K-12)	# of students participating in the 21st CCLC program <u>PER DAY</u>		
Before School	Before School	After School	Student data is
After School K-12		125	from Funding
Weekends/Holidays K-12	Weekends/Holidays	80	Request Worksheet
Summer K-12	Summer	110	
Enrichment Student to Staff Ratio	Academic Student to Staff Ratio		
1:15	1:10		
SITE CONTACT INFORMATION			
Site Contact Name	Traneshia Harris	Phone	478.552.7115
		Email	tharris@bgcgreateraugusta.org
Regular School Year Program for Students			

AFTER SCHOOL PROGRAM Site Schedule						
After School Program Start Date	8/5/2024					
After School Program End Date	5/23/2025					
Total # Days After School	180					
	MON	TUE	WED	THU	FRI	
Service Begin Time (e.g., 3:00 PM)	3:15 PM	3:15 PM	3:15 PM	3:15 PM	3:15 PM	Total Weekly Hours After School
Service End Time (e.g., 6:00 PM)	6:15 PM	6:15 PM	6:15 PM	6:15 PM	6:15 PM	15.00 of 15.00 hours
WEEKEND and HOLIDAYS Site Schedule (if applicable)						
List Days Site Will Be Open (e.g., 10/16/24, 10/22/24)	9/3, 10/10, 10/11, 10/15, 11/11, 11/25, 11/26, 12/26, 12/27, 12/30, 12/31, 1/3, 2/14, 2/18, 3/1					
Total # Non-School Days	16					
	SAT	SUN	HOLIDAYS			
Service Begin Time (e.g., 9:00 AM)			9:00 AM			Total Hours Populate Automatically. Please do not copy and paste information as this may prevent formulas from working properly
Service End Time (e.g., 4:00 PM)			2:00 PM			
TOTAL HOURS PER DAY	0.00	0.00	5.00			
Summer Programs for Students						

Summer Site Schedule for Typical Week						
Summer Program Start Date	6/2/2025					
Summer Program End Date	7/18/2025					
Total # Days Summer Program	30					
	MON	TUE	WED	THU	FRI	
Service Begin Time (e.g., 9:00 AM)	9:00 AM	9:00 AM	9:00 AM	9:00 AM	9:00 AM	Total Summer Hours per Week
Service End Time (e.g., 4:00 PM)	2:00 PM	2:00 PM	2:00 PM	2:00 PM	2:00 PM	25.00 of 25.00 hours
Ongoing Adult Education Program (NOT Periodic Adult Family Member Involvement Activities)						

Adult Education Site Program Schedule						
Dates Site Open (Adults)						
Dates Site Closed (Adults)						
Total # Days	0					
	MON	TUE	WED	THU	FRI	
Service Begin Time (e.g., 6:00 PM)						Total Adult Hours per Week
						0.00

Service End Time (e.g.,
8:00 PM)

C. Recruitment and Retention (6 Points)

In this section, describe in detail the criteria for selecting 21st CCLC students. Describe the process and specific strategies that will be used to recruit targeted students for enrollment **and** retain them to achieve long term (i.e., at least 30 days or 90 hours) participation. Strategies utilized for recruitment and retention should be specific to the targeted population (e.g., grade level, native language, etc.).

In the narrative, applicants must discuss how regular school day staff will be consulted in the identification and recruitment of 21st CCLC students. The narrative must include the total number of targeted students (public and private) that will be served by the proposed 21st CCLC program.

The GREAT Futures Washington County program proposes to serve 125 unduplicated students. Student recruitment will include referrals from parents and regular school day staff through regular meetings and communication on student needs and opportunities with the 21st CCLC Program Director. BGCGA will work with Washington County Public Schools personnel and families to identify students who meet at least one of the following criteria: not proficient in English Language Arts and/or Math; identified as chronically absent; discipline challenges; and/or low income. The program will accept students on a first-come first-served basis with priority given to those students identified with educational difficulties (i.e. low standardized test scores, etc.) These identified needs directly align with and support the Washington County Public Schools 2022-2027 Strategic Plan, including: Improving early literacy and numeracy skills, improving content mastery, increasing post high school readiness, improving parent communication, developing collaborative partnerships, improving relationships between home and school, improving wellness for all, and ensuring a positive learning environment.

BGCGA will implement a multi-faceted recruitment plan to ensure as many families as possible are aware of the program. Information will be given out at school registration and recruitment flyers will be strategically placed throughout the community to reach low-income, high-needs students and families. Within the broader community, BGCGA will distribute program information through our partner organizations such as food pantries, Augusta University, Broad Street Ministry Center downtown, religious organizations, library branches, the Salvation Army Ray & Joan Kroc Community Center, and other social agencies that provide services to families. BGCGA staff will recruit by participating in school functions as guest speakers, classroom helpers, field day volunteers, and awards day and assembly guests to build relationships with students and teachers. Practical strategies that have been proven effective for different ages and grade levels will also be used, such as recruiting middle school students in pairs or groups and using students as peer recruiters (Middle School Students and Out-of-School Time: Barriers to Participation and Strategies for Recruitment and Retention).

Findings from a rigorous 30-month evaluation conducted by Public/Private Ventures demonstrate that over time, young people with higher levels of participation in Boys & Girls Clubs demonstrated greater positive outcomes. BGCGA understands how important it is that our sites retain students for sustained periods of time and our methods and retention strategies underscore our efforts. BGCGA is committed to ensuring high average daily program attendance for students and employs staff with a demonstrated ability to connect easily with students, especially those identified as at-risk. Regular participation is defined as students who attend the GREAT Futures Washington County program 30 or more days during the year. Retention is achieved by offering a diverse set of activities aligned to student interests; employing well trained, caring staff who build strong relationships with students and engage with them deeply; knowing students individually and addressing barriers to participation (e.g., transportation resulting for a family relocation or changing dynamics in the home) as soon as they arise; setting participation and attendance goals and providing recognition and incentives for students who reach those levels; celebrating and thanking youth for attending frequently; making sure students feel welcome and that their regular attendance is noticed; and monitoring attendance closely and reaching out via phone or in person when absences are noticed. Transportation services provided to students and families (via school buses and/or passenger shuttle vans) will also help to reduce barriers to access. To ensure program quality even during periods of alternative service delivery when in-person programming is not possible, BGCGA utilizes engaging technology platforms and specially designed activities to reach students and families. These include the MyFuture digital youth development platform, as well as email and social media (Facebook and Instagram) to promote 21st CCLC activities to families and students.

(Word count is 621)

D. Staffing and Professional Development (6 Points)

In this section, provide a brief narrative of the program's organizational, managerial, and staffing structure, as well as an overview of how ongoing hiring and staff professional learning opportunities will be developed and implemented during the grant award period. Included in the hiring process description should be a clear set of procedures as to how the program management staff will conduct and use the results of national criminal background checks to deliver fitness determinations for the employment of all grant-funded workers, including contractors and subcontractors, and regular volunteers (adults who have contact with student more than one time).

This section narrative must include job descriptions of key personnel and their required qualifications (e.g., program director/manager, site coordinator(s), data entry clerk, etc.), as well as how these key positions relate to the proposed activities and how the management structure will ensure the program is implemented appropriately. Proposed program directors must hold a Bachelor's degree from an accredited university and have one year of successful program management experience **OR** have three years of successful grant management, including direct responsibility of budget implementation and staffing supervision. Applicants must attach a résumé for the program director.

The narrative must also describe the expected certifications and qualifications of the instructional staff and include student to staff ratios for academic and personal enrichment activities. It is recommended that the academic portion of the program have the support of certified teachers and have ratios that are no more than 10:1. Personal enrichment ratios should be no more than 15:1.

The narrative must also describe how the program will provide ongoing and regular opportunities for professional development and staff planning during the course of the grant award period.

Finally, the narrative must also include the applicant's plan for recruiting and utilizing volunteers, including senior citizens.

Staff and Professional Development

BGCGA programs are led by caring, professional staff and volunteers who strive to build positive relationships with every child, instilling a sense of belonging and providing opportunities to develop social and emotional skills.

The BGCGA GREAT FUTURES 21st CCLC program will recruit and hire qualified staff for the afterschool and summer program and key administrative and program positions as follows:

CEO - management - Kim Evans (provided in-kind to program)
Executive Vice President of Finance & Operations - management - Bridgett Carrington (provided in-kind to program)
Operations Director - management - Carlos Daniels (provided in-kind to program)
VP, Impact & Outcomes - Dr. Shaniquia Stanley
Site Coordinator - Traneshia Harris
3 Lead Teachers
9 Enrichment Staff
Parent Coordinator
Outcomes & Data Analyst
Staff Accountant

CEO (PROVIDED IN-KIND TO PROGRAM)

Mrs. Kim Evans serves as the CEO of BGCGA, reporting to the BGCGA Board of Directors. Mrs. Evans holds a Bachelor of Science degree in Accounting from Clemson University, joining the organization in 2008 first as CFO following a career in Accounting and Finance for multiple companies. Since 2014, Mrs. Evans has served as CEO of BGCGA. In 2017, Georgia Lt. Governor Casey Cagle appointed Mrs. Evans to the Educational Turnaround Advisory Council to support the State Board of Education in efforts to assist school systems in turning around perennially low-performing schools. The same year, Mrs. Evans was one of only 60 BGC CEOs nationwide selected to complete Harvard Business School's Leadership Summit, a collaborative educational experience designed to drive transformational impact nationally and locally through the development of leadership capabilities to solve the most pressing challenges facing Boys & Girls Clubs. In 2018, Mrs. Evans was invited by Boys & Girls Clubs of America's President and CEO to join their national President's Advisory Committee. Since 2010, Mrs. Evans has overseen BGCAGA's successful management and implementation of 12 total 21st Century Community Learning Center grants from the Georgia Department of Education, totaling more than \$12.6 million in grant funding. For the proposed 21st CCLC grant program, Mrs. Evans will ensure the GREAT Futures Washington County 21st CCLC Advisory Council is developed and maintained; oversee the progress of the GREAT Futures Washington County program goals and objectives; ensure performance outcome measures are achieved; and together with the Program Director will ensure the evaluation plan is completed. This is a full-time position, provided in-kind to the program with no costs associated with the CEO

role included in the program budget.

EVP, FINANCE & OPERATIONS (PROVIDED IN-KIND TO PROGRAM)

Mrs. Bridgett Carrington serves as BGCGA EVP, Finance & Operations. The EVP, Finance & Operations reports to the CEO. Mrs. Carrington received a Bachelor's degree in Business Administration and Accounting from Augusta University. She also holds an M.B.A. from Augusta University. Mrs. Carrington began working for the organization in 2012 as the Staff Accountant, and since has risen to Senior Staff Accountant and currently holds the position of EVP, Finance & Operations. As EVP, Finance & Operations, she manages all financial, human resource, operation and IT functions for the organization and oversees a team of eleven. These functions include: preparing and analyzing financial statements, monitoring allocations to ensure grant and GAAP requirements are met, monitoring all federal, state, and local grants, overseeing annual audits, and managing payroll and Human Resources functions for all staff members at twelve Clubs across the Central Savannah River Area. Mrs. Carrington's financial management has resulted in superior internal controls and stellar organizational transparency, as well as increased operational efficiencies. BGCGA is subject to the most rigorous A133 Single Program Audit. The Club has always received an unqualified audit. Mrs. Carrington also has extensive experience managing 21st Century Community Learning Center grant funding, as well as other grant awards that include funds from the Georgia Department of Human Services (DHS), U.S. Department of Human & Human Services Personal Responsibility Education Program (PREP), Carol M. White Physical Education Program (PEP), U.S. Department of Justice Office of Juvenile Prevention, and Child and Adult Care Food Program (CACFP) Building Opportunities in Out-of-School Time (BOOST) Grant Program. For the proposed 21st CCLC GREAT Futures Washington County program, Mrs. Carrington will ensure the fiscal transparency of the program budget and that it complies with all grant accountability requirements and reporting. Through an independent evaluator, the BGCGA GREAT Futures Washington County Advisory Council and the Board of Directors, the GREAT Futures Washington County program is both accountable for all deliverables and transparent in operations. This is a full-time position provided in-kind to the program with no costs associated with the EVP, Finance & Operations role included in the program budget.

OPERATIONS DIRECTOR (PROVIDED IN-KIND TO PROGRAM)

Carlos Daniels serves as BGCGA Operations Director, reporting to the EVP of Finance & Operations, Mr. Daniels holds a Bachelor of Science degree from the University of Southern Mississippi and his professional experience is in program operations. This includes six years serving as the Vice President of Operations at the Boys & Girls Clubs of Southeast Louisiana and a decade as the Director of Operations at the Boys & Girls Club of Greater Baton Rouge. For the proposed 21st CCLC GREAT Futures Washington County program, Mr. Daniels will be responsible for overseeing administration, supervision, and grants management functions. On a day-to-day basis, this includes establishing and enforcing policies, ensuring requirements are met, serving as liaison among local and state partners, coordinating with the Washington County Public Schools, being responsible for handbook development, facilitating the Advisory Counsel, coordinating with the local evaluator, ensuring all data collection and entry, and overall program quality monitoring. This is a full-time position, provided in-kind to the program with no costs associated with the Operations Director role included in the program budget.

VP, IMPACT & OUTCOMES

As VP, of Impact & Outcomes, Dr. Shaniquia Stanley serves as the 21st CCLC Program Director. The 21st CCLC Program Director reports to the EVP of Finance & Operations. Dr. Stanley joined the BGCGA team in September of 2021 after serving as a principal in New York City public schools for nearly 20 years, including significant time working within Title I schools similar to the targeted school by this 21st CCLC grant program. She holds a Master's degree in Elementary Education and Teaching from Fordham University, a Master's degree in Educational Leadership from Bank Street College of Education, and a Ph.D. in Educational Administration and Supervision from Fordham University. She also holds a Georgia Education Leadership Certificate Tier II (FLD710) and a Georgia Teaching Certificate Birth through Five and Elementary Education from the Georgia Professional Standards Commission. Her experience includes curriculum design, instructional coaching, curriculum mapping, data-driven strategies to improve academic performance, pedagogical improvement networks, and teacher training and professional development. For the proposed GREAT Futures Washington County program, Dr. Stanley will serve as Program Director and will oversee the comprehensive program, with emphasis on the delivery of academic components to students. This includes working with Lead Teachers to build lesson plans, monitoring student progress, coordinating with the Washington County Public Schools, and weekly meetings with Lead Teachers to discuss student needs and strategize on solutions. As Program Director, Dr. Stanley will serve as the primary contact for GADOE and administer the program.

SITE COORDINATOR/ CLUB DIRECTOR

Tranisha Harris serves as the Club Director for the Washington County Boys & Girls Club site. Tranisha has been with BGCGA for the past 7 years, starting as a Youth Development Professional, and promoted through the ranks to Club Director in 2019. She graduated from Walden University with a BSW (Bachelor of Social Work), with a focus on children and families. As the Club Director, Tranisha will serve as the Site Coordinator. The Site Coordinator assigns tasks and activities to the

Enrichment Staff and Lead Teachers. The Site Coordinator will be responsible for implementing the day-to-day program operations at the site including direct supervision of all part-time Enrichment Staff. This includes data collection, mandated reporting, and grant evaluation that will ensure 21st CCLC goals and objectives are achieved. The Site Coordinator will measure family engagement success through attendance of family engagement events, parent/caregiver surveys, assessments, observations, and evaluations. Site Coordinators must have a minimum of 2 years of post-secondary education, a minimum of 2 years of grant management and budget management experience; a Bachelor's Degree preferred.

LEAD TEACHERS (3)

BGCGA will employ 3 Lead Teachers to support the academic components of the GREAT Futures Washington County program. The Lead Teachers will report to the Program Director, Dr. Stanley, meeting weekly to review student academic data, assess continuity with the school day, and monitor student progress toward state standards. Every day, they will lead academic content, including the Power Hour program, deliver remediation instruction, and develop individual learning plans in coordination with school-day teachers for a total of 15 instructional hours per week. Teachers will be paired with a volunteer tutor from Paine College, working with a maximum of 10 students at a time to maintain a 1:10 staff-to-student ratio for academic instruction components of the program, while a total of 9 youth development professional enrichment staff will work with a maximum of 15 students each to maintain a 1:15 staff to student ratio for enrichment components. As needed, they will also provide specialized lessons in subjects of ELA, Math, Social Studies, and Science based on student needs throughout the school year. Lead Teachers receive five hours of planning time each week to help prepare for service delivery. Qualifications include a bachelor's degree, a Georgia teaching certificate from the Georgia Professional Standards Commission, and a minimum of one year of teaching experience.

ENRICHMENT STAFF/ YOUTH DEVELOPMENT PROFESSIONALS (9)

The GREAT Futures Washington County program will hire 9 Enrichment Staff/ Youth Development Professionals. The Enrichment Staff reports to the Site Coordinator. The Enrichment Staff will work directly with youth, leading activities and programming grounded in positive youth development principles. The minimum requirements for the position include experience working with children, knowledge of youth development, and the demonstrated skills and abilities to plan/implement quality programs, motivate youth, positively manage behavior problems, and supervise students in a safe environment. Valid CPR and First Aid certifications from an accredited source are mandatory.

PARENT COORDINATOR

The Parent Coordinator will report to the Site Coordinator. The Parent Coordinator is responsible for leading parent and family engagement, helping families to support the academic performance and social-emotional development of their student, as well as providing adult education/workforce readiness opportunities and increasing access to wraparound and referral services provided through the program's community partners. They plan and implement the monthly Parent & Family Engagement activities and maintain regular communication with parents and guardians, including through email, paper notes sent home with students, and phone (including calling and texting).

OUTCOMES & DATA ANALYST

The Outcomes & Data Analyst reports to the Program Director and oversees BGCGA's 21st CCLC data and program impact. They maintain up-to-date research on the curriculum and give feedback to the Program Director. The Outcomes & Data Analyst ensures that lessons are aligned with the school day and Georgia Common Core Standards and assists in developing lessons for students with IEPs. This position will also collect, enter, analyze, and process all required 21st CCLC data for the Cayen system. Because BGCGA tracks all program participation data using a web-based membership tracking system, MyClubHub, this role will also be responsible for ensuring that all data is duplicated into the Cayen system. The Outcomes & Data Analyst facilitates secure data transfer for the independent evaluator.

STAFF ACCOUNTANT

The Staff Accountant reports to the BGCGA EVP, Finance & Operations and assists with the day-to-day financial management associated with BGCGA's 21st CCLC programs. They will track expenses according to budget categories, process invoices and payments related to grant activities, assist with audits and compliance checks, train and educate program staff on grant financial policies and procedures, and maintain detailed records and documentation for all grant financial transactions. The minimum requirements include a Bachelor's degree in accounting or a related field, or a minimum of 2-5 years of relevant work experience in accounting, bookkeeping, finance, or grants management.

STAFF RECRUITMENT & HIRING

BGCGA accepts referrals for staff from school personnel and has policies and procedures in place to ensure that all staff recruitment efforts are equitable and do not discriminate. BGCGA maintains a rigorous applicant screening and interview process conducted by BGCGA leadership. All applicants must provide a picture ID, social security number, telephone number, address, training history, employment history, education, and references, and agree to have a background check completed

annually. Personnel information is checked against national and state criminal databases and the national sex offender databases through First Advantage, FBI, and the Georgia Department of Human Services' Georgia Applicant Processing Systems. All current staff members comply with the Official Code of Georgia Annotated (O.C.G.A.) 49-5-110 et. seq. which requires a criminal background check to ensure that potential employees have not been convicted of crimes that would invalidate their acceptability for employment. This information is stored in employee files. Anyone seeking employment is given a copy of their job description where this requirement is clearly stated. No person is ever hired to work directly with children before completing this process. Results from background checks are reviewed against a written criterion for past arrests during the last seven years, and any convictions (no matter when it occurred). Any information regarding a conviction will not necessarily constitute termination and/or non-hire but will be reviewed in light of surrounding circumstances, including the seriousness and nature of the violation, rehabilitation, and relationship to employment and federal statutory requirements. In the event a background check and evaluation of findings results are questionable, the applicant is ineligible for employment. All background checks are aligned with the school district's policies as well. All 21st CCLC staff will meet the minimum age requirement of 18 years and have at least a high school diploma. After hire, all 21st CCLC staff, all contractors, and all volunteers must have a national criminal background check performed annually. Any findings on background screenings are rigorously evaluated based on a non-subjective criterion to determine the fitness for employment.

Name-or fingerprint-based background checks should, at a minimum:

- a. Verify the person's identity and legal aliases through verification of a Social Security number.
- b. Provide a national Sex Offender Registry search.
- c. Provide a comprehensive criminal search that includes a national search; and
- d. Provide a comprehensive local criminal search that includes a statewide or county-level criminal search, depending on jurisdiction.

Results from background checks remain in secure employee files. All employees are also required to pass a drug screen.

BGCGA recruitment and selection practices include multiple factors, such as education, interpersonal skills, and abilities. Research suggests that while education and experience are important criteria to consider when hiring staff, personal characteristics such as the ability to connect with youth are equally, if not more, important for achieving positive outcomes with youth. Efforts will be made to recruit staff directly from the community to be served, ensuring that staff are representative of the community and familiar with the challenges facing local youth. BGCGA also implements best practices in attracting and retaining staff including compensation, professional development, and a coaching environment. Research on staff compensation suggests that adequate pay and benefits can help attract and retain qualified staff to support high-quality after-school programming (Wechsler et al., 2001). Additionally, it is important for after-school programs to provide sufficient staff development to enhance staff skills and maximize the expertise relevant to their roles (Crollick et al., 2005). A detailed description of professional development activities is provided below in the corresponding section. Staff salaries and benefits are consistent with similar programs in the area and appropriate to the qualifications.

STAFF EVALUATION, ONGOING PROFESSIONAL DEVELOPMENT & TRAINING

BGCGA utilizes a comprehensive approach to ensuring high-quality, high-functioning staff, with clear expectations and accountability for performance. In the GREAT Futures Washington County 21st CCLC program, this approach will ensure staff are empowered to help students achieve academic growth through consistent, high-quality programming rooted in positive youth development. This approach includes but is not limited to intentionality and planning around hiring and onboarding, regular staff meetings, professional development, and staff evaluation.

For example, upon hire, all staff receive a minimum of 30 hours of pre-service training before providing any services to youth. Through a formal onboarding program, staff learn shared values, norms, and practices, as well as work with their supervisor to establish clear expectations for performance goals. The first 90 days of employment for new employees is considered an introductory or probationary period. The probationary period provides a new employee the opportunity to become familiar and acquainted with the Club. During this time, a new employee's work hours, skills, and general work performance will be evaluated. New employees will be evaluated at or near the end of the probationary period. Staff evaluation is completed through a standardized instrument that incorporates feedback from both the employee and the supervisor, ensuring accountability to clear, established performance expectations. Staff evaluation occurs regularly to promote academic growth and program consistency. Ongoing coaching and development between supervisors and direct reports is a standard practice of the organization, in addition to more formal review processes that are standardized across the organization.

BGCGA staff participate in an average of 40 hours of ongoing training and professional development throughout the year, with approximately 50% of this learning happening in person and 50% happening virtually on the Spillett Leadership University training platform. For example, BGCGA regularly attends the 21st CCLC Summer Institute, annual state meetings, A+ trainings, and

other professional development opportunities hosted through Beyond School Hours and the Afterschool Alliance. Funds have been included in the program budget to prioritize ongoing learning and development for program staff (please see Program Budget for detailed information). Throughout the year, BGCGA also deploys the David P. Weikart Center for Youth Program Quality's Continuous Quality Improvement (CQI) model, including associated training and learning opportunities for program staff. Spillet Leadership University is a Boys & Girls Clubs of America comprehensive virtual training site. This professional development platform provides meaningful, online, blended, and face-to-face continuous learning for full-time and part-time staff. Training covers a comprehensive array of topics and core competencies, including compliance, soft skills, positive youth development, positive discipline, Department of Education You 4 Youth courses (e.g., Literacy, Math, Science, Art, Technology, Homework), and trauma-informed care. BGCGA has developed a strong relationship with Washington County Public Schools and school staff will also be invited to attend, participate, and share during professional development trainings.

PROGRAM VOLUNTEERS

BGCGA will leverage its Volunteer Coordinator, whose responsibilities are to recruit, screen, train and place volunteers (including college students and seniors) in 21st CCLC programs. Volunteer Coordinators must have a high school diploma, at minimum. The BGCGA volunteer program is funded with non-21st CCLC funds. Last year, BGCGA had over 250 community volunteers providing 3,428 hours of service. Program volunteers serve as mentors and coaches, homework assistants, arts and craft instructors, group activity leaders, fitness activity leaders, board members, advisory council members, and chaperones. For example, volunteers from Paine College will provide tutoring and enrichment for students in all academic areas as described above, contributing to a lower staff to student ratio for academic programming.

BGCGA has developed a volunteer recruitment and retention plan. Volunteers are recruited from the community through a variety of strategies, including building relationships and partnerships with local businesses, colleges, and corporations; attending agency and community fairs; and utilizing social media channels and mass media (PSAs on radio, TV, and print media). Volunteer retention starts from day one and from the initial contact, the Volunteer Coordinator keeps communications open through a set follow-up plan that maximizes engagement. From receiving their inquiry for volunteer opportunities, through an impactful orientation with the site director, the volunteer's interests, skills, desire to serve and expectations are addressed. Once they are oriented and the volunteer has spent time in the Club, another follow-up is done to get the volunteers' thoughts about their experience. Any issues are addressed to ensure that the volunteer feels valuable and their experience is positive. Volunteers and mentors are recognized regularly through thank you, birthday and holiday cards. Volunteers are challenged to recruit family and friends throughout the year, and awards and incentives are given. Assignments are made and hours are tracked using an online volunteer registration and tracking system. Please note that per BGCGA policy, all volunteers are required to have an annual background check. BGCGA policies and procedures specify the same barrier crimes for volunteers that pertain to employees. Any potential volunteers not meeting the BGCGA fitness determination will not be allowed to volunteer in the program. (See previous section for additional details).

(Word count is 3400)

Is the program director known at this time? Yes No

If so upload their résumé.

Download résumé for the program director

Download résumé: [BoysandG_resume_147_34142.pdf](#)

Partners Table

Program Name: BGCGA GREAT Futures Washington County

Organization	Organization Type	Contribution Type	Contribution Amount	Align to Need/Goal
Georgia Hispanic Chamber of Commerce	CBO	In-kind wrap around services	\$0.00	Parent/Family Engagement: Programming and continued education and career development opportunities.
Golden Harvest	CBO	Food access	\$0.00	Food assistance to families when needed, food purchasing for the clubs to create more food access for the families and youth
Serenity Behavioral Health System	CBO	In-kind wrap around services	\$0.00	Healthy Lifestyles & Social-Emotional Development - They will provide social-emotional development and clinical support services for students experiencing trauma, including referrals.

Program Name: BGCGA GREAT Futures Washington County

E. Advisory Council and Operating Partnerships (5 Points)

To ensure broad-based community, school, and student involvement and support, all 21st CCLC subgrantees are required to establish a local 21st CCLC Advisory Council composed of students, teachers, parents, community agencies, and the private sector businesses. Applicants must provide a description detailing the plan to develop an advisory council, who will serve on it, how often it will meet, and the primary functions of the council. Subgrantees are required to retain documentation of council meeting minutes and attendance lists for monitoring and audit purposes. A minimum of two (2) meetings per year must be held, with minutes taken and attendance recorded. The focus of the advisory meetings should include, but is not limited to, current or future program needs and/or concerns, program operations, and sustainability. The optimum size is 10 to 15 members, with at least two of those members being parents and at least another two being students from each target school.

In addition to the narrative, applicants must provide a description, through a signed Memorandum of Agreement (MOA) of the partnerships that have been developed between/among an LEA, a community-based organization, and/or another public or private organization. Each identified partner, LEA, and school(s) served must sign its own MOA. For example, an LEA must submit a signed MOA between itself and the school(s) served.

BGCGA has an excellent track record for leveraging an Advisory Council to support monitoring and continuous quality improvement of the program. Upon notice of grant award, the BGCGA will hold various agency meetings where the 21st CCLC proposed Great Futures Advisory Council's role and responsibilities will be discussed to seek representatives from the targeted district, schools, parents, students, and community. The GREAT Futures Washington County 21st CCLC program Advisory Council will consist of representatives from partner schools, district staff, community partners, parents, students, and other key individuals. Washington County Public Schools will provide support, accountability, transportation, alignment and communication with school day, and data sharing. The Advisory Council will consist of 10 - 15 individuals and have at least two parents and two students participating. To address academic needs, the Advisory Council will consist of educators and representatives from other education nonprofits such as RISE Augusta (formerly Communities in Schools). To address positive social emotional development, the Advisory Council will include partners such as Serenity Behavioral Health. Finally, to assist with family engagement, the Advisory Council will include partners from Oconee Fall Line Technical College's Adult Education program and local banks to help with financial planning.

The Advisory Council will meet twice annually and will report to BGCGA's Board of Directors on an annual basis. The Advisory Council will set policy, monitor progress towards goals, and develop a sustainability plan. Attendance will be recorded. Minutes will be taken and distributed to the Advisory Council and BGCGA Board of Directors, as well as kept on file. BGCGA has a long history of successfully establishing community partnerships. These partnerships have effectively helped sustain the organization for more than 70 years. The aforementioned partners, as well as all partners listed in the table, have committed to specific roles to work towards achieving the stated goals and to support sustainability of the organization. In-kind contributions and cash disbursements will be monitored by the Program Director and EVP, Finance & Operations using BGCGA internal control policies.

The program will provide a daily nutritious snack to all program participants using the Georgia Bright from the Start After School Snack Program and USDA Summer Food Program for breakfast (arrival time dependent), lunch and snack during the Summer Camp program. Afterschool snacks will be distributed to every student who attends the program. BGCGA employs a full-time food program manager to implement the afterschool snack, dinner and summer food programs. All planning distribution and reporting procedures meet USDA guidelines and are approved by Georgia Bright from the Start. BGCGA is monitored by Bright from the Start on a regular basis for compliance. BGCGA also partners with local companies including WalMart and the local food bank to provide donated snacks for days not eligible for reimbursement through the USDA program.

(Word count is 459)

Download a signed Memorandum of Agreement for each partner, as well as for each school and school system to be served.

Georgia Hispanic Chamber of Commerce

MOA: [Georgia Hispanic Chamber of Commerce_moa_147_829.pdf](#)

Golden Harvest

MOA: [Golden Harvest_moa_147_785.pdf](#)

Serenity Behavioral Health System

MOA: [Serenity Behavioral Health System_moa_147_830.pdf](#)

Washington County Public Schools

MOA: [Washington County Public Schools_moa_147_172.pdf](#)

Ridge Road Elementary School

MOA: [Ridge Road Elementary School_moa_147_389.pdf](#)

Ridge Road Primary School

MOA: [Ridge Road Primary School_moa_147_390.pdf](#)

T. J. Elder Middle School

MOA: [T. J. Elder Middle School_moa_147_391.pdf](#)

Washington County High School

MOA: [Washington County High School_moa_147_392.pdf](#)

Program Name: BGCGA GREAT Futures Washington County

F. Collaboration and Communication (6 Points)

The applicant is required to disseminate information about the program to the schools, LEAs, students, parents, and the community in a manner that is understandable and accessible. The narrative for this section must also include a description of the information that will be disseminated (e.g., student performance, upcoming activities, and schedules), the timeline for dissemination, the method of dissemination, who is responsible for dissemination, and how the information will be disseminated in various languages, if applicable.

Separately, applicants must also specifically describe in this section the strategies to continue meaningful collaboration with staff of the schools attended by the targeted students. This should include the communication process that will be used to allow the program staff to have access to necessary school-generated student data needed to measure progress towards the stated program objectives (e.g., Georgia standards-based test results, short cycle assessment results, surveys, Individualized Education Plans). Applicants should be specific and identify how the collaborations will work, what information will be requested from the schools, the frequency of communications and how the applicant will maintain open communication channels.

COMMUNICATION WITH TARGETED SCHOOLS

BGCGA will provide frequent, consistent 21st CCLC communication with schools throughout the grant period. Programs/activity schedules and calendars will be sent to the schools on a monthly basis, as well as invitations to events, flyers for presentations and special events, newsletters, and press clippings. Each of the partner school principals will identify a staff member (the school's parent facilitator typically) to serve as the school's single point of contact for the afterschool program. The single point of contact will help the afterschool staff to better understand teacher's expectations and specific needs of individual students. The Program Director will meet with the superintendent at least twice annually to provide program updates and gather input. The Site Coordinator will meet with their targeted school principals and/or school staff at least monthly. Program staff will communicate with regular school day staff on a weekly basis via email, phone, notes, etc. All meetings will be meticulously documented with agendas, minutes and signatures of attendees. At the beginning of the year, school day teachers will receive a letter from after school lead teachers introducing themselves and providing a list of all of their students who attend the 21st CCLC program. This letter will include contact information for the teachers to directly contact the tutors in order to better align the topics for tutoring. All school assignments are available through Infinite Campus and e-Chalkboards used by the schools, enabling tutors to access these resources and ensure that all academic content in the afterschool program is aligned with classroom instruction.

COMMUNICATION TO PARENTS & STUDENTS

BGCGA operates with an open door policy to encourage ongoing and on demand communication with parents and students. The program also provides access to an anonymous suggestion box to ensure that all parents and students feel they can express themselves. The Site Coordinator will provide oversight for all program information to parents and students. For students receiving individual or small group tutoring, monthly progress reports will be sent to parents. Parents will receive regular communication from the program's Parent Coordinator. The Parent Coordinator will maintain direct daily contact with program staff and give parents written communication via email and notes sent home, and phone calls. Parents are regularly provided with IXL reports and individual student profile reports twice per year. Lead Teachers and academic enrichment staff will provide positive feedback and constructive feedback to program participants through age-appropriate communication and progress updates. A parent communication board will be available and accessible to parents and caregivers that provides a monthly newsletter, calendar, menus of snack and dinner, rotation schedule, flyers, and any available resources. The program's robocall system, Twilio, can be used to send families automated communications and reminders, including phone

calls, text messages, and more. All materials posted will be printed and made available for parents to take home for review and reminders. BGCGA also uses dedicated social media pages (Facebook and Instagram) to remind students and parents of upcoming events and disseminate program highlights.

COMMUNICATION TO THE SANDERSVILLE COMMUNITY

Program activity schedules and calendars will be sent to the schools on a monthly basis. Invitations to special events and engagements will be disseminated to the community via social media, news outlets, and emails. The Advisory Council will assist in dissemination of important news and events to the community. The Program Director will ensure that all relevant information is disseminated to the community.

Partners and stakeholders will receive regular updates on the program's progress at least quarterly through email, informational newsletters, and meetings (virtual when appropriate). BGCGA Resource Development Director will work together with the 21st CCLC Program Director to disseminate all program-related information. All communication materials to the target community will be written on a 3rd grade reading level and presented in a manner and language that ensures comprehension. BGCGA has a part-time staff member who is fluent in Spanish to accommodate ELL (English Language Learner) students and parents. While the proportion of ELL in the target population is low, all communication will also be made available in Spanish as needed. Media partners will provide announcements in the local newspapers, on radio and television. PSAs are provided to the media on an as-needed basis. Information about the program, including enrollment, schedules, and upcoming activities, will also be placed on the BGCGA and partner websites. Program information will be distributed continuously to the target community. Flyers will be distributed to all students at the beginning of each semester and prior to the end of the school year. Posters will be placed in key high traffic areas at target schools. An informational session will be held with school staff and relevant parent teacher associations.

SCHOOL-GENERATED DATA COLLABORATION

To ensure timely access to student data, BGCGA has two well-established methods of collection. First, progress reports and report card grades are collected and copied from students enrolled in the program on the day of distribution. For those students who may not have attended the afterschool program on the day of distribution, BGCGA has established a close working relationship with Washington County Public Schools. Washington County Public Schools provides access to student data at the district level. Current lists of enrolled students with parental consents are provided to the district. The district provides the Program Director with access to pull all necessary school data for the afterschool program including report card grades and Georgia Milestones scores. Parents will sign a consent to share information during enrollment to enable BGCGA to obtain IEP's, report card grades, behavior reports and Georgia Milestones grades. IEPs are provided by the school in order for BGCGA to accommodate children with disabilities. A meeting will be held with the parents to establish an academic and/or behavior management plan. Progress reports are shared with classroom teachers and parents monthly. Teacher surveys are distributed online and in person to targeted schools. Teacher surveys are distributed through principals.

(Word count is 983)

Program Name: BGCGA GREAT Futures Washington County

G. Student Safety and Transportation (6 Points)

Provide a narrative detailing how each site will ensure the safety of participating students. The applicant must clearly indicate:

- a. How the safety of children will be maintained on-site (e.g., requiring parent or guardian sign-out, checking identification, and the presence of school resource officer);
- b. How students participating in the program will travel safely to and from the site(s), including the type(s) of vehicle(s) used to transport the students;
 - i. Subgrantees are encouraged to use vehicles which meet school bus or multi-function school activity bus standards. However, a subgrantee can choose to use nontraditional school buses. If nontraditional school buses are used, the transportation policy must address the following: insurance coverage; driver qualifications, driver training, and semi-annual motor vehicle driving record checks with resolution procedures for driving record irregularities for each driver designated as approved (including substitute drivers); periodic maintenance and inspection records; and a plan for substitute drivers, if applicable.
 - ii. In determining transportation plans, applicants should consider the change in time due to Daylight Savings and that it gets dark earlier during the fall and winter months.
- c. The maximum length of travel time students will travel either to or from the site(s);
- d. How the facility will meet all applicable safety and accessibility standards, including the Americans with Disability Act; and
- e. How the facility will safely accommodate the proposed number of students.

Please note: Purchasing of vehicles of any kind using this funding is prohibited by the GaDOE. Also, the GaDOE will not allow the purchase of vouchers for public transportation (MARTA) due to the

liability and risk associated with putting students on transportation without supervision.

STUDENT SAFETY AS A CORE VALUE

All BGCGA sites operate under an extensive policy and procedure manual covering all aspects of safe program operations. BGCGA uses a web-based membership tracking system to accurately record and track program participation. Students will receive a membership card and electronically scan into all activities in which they participate. The tracking system has two functions—first for child safety, as it enables program staff to know exactly who is in a building and where in real time at any point during the program day in case of an emergency, and second, as a data collection instrument. All students must scan in and out of the program. Parents are required to sign students out when they leave the program daily. Parental authorization and sign-out is required for others to pick-up a student, and identification is verified. Students are only allowed to leave the premises if the program has written permission from the parent to walk home. The program maintains a single entry control point that is staffed and monitored at all times by a Parent Coordinator. BGCGA monitors all visitors and volunteers to the program with a secure entrance and sign-in and sign-out log.

PROGRAM FACILITIES

The GREAT Futures Washington County program proposes to serve 125 students in 13,830 square footage of dedicated program space. Afterschool program standards recommend a minimum of 35 square feet per participant which equates to 4,375 square feet needed for 125 students. At 13,830 square feet, the Washington County facility well exceeds the minimum requirements for indoor program space. The club facility is inspected annually by the fire department to identify and determine maximum capacity. Maximum capacity is posted, fire extinguishers are inspected, and expiration dates are tagged and logged. The building is all one level with wheelchair access both to the facility and to restrooms and meets all ADA accessibility standards.

STUDENT TRANSPORTATION

Transportation from schools to the program is provided by Washington County Schools via their bus system. The maximum travel radius is less than 5 miles, which is less than a 20-minute trip. Therefore, the length of travel is reasonable for the program operation hours. Travel time is not included in program operation hours.

Students are expected to follow the bus safety rules, including remaining seated, wearing their seat belts, and following the student code of conduct at all times. Transportation logs will be maintained as required, including detailed information on the number of days, students, driver hours, and all fuel and maintenance receipts. Drivers keep a maintenance log and are required to conduct daily vehicle safety checks before operations and at the end of each run. BGCGA maintains a pool of qualified, trained substitute drivers. All drivers must have a cell phone for communication with the Club while transporting members.

Each vehicle is appropriately licensed, insured, regularly maintained, and undergoes a comprehensive inspection annually (BGCGA maintains a \$3 million general liability policy). All drivers maintain a valid license and receive training and instruction on the shuttle's specific operation and features. BGCGA conducts semi-annual motor vehicle driving record checks and has resolution procedures for any driving record irregularities.

For educational field trips, the GREAT Futures Washington County program will primarily use the existing vehicles. When needed, the program will contract to secure an appropriate bus and licensed driver. Participating students must have a permission slip signed by a parent/guardian and their Boys & Girls Club membership card. Accepting permission over the phone is strictly prohibited.

All BGCGA transportation policies and procedures will apply to the GREAT Futures Washington County program. These applicable policies and procedures have been provided below:

Policy Purpose: The purpose of the transportation program is to provide safe transportation of Club members. BGCGA staff must adhere to all Georgia Highway Patrol regulations regarding vehicles, drivers, and safety procedures. Unless it is an emergency, staff will not transport members in their own personal car or vehicles.

Vehicle Safety Rules

Staff should always accompany an orderly line of children to and from vehicles.

Children should not be in the parking lot without a staff member.

One staff member should be present during boarding and departing vehicles. Staff should be standing at the door helping the children.

Staff only should open and shut doors. Children are never to touch the doors.

In the use of a van, children are to only use the cargo door. No children should enter or exit through the passenger side door.

Every child must sit in a seat. No one should sit on a lap, on the tire well, on the armrest or on the floor.

All passengers including the driver must wear a seat belt.

A staff member should check all children's seat belts to make sure they are fastened and tight. The engine should not be started until the seat belt check has been completed. Seat belts are to remain fastened until the vehicle engine is turned off.
All fingers, hands, and faces must remain inside the vehicle. Nothing should be put on the windows. No kicking or putting feet on the seats.
Children must remain facing forward.
No eating or drinking is allowed in the vehicles (staff and children).
All papers and trash should be discarded after each use.
Inappropriate behavior or safety violations will result in the loss of transportation privileges.
When two staff are in the vehicle, one drives, and the other rides in the back seat to observe.
Rosters should be checked when students get on or off the bus.
Unless it is an EMERGENCY, staff will not transport members in their cars or vehicles.

Cellular Phone Use while Operating a Vehicle

Employees whose job responsibilities include driving should refrain from using their phone/communication device while driving a Boys & Girls Club vehicle or while driving any other vehicle (rented, leased, borrowed, or their vehicle) while conducting business. Drivers shall comply with all federal, state, and local laws and regulations regarding the use of mobile technology devices including cell phones. Incoming or outgoing cellular phone calls are not allowed while driving. Sending or reading text messages, and emails, dialing cellular phones, viewing television, videos, or DVD1s, and inputting data into laptop computers. The cellular phone voicemail feature should be on to store incoming calls while driving and all message retrievals and calls should be made after the vehicle is safely parked. If acceptance of a call is unavoidable and pulling over is not an option, employees are expected to keep the call short, use hands-free options if available, refrain from complicated or emotional discussions, and keep their eyes on the road. Special care should be taken in situations where there is traffic, inclement weather, or the employee is driving in an unfamiliar area.

Substitute Drivers

In the event that a hired driver is unable to make their shift, the following policy will be implemented to ensure no disruption of services;

- Alternative trained and vetted drivers are contacted to substitute for regular driver shifts.
- Alternative Driver reports to the Director of Operations who assigns them a vehicle and completes paperwork.
- Alternative Driver then reports to the Facilities and Fleet Manager for vehicle keys and sign out.
- If an Alternative Driver is unavailable, the Director of Operations has undergone the same vetting and driver verification process as the hired drivers and will step in as the substitute driver.
- If the Director of Operations is unavailable, the Facilities and Fleet Manager has undergone the same vetting and driver verification process as the hired drivers, and will step in as the substitute driver.

(Word count is 1247)

Program Name: BGCGA GREAT Futures Washington County

H. Sustainability Plan (6 Points)

A preliminary sustainability plan must be developed as part of the application to show how the community learning center will continue the same level of service once the funding has been reduced to 90% in year 4, 80% in year 5, and ultimately, after 21st CCLC funding ends. This sustainability plan must indicate how the program will identify and engage in collaborative partnerships that will contribute to developing a vision and plan for financial capacity to support, and eventually sustain, the program after the five-year grant funding ends. The plan must include a specific description of the investments that each partner will make in the program and the associated timeframes for securing each contribution. Please note that subgrantees are not allowed to reduce services in years 4 and 5 to accommodate the reduction in funding.

Boys & Girls Clubs of Greater Augusta has more than 72 years of experience sustaining quality programs, including managing and implementing sustainable 21st CCLC programs since 2010. BGCGA utilizes best practices in financing strategies and fund development for afterschool programs, including establishing strong partnerships, diversifying funding sources, delivering high-quality programs and proven results, securing support from school administration, identifying key champions, and engaging the community. The sustainability plan for the BGCGA GREAT Futures Washington County program is student-focused, mission-aligned, and data-driven. The BGCGA Board of Directors, BGCGA Washington County 21st CCLC Advisory Council, and partners will be invaluable resources in supporting the fund development efforts necessary for sustainability.

BGCGA has a demonstrated track record of fundraising success that will provide a foundation for the GREAT Futures Washington County program's overall sustainability. Early diversification of support is essential to the sustainability of all components required to operate a high-quality program. BGCGA has worked to diversify its funding over the last few years including growing the

size of its donor base, launching dedicated campaign appeals, increasing donor engagement and communications, establishing partnerships with Textron Specialized Vehicles and Security Federal Bank, launching the Future League program to engage monthly individual donors, and securing new sponsorships from corporate funders, including Chick-Fil-A. Additionally, the new 2024 Board Chair for Boys & Girls Clubs of Greater Augusta, Blakely McKnight Downs, is the co-owner of the regional commercial construction company McKnight Construction Company, emphasizing BGCGA's commitment to cultivating strong leaders at all levels of our organization. BGCGA will continue to aggressively fundraise and garner a broad base of support for the program from a diverse array of donors. BGCGA is also currently undergoing a \$5M endowment matching campaign, and as of January 2024, a total of \$2M has been raised. Once fully funded, this endowment will generate operating dollars that will support the ongoing operations of the program. The campaign has already secured 40% of the goal and is on track to be completed by December 2024. The unrestricted operating dollars that are generated from the endowment can be used to support the sustainability of the Washington County program as GADOE funds decrease in years 4 and 5.

BGCGA will contribute a total of \$475,000 in benefits annually to the GREAT Futures Washington County program. This includes Personnel Related Expenses totaling \$245,000; General & Administrative Expenses totaling \$30,000; Contracted Services totaling \$110,000; Transportation Services totaling \$35,000; Training & Development totaling \$20,000; and Program Expenses totaling \$35,000. Throughout the five-year grant period, this will total more than \$2.3 million in contributions from BGCGA.

The program will partner with a number of organizations for the full five-year period of the grant program. Many of these partners will contribute curriculum and volunteers to support the program's goals. For example, Augusta Locally Grown will support meeting the identified student need for food security and wellness by providing healthy food resources and nutrition education for students. In the area of academics, Paine College will provide tutors who will provide tutoring and enrichment in all academic areas. To support parent engagement and adult educational attainment, the GREAT Futures Advisory Council will lead a strategy to partner with education and workforce groups (such as the Georgia Hispanic Chamber of Commerce) on wraparound support services, including adult education (GED programs, etc.) and workforce development training that meets the needs of the parents of enrolled students. For a full list of partners and contribution amounts, please see the Program Partners Table.

As part of the implementation process, the BGCGA leadership team in partnership with the Board of Directors, will specifically undertake the development of a long-term sustainability plan for the program. The plan will cover all aspects of fund development planning and implementation, including assessing available and potential resources; establishing action steps for obtaining resources; recruitment of new program partners and volunteers; building relationships with potential funders; identifying local resources to leverage; assisting in the development of funding proposals; and charting progress toward sustainability benchmarks. The plan will be used as a guide to work on sustainability from day one of the program and in each subsequent year. BGCGA will identify champions within the school district and community at large who can help advocate for the program. The preliminary sustainability plan includes identifying and pursuing other grant funding sources, identifying and cultivating new business partners, and developing local fundraising efforts to support the program. With positive impact data from the program's evaluations and a sound marketing and community awareness plan, the BGCGA can attract new donors and partners to support the 21st CCLC program.

When program funding is reduced in years four and five of the grant period, the primary costs of the BGCGA 21st CCLC program to be sustained are personnel required to deliver high-quality youth development. BGCGA is leveraging resources to support the program in a diversified and comprehensive manner. BGCGA coordinates resources to ensure they are supplementing the 21st CCLC funding and not supplanting it. This includes the donation of materials, incentives, services, supplies, and volunteer time. In addition, BGCGA 21st CCLC will work with Washington County Public Schools to explore potential coordination with Title I and/or A+ program funding in subsequent years of the grant period. Training and professional development delivered during the grant period will prepare 21st CCLC staff to continue to provide an academically rigorous program and partner effectively with school teachers and administrators. BGCGA will also gradually increase the role of volunteers in providing some program services. By leveraging other resources, BGCGA diversifies support for the program and increases the likelihood of sustainability beyond the life of the 21st CCLC grant.

To ensure long-term program sustainability, BGCGA will also receive consultative services and technical assistance from the Boys & Girls Clubs of America national organization. This includes a combination of interactive face-to-face, distance learning, and online learning opportunities that present clear opportunities for growth in overall organizational capacity for resource development. These learning tools will build BGCGA knowledge of fundraising best practices and fundamentals through a dedicated webinar series, interactive workshops, and informative, practical, and action-oriented online courses. Many course offerings were developed in partnership with thought leaders and consultants from across the fundraising industry, including the Association of Fundraising

Professionals (AFP), the standard-bearer for professionalism in fundraising.

(Word count is 1023)

Program Name: BGCGA GREAT Futures Washington County

IV. Evaluation (10 Total Points)

All subgrantees must use an external evaluator to conduct the ongoing evaluation component of their programs. For this RFP, an external evaluator is an individual, agency, or organization, with **no** vested interest in the 21st CCLC program. This requirement excludes the original application writer(s); family members of applicants, participants, and partners; employees of applicant; and the applicant's partners. Contracts with external evaluators must be limited to an individual fiscal year with renewal options for each subsequent year of the grant term. **The amount to be paid to the evaluator from grant funds cannot exceed 3% of the annual grant award amount.** If the amount to be paid exceeds 3% of the grant award, the outstanding balance must come from other non-21st CCLC sources.

The narrative must include a description of the qualifications of the evaluator. Please note it is not necessary or expected that the applicant know the identity of the evaluator at this time, however, the applicant must address the qualifications it will seek in an evaluator. The applicant must continue by providing a detailed explanation as to how it will implement an evaluation plan for continuously assessing progress towards meeting each of the proposed objectives and revising and strengthening the program based upon the continuous assessments. The plan must be based on established performance measures previously identified in the *Goals, Objectives, Activities, and Timeframe* table. In addition, the evaluation plan should address the requirements detailed in the *GaDOE's expected reporting outcomes* section of this RFP. Importantly, the plan must address how the applicant will ensure it will have access to the data necessary to analyze its objectives, including such factors as the detailed methods anticipated for data collection and the proposed timeline for collecting data to establish continuous and overall assessment of objective progress. Finally, the applicant must explain how it will make the results of its evaluation available to its stakeholders periodically and to the public upon request.

QUALIFICATIONS AND SELECTION OF LOCAL PROGRAM EVALUATOR

BGCGA will issue a call for qualifications and proposals to identify a local program evaluator upon award of the GREAT Futures Washington County grant. BGCGA will follow all established procurement procedures in executing this call for a local evaluator. The proposal process will require interested parties to include their qualifications, related local educational program evaluation experience, philosophy of evaluation and use of findings, proposed methods for evaluating a 21st CCLC program, and associated costs. Through this process, BGCGA will seek a local evaluator who has training and/or certification(s) in research and/or evaluation methods and has previous experience planning and conducting program evaluations. Deliverables for the evaluator will include: 1) development of a local implementation plan; 2) implementation of evaluation activities; 3) presentation and discussion related to preliminary research findings to the advisory council/program staff; and 4) annual evaluation reports.

Specifically, BGCGA will look for evidence of extensive knowledge and experience in evaluation design and using relevant qualitative and quantitative methodologies such as conducting interviews and focus groups and/or analyzing survey and administrative datasets. Evaluators with experience evaluating other 21st CCLC programs or other school or community programs aimed at increasing student academic achievement, experience collecting and analyzing student outcome data (e.g. standardized test scores, grades) and implementation data (e.g., observing classrooms, surveys about program perception, collecting information about program quality) is strongly desired and will be given preference. Qualified evaluators will be independent of the 21st CCLC program thus avoiding any potential or perceived conflict of interest.

BGCGA will undergo a formal bid process for the external evaluator, with the final selection being made by a committee composed of BGCGA's Chief Executive Officer, EVP of Finance and Operations, Program Director. The process will follow BGCGA's established procurement policy. Once awarded, the Program Director will manage the evaluation contract, including oversight and regular communication with the external evaluator.

IMPLEMENTATION OF EVALUATION PLAN FOR CONTINUOUSLY ASSESSING PROGRESS & PLAN IMPROVEMENT

The goal of the local program level evaluation will be to provide actionable findings that inform continuous program improvement and accountability to all stakeholders. Through the local evaluation process, BGCGA will monitor implementation and the nature of the services provided through process evaluation, and determine if the program's desired outcomes and performance targets have been achieved, and what factors (individual, programmatic, and contextual) were

associated with these outcomes through outcome evaluation. The GREAT Futures Washington County program will comply with all state and federal data collection and evaluation requirements for the grant. BGCGA allocation of grant funds does not exceed the 3% cap for evaluation costs.

BGCGA is committed to continuous quality improvement and adopted the Weikart Youth Program Quality Assessment (YPQA) System over the past year. This effort is supported by the national Boys & Girls Clubs of America partnership with the Weikart Center to improve program quality across the Boys & Girls Clubs network. The Weikart YPQA system includes both assessments (Youth Program Quality Assessment-YPQA) and aligned training that can be used for professional development for youth workers, with the ultimate goal of improving outcomes for young people. The YPQA is a validated instrument designed to evaluate the quality of youth programs and identify staff training needs.

The use of the YPQA assessment tool will be part of BGCGA's GREAT Futures Washington County program continuous quality improvement process and integrated into the program evaluation plan. BGCGA will develop an action plan to address any weaknesses identified through the assessment tool and/or site visits from the evaluator and/or GADOE 21st CCLC. The assessment tool results and action plan will be reviewed and monitored by the Advisory Committee. The 21st CCLC Program Director, Site Coordinator and Outcomes & Data Analyst will also login to the Scores Reporter to view YPQA scores and reports that compare their site to the national average and provide those insights to program leadership and staff to inform improvements. Site level data reviews will be conducted in staff meetings. The program will utilize orientation and staff meeting time to review the Georgia Afterschool & Youth Development Quality Standards and ensure that all staff are familiar with the standards and how to utilize them as a resource. BGCGA will also document review of the Georgia Afterschool & Youth Development Quality Standards with program staff through staff meeting and training agendas. In addition, Boys & Girls Clubs of America's National Youth Outcomes Initiative (NYOI) is collected annually each spring by BGCGA and data is validated and benchmarked against similar Boys & Girls Club organizations.

In addition to the YPQA data, NYOI data, and student academic performance data, the program will complete and use stakeholder survey data to inform program improvements. Staff, Parent, School Administrator, Teacher and Youth Survey data will be completed annually by the March deadline and use the results provided by the evaluator in June annually to make adjustments to the program offerings and operations. By November annually, lead teachers and appropriate program staff will establish a baseline profile for each participant and document patterns of attendance, classroom behavior and social interactions in previous year as evaluated by examinations of student report cards, behavior reports, student portfolios, and teacher/parental input. This information will be used to guide and differentiate instruction. From the site visit observations and interactions, BGCGA will utilize the evaluator recommendations for program improvements to the program staff in their regular communications (monthly for data collection monitoring and ongoing programmatic recommendations). All feedback and reports from the local evaluator will be reviewed by the GREAT Futures Washington County Advisory Committee within 60 days of receipt of the report to support monitoring and accountability. The selected local evaluator will also be invited to present findings and recommendations to the Advisory Committee.

REQUIREMENTS FOR EVALUATION PLAN & DATA COLLECTION METHODS

BGCGA will require the evaluation plan to be completed by the local evaluator to adhere to BGCGA stated evaluation goals (as follows) and develop a written evaluation plan detailing the evaluation design with logic model supporting the 21st CCLC stated program goals and objectives outlined in this application. The BGCGA GREAT Futures Washington County program evaluation goals are to: (1) conduct a process evaluation to monitor implementation and the nature of the services provided, and (2) conduct an outcome evaluation to determine if the program's desired outcomes and performance targets have been achieved, and what factors (individual, programmatic, and contextual) were associated with these outcomes. Both formative and summative evaluation methods will be used to determine the fidelity between the program as outlined in this 21st CCLC application and the program in action and to assess the program's progress toward expected outcomes.

Outcomes across the program goals and objectives specified in this application will be evaluated throughout the program year to assess incremental change and aggregated in a summative report annually. Both short-term and long-term outcomes will be evaluated, including increased academic performance measured by proficiency in ELA and math (short-term iReady, IXL, student report card grades, and long-term GMAS Math and ELA scores); increased critical thinking, problem-solving skills, and other social-emotional skills measured by student self-report and school disciplinary data; decreased number of chronically truant youth (those who are absent more than 10 days during the academic school year) measured by attendance data; an increase in knowledge of healthy lifestyle choices as measured by pre and post-tests of the students who attend the program; family engagement measured by attendance at family engagement sessions and increased knowledge post-session (attendance logs and post-event surveys). The program site will use the MyClubHub system for all program attendance and participation recordkeeping, and data management will be overseen by the Outcomes & Data Analyst. The Program Director oversees this position. Program participation and attendance data will be initially collected using the MyClubHub comprehensive

program and case manager data management system existing tracking tool implemented across the organization. All required data will also be input into the secure TransAct (Cayen portal) by the specified monthly data entry deadline by the Outcomes & Data Analyst. Collecting data through BGCGA's existing data collection systems, including MyClubHub, the National Youth Outcomes Initiative (NYOI), and Weikart Youth Program Quality Assessment (YPQA) tools will reduce administrative burden and support data accuracy; additional data collection tools will be developed as needed at the start of the program in partnership with the selected external evaluator. All program enrollment and participation data will be collected in real-time daily. Report card and progress monitoring assessments will be collected and input into the appropriate required data systems at standard intervals (e.g., 9-week report card grading periods, fall, spring IXL/iReady assessments, etc.). All data will be secured to protect program participants' personally identifiable information and adhere to all student privacy protocols. A formative report will be prepared between the fall and spring terms and a summative annual report will be prepared after the academic year. A summer report will also be prepared at the end of each summer program.

ACCESS TO DATA & DATA ANALYSIS

Through continuous quality improvement, review of attendance/participation data, and production of annual evaluation reports, the evaluator will monitor and provide analysis for the achievement of program goals and performance metrics. Information will be shared with key stakeholders. Data collected will include (but is not limited to): student registration information; student participation; program goals and objectives; activities and strategies (including how these are connected with the Georgia Milestones); activities in which students participated; standardized tests results; field trips; Funding Sources; Parental Involvement; Information for the Annual Performance Report; and Calendar of Events. The evaluator will conduct training for the program staff to ensure data is collected properly and maintain student and family privacy.

The GREAT Futures Washington County program will ensure a close cooperative relationship between BGCGA and Washington County Public Schools for program monitoring and evaluation. Washington County Public Schools has agreed (please see partner MOA) to provide data to monitor student attendance and academic progress (e.g., report card grades, iReady progress assessments, school day attendance, behavior incidents). In addition, BGCGA has identified a multilayer data collection procedure to ensure that all student data is collected promptly and used to inform program decision-making and academic support interventions. Parental consent for releasing academic data from the school will be obtained for each program participant upon enrollment. An enrollment list with documentation of parental data-sharing consent will be provided to the school at the program onset and updated throughout the year as new students enroll. Parents and students also have access to the IXL platform online to access progress in real time. The Lead Teachers, program staff, and the Parent Coordinator will work with students and families to monitor progress regularly using the portal. This portal access will also be used for collecting data when applicable. Lastly, a list of all required and/or missing data will be sent to the school by the Outcomes & Data Analyst quarterly to capture any missing data. The Outcomes & Data Analyst will also enter all data into TransAct (Cayen) within all applicable deadlines.

BGCGA grant staff will be responsible for loading all raw data into the TransAct Cayen system required by the GA Department of Education. The evaluator will monitor data uploads and analyze data from the TransAct Cayen system (e.g., report card grades, GMAS performance, iReady/IXL, attendance, demographics, activities and other relevant data entered into TransAct Cayen AS21). Data analysis will include both quantitative and qualitative methods to ensure that context for the findings are provided to support continuous quality improvement and inform decision-making. The evaluator will use descriptive data analysis (means, modes, and medians) to objectively assess progress toward goals. Additional methods of analysis will be included in the final evaluation plan as necessary. Quantitative data will include student demographics, program participation; IXL Learning response to instruction and grade level assessments; BGC curriculum pre/post-tests; report card grades; and Georgia Milestones scores. Qualitative data includes self-assessment tools; program staff site-visit checklists; evaluation observations; BGCA Youth Outcomes survey; and BGCGA parent, student, and teacher satisfaction surveys. All data, both quantitative and qualitative, will be collected to measure progress towards the specific goals and objectives of the proposed program.

Dissemination of Results

BGCGA has built a comprehensive dissemination plan to ensure that all stakeholders and the community at large are informed about the program. BGCGA will disseminate information about the 21st CCLC program, such as the location of services, proposed activities, and evaluation outcomes through traditional media methods as well as online. We will establish a dedicated page on our website within 30 days of the grant award and make announcements on social media (e.g. Facebook and Instagram) regularly. The 21st CCLC Site Coordinator will ensure that these sites are properly maintained and updated monthly with pertinent parent information, program happenings, upcoming events, resources, evaluation findings, and program recommendations. The site will have a "21st CCLC Announcement Board," where families can read about monthly activities, view special events, and see photos and projects created in the 21st CCLC program. The program will produce a newsletter to be sent home with students and available to all stakeholders monthly. The newsletter will include information on promising activities, as well as outcomes from formative and summative

evaluations.

To be responsive to low educational attainment levels in the community, the GREAT Futures Washington County program will avoid technical terminology and acronyms in parent communications and work to detail unfamiliar educational terminology that cannot be avoided or is commonly used by the Washington County Public Schools. Ensuring that language does not inhibit understanding and engagement will help empower parents to ask questions, deepen their understanding, and feel more confident that their suggestions, ideas, and concerns are valid and welcomed. If appropriate, the GREAT Futures Washington County program will consider tailored publications for parents and families, which may reflect a different level of specificity or technical language than is expected by other audiences, such as members of the school board or donors and institutional funders.

Flyers and announcements will also be distributed through our partnership with Washington County Public Schools utilizing their online properties, as well as social media. BGCGA has a full-time Marketing & Communications Manager, who prepares program collateral and press releases that are visually appealing, share the impact of the program, and provide clear messaging. Information is also disseminated through in-person presentations and flier distribution at local community events (e.g. neighborhood festivals, in conjunction with other social service events such as health clinics job fairs, and town meetings). All reports will be reviewed by the BGCGA GREAT Futures Washington County 21st CCLC Advisory Council within 60 days of receipt of the report to support monitoring and accountability and published on the website as well as made available to anyone upon request. The BGCGA Site Coordinator and 21st CCLC Program Director will present to the Washington County Public Schools board at an open public meeting of the school board at least annually (in the fall, targeted date to be confirmed) to share findings and recommendations from the program evaluation. The BGCGA Site Coordinator and 21st CCLC Program Director will also hold an open community meeting for stakeholders to share evaluation findings and recommendations at least annually. For the larger community, evaluation findings and recommendations will be made available on BGCGA's website. Materials will be translated into Spanish and other languages, as necessary.

(Word count is 2543)

21st CCLC Competitive Priority Worksheet FY25

EACH applicant MUST complete the Competitive Priority Worksheet FY25, regardless of whether they are claiming a priority or not. Please check each item that applies to this application.

Fiscal Agent's Name: Boys and Girls Club of Greater Augusta

[Co-Applicant Guidance](#)

[School Designations](#)

[List of Counties Eligible for Priority 4](#)

No Priority Claimed (0 points)

Competitive Priority Points will be assigned only after an applicant has received the minimum absolute score of 240.

Priority 1: Proposal was submitted **jointly/collaboratively** between at least one LEA and at least one eligible entity. Please refer to the FY25 RFP for more information regarding this criterion. (Maximum of 5 points)

Priority 2: Program is proposing to serve participants that attend schools that have been designated as Comprehensive Support and Improvement (CSI) or Targeted Support and Improvement (TSI). (Maximum 10 points). Please refer to the links to find [CSI](#) or [TSI](#) identified schools.

Priority 3: Program is proposing to serve students in grades 9, 10, 11, and 12. (Maximum of 5 points)

Priority 4: Program is proposing to serve participants in a county that is currently not receiving 21st CCLC funding in FY22. Please see Supplemental Form C for list of counties eligible for priority. (Maximum of 5 points)

Priority 5: Program is proposing to operate a summer program, during each year of the award, for a total number of 60 hours for a minimum period of three consecutive weeks during each summer recess. (Maximum of 5 points)

21st Century Community Learning Centers ("CCLC")
Specific Program Assurances for Subgrantees

** Please note: The Georgia Department of Education (GaDOE) considers the applicant to be the fiscal agent for the grant. Therefore, any grants awarded will be in the name of the fiscal agent.

Official Entity Name for Fiscal Agent/Subgrant Award Recipient: Boys and Girls Club of Greater Augusta

Program Name: BGGCA GREAT Futures Washington County **Funding Amount:** \$350,000.00

Number	Initial Each Box Below	Assurances
1	<input type="checkbox"/> KE	The Subgrantee assures that it has the necessary legal authority to apply for and receive the 21st CCLC subgrant(s).
2	<input type="checkbox"/> KE	The signatory for these assurances certifies that he has the authority to bind the Subgrantee.
3	<input type="checkbox"/> KE	Subgrantee certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
4	<input type="checkbox"/> KE	The Subgrantee certifies that the community was given timely notice of its intent to submit its application(s) and that the application(s) and any waiver request(s) were available for public review and comment after submission.
5	<input type="checkbox"/> KE	The 21st CCLC program(s) was developed, and will be carried out; in active collaboration with the schools the students attend.
6	<input type="checkbox"/> KE	The Subgrantee engaged in timely and meaningful consultation with private school officials during the design and development of the 21st CCLC program(s).
7	<input type="checkbox"/> KE	The 21st CCLC program will primarily target students who attend Title I schools or schools eligible for Title I schoolwide programs and their families.
8	<input type="checkbox"/> KE	The Subgrantee certifies the instruction and content offered are secular, neutral, and non-ideological.
9	<input type="checkbox"/> KE	The 21st CCLC program will take place in a safe and easily accessible facility. It is the responsibility of the Subgrantee to ensure that it meets all requirements, including but not limited to, child-care licensing, occupancy, fire, water, and transportation of students.
10	<input type="checkbox"/> KE	The 21st CCLC program will be administered in accordance with all applicable statutes, regulations, program plans, and applications.
11	<input type="checkbox"/> KE	The 21st CCLC program will implement activities that are aligned with the challenging State academic standards and any local academic standards.
12	<input type="checkbox"/> KE	The 21st CCLC instructional program offered to students will be carried out as proposed in the application.
13	<input type="checkbox"/> KE	<p>Funding for subsequent years are dependent upon successful program implementation and progress aligned with the components of the request for application submitted. The subgrantee understands that if any of the following requirements are not adhered to, the subgrantee may forfeit future funding or received reduced funding:</p> <ul style="list-style-type: none"> • Attendance at orientation, training, and other required meetings • Proposed weekly number of hours of operations (minimum of 12 hours/week) • Program academic content aligned with stated goals, objectives, and the Georgia Standards of Excellence • Sound fiscal management including following reimbursement process requirements of the grant
14	<input type="checkbox"/> KE	Prior to any material change affecting the purpose, administration, organization, budget, or operation of the 21st CCLC Program, the Subgrantee agrees to submit an appropriately amended application to GaDOE for approval.
15	<input type="checkbox"/> KE	The Subgrantee agrees to notify the GaDOE, in writing, of any change in the contact information provided in its application.

16	KE	The activities and services described in the application shall be administered by or under the supervision and control of the Subgrantee. The Subgrantee shall not assign or subcontract, in whole or in part, its rights or obligations without prior written consent of GaDOE. Any attempted assignment without said consent shall be void and of no effect.
17	KE	The Subgrantee agrees that its program will be fully operational within 60 days of the receipt of their award letter.
18	KE	The Subgrantee will use fiscal control and sound accounting procedures that will ensure proper disbursement of and account for Federal and state funds paid to the program to perform its duties.
19	KE	Funds shall be used only for financial obligations incurred during the grant period.
20	KE	The Subgrantee will submit its annual budget within 30 days of the grant award.
21	KE	An annual, external audit should be submitted to GaDOE within 6 months of the end of the Subgrantee's fiscal year.
22	KE	The Subgrantee will, if applicable, have the required financial and compliance audits conducted in accordance with the Single Audit Act Amendments of 1966 and 2 C.F.R. Part 2, Subpart F, "Audit Requirements".
23	KE	The fiscal agent will adopt and use proper methods of administering each program, including: (A) the enforcement of any obligations imposed on agencies, institutions, organizations, and other recipients responsible for carrying out each program; and (B) the timely correction of deficiencies in program operations that are identified through audits, monitoring, evaluation and/or technical assistance.
24	KE	The Subgrantee will cooperate in carrying out any evaluation of each such program conducted by or for the Georgia Department of Education, the U.S. Department of Education, or other state or Federal officials.
25	KE	The Subgrantee will submit reports to GaDOE and to the U.S. Department of Education as may reasonably be required. The Subgrantee will maintain such fiscal and programmatic records and provide access to those records, as necessary, for those departments to perform their duties.
26	KE	The Subgrantee will submit an annual summative evaluation report no later than June 30. If applicable, the Subgrantee will submit its summer session summative evaluation report no later than September 30.
27	KE	The Subgrantee agrees that GaDOE, or any of its duly authorized representatives, at any time during the term of this agreement, shall have access to, and the right to audit or examine any pertinent books, documents, papers, and records of the Subgrantee related to the Subgrantee's charges and performance under the 21st CCLC subgrant.
28	KE	The Subgrantee understands that the control of 21st CCLC grant funds and title to property acquired with 21st CCLC grant funds will be in a public agency or in a nonprofit entity, institution, organization, or Indian tribe, if the law authorizing the 21st CCLC program provides for assistance to those entities; and the public agency, nonprofit entity, institution, or organization, or Indian tribe will administer the funds and property to the extent required by the authorizing statutes.
29	KE	The property (e.g., computers, equipment, classroom desks, tables, and pilferable items) purchased with the 21st CCLC grant funds must be managed in accordance with 2 C.F.R. § 200.310-316.
30	KE	The Subgrantee will submit proof of its Fidelity and Liability Insurance Policy and proof of minimum liability transportation insurance to the Georgia Department of Education within 60 days of the grant award. (Does not apply to school districts)
31	KE	The Subgrantee is responsible for ensuring that all applicable liability insurance requirements are met.
32	KE	All required documentation (e.g., reimbursement requests, attendance data, student grades, test scores, etc.) will be entered and updated in a

		timely manner as stipulated by GaDOE.
33	KE	The Subgrantee certifies that state and national criminal background checks will be conducted annually for any and all individuals acting on behalf of the Subgrantee including: regular volunteers, employees, contractors, relatives, etc. prior to their employment, whether or not they have direct contact with students. In addition, the Subgrantee agrees to develop and utilize written policies on how the criminal background check results will be used in hiring and volunteer practices.
34	KE	The Subgrantee certifies that it will abide by GaDOE's Conflict of Interest and Disclosure Policy. Applicants with a conflict of interest must submit a disclosure notice.
35	KE	The Subgrantee understands that 21st CCLC grant funds will not be used for lobbying the executive or legislative branches of the Federal government in connection with contracts, grants, or loans and will report payments made with unappropriated funds for lobbying purposes.
36	KE	The Subgrantee will comply with the Family Education Rights and Privacy Act of 1974 (34 C.F.R. 99).
37	KE	Subgrantee will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, or national origin; Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of sex; Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of handicaps; and the Age Discrimination Act of 1975, which prohibits discrimination on the basis of age, and the Americans with Disabilities Act of 1990, which prohibits discrimination on a basis of disability.
38	KE	In accordance with the Federal Drug-Free Workplace and Community Act Amendments of 1989 and the Drug-Free Workplace Act of 1988, the Subgrantee understands that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance, marijuana, or dangerous drug is prohibited at geographic locations at which individuals are directly engaged in the performance of work pursuant to the 21st CCLC grant.
39	KE	The Subgrantee will establish and communicate to all students, parents, and staff its procedure whereby anyone suspecting fraud, waste, or abuse involving 21st CCLC funds shall call or write the appropriate authorities.
40	KE	The 21st CCLC grant has been accepted adapted by the local Board of Education (LEAs) or local Board of Directors (CBOs/Non-LEAs).

My electronic signature below certifies that I am the authorized signatory for the Fiscal Agent and official Subgrantee, and that I have read, understand, and agree to abide by all assurances. I also understand that failure to abide by all assurances may result in loss or reduction of grant funding.

Signature of Fiscal Agency Head (required) Certified by Electronic Signature

Typed Name of Fiscal Agency Head (required) Kim Evans
Typed Position Title of Fiscal Agency Head (required) CEO
Date (required) 01/30/2024 at 14:01:42

Georgia Department of Education
Conflict of Interest and Disclosure Policy

Georgia's conflict of interest and disclosure policy is applicable to entities conducting business on behalf of and/or doing business with the Department and entities receiving a grant to implement a program and/or project approved by the State Board of Education. This policy is applicable for entities receiving state and/or Federal funds.

Questions regarding the Department's conflict of interest and disclosure policy should be directed to the program manager responsible for the contract, purchase order and/or grant.

I. Conflicts of Interest

It is the policy of the Georgia Department of Education (GaDOE) to avoid doing business with Applicants, subcontractors of Applicants who have a conflict of interest or an appearance of a conflict of interest. The purpose of this policy is to maintain the highest level of integrity within its workforce, and to ensure that the award of grant Agreements is based upon fairness and merit.

a. Organizational Conflicts of Interest.

All grant applicants ("Applicants") shall provide a statement in their proposal which describes in a concise manner all past, present or planned organizational, financial, contractual or other interest(s) with an organization regulated by the GaDOE, including but not limited to Local Education Agencies (LEAs), or with an organization whose interests may be substantially affected by GaDOE activities, and which is related to the work under this grant solicitation. The interest(s) in which conflict may occur shall include those of the Applicant, its affiliates, proposed consultants, proposed subcontractors and key personnel of any of the above. Past interest shall be limited to within one year of the date of the Applicant's grant proposal. Key personnel shall include:

- any person owning more than 20% interest in the Applicant
- the Applicant's corporate officers
- board members
- senior managers
- any employee who is responsible for making a decision or taking an action on this grant application or any resulting Agreement where the decision or action can have an economic or other impact on the interests of a regulated or affected organization.

- i. The Applicant shall describe in detail why it believes, in light of the interest(s) identified in (a) above, that performance of the proposed Agreement can be accomplished in an impartial and objective manner.
- ii. In the absence of any relevant interest identified in (a) above, the Applicant shall submit in its grant application a statement certifying that to the best of its knowledge and belief no affiliation exists relevant to possible conflicts of interest. The Applicant must obtain the same information from potential subcontractors prior to award of a subcontract.
- iii. GaDOE will review the statement submitted and may require additional relevant information from the Applicant. All such information, and any other relevant information known to GaDOE, will be used to determine whether an award to the Applicant may create a conflict of interest. If any such conflict of interest is found to exist, GaDOE may:
 1. Disqualify the Applicant, or
 2. Determine that it is otherwise in the best interest of GaDOE to make an award to the Applicant and include appropriate provisions to mitigate or avoid such conflict in the grant awarded.
- iv. The refusal to provide the disclosure or representation, or any additional information required, may result in disqualification of the Applicant for an award. If nondisclosure or misrepresentation is discovered after award, the resulting grant Agreement may be terminated. If after award the Applicant discovers a conflict of interest with respect to the grant awarded as a result of this solicitation, which could not reasonably have been known prior to award, an immediate and full disclosure shall be made in writing to GaDOE. The disclosure shall include a full description of the conflict, a description of the action the Applicant has taken, or proposes to take, to avoid or mitigate such conflict. GaDOE may, however, terminate the Agreement for convenience if GaDOE deems that termination is in the best interest of the GaDOE.

b. Employee Relationships

- i. The Applicant must provide the following information with its application and must provide an information update within 30 days of the award of a contract, any subcontract, or any consultant agreement, or within 30 days of the retention of a Subject Individual or former GaDOE employee subject to this clause:
 1. The names of all Subject Individuals who:
 - a. Participated in preparation of proposals for award; or
 - b. Are planned to be used during performance; or
 - c. Are used during performance; and

- ii. The names of all former GaDOE employees, retained by the Applicant who were employed by GaDOE during the two-year period immediately prior to the date of:
 1. The award; or
 2. Their retention by the Applicant; and
 3. The date on which the initial expression of interest in a future financial arrangement was discussed with the Applicant by any former GaDOE employee whose name is required to be provided by the contractor pursuant to subparagraph (ii); and
 4. The location where any Subject Individual or former GaDOE employee whose name is required to be provided by the Applicant pursuant to subparagraphs (i) and (ii), are expected to be assigned.
- iii. Subject Individual" means a current GaDOE employee or a current GaDOE employee's father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, half-sister, spouse of an in-law, or a member of his/her household.
- iv. The Applicant must incorporate this clause into all subcontracts or consultant agreements awarded under this Agreement and must further require that each such subcontractor or consultant incorporate this clause into all subcontracts or consultant agreements at any tier awarded under this Agreement unless GaDOE determines otherwise.
- v. The information as it is submitted must be certified as being true and correct. If there is no such information, the certification must so state.

c. Remedies for Nondisclosure

The following are possible remedies available to the GaDOE should an Applicant misrepresent or refuse to disclose or misrepresent any information required by this clause:

1. Termination of the Agreement.
2. Exclusion from subsequent GaDOE grant opportunities.
3. Other remedial action as may be permitted or provided by law or regulation or policy or by the terms of the grant agreement.

d. Annual Certification

The Applicant must provide annually, based on the anniversary date of Agreement award, the following certification in writing to GaDOE. The annual certification must be submitted with the grantees annual end of year program report.

ANNUAL CERTIFICATION OF DISCLOSURE OF CERTAIN EMPLOYEE RELATIONSHIPS

The Applicant represents and certifies that to the best of its knowledge and belief that during the prior 12 month period (**APPLICANT MUST CHECK AT LEAST ONE BOX BELOW**):

- A former GaDOE employee(s), current GaDOE employee, or Subject Individual(s) has been retained to work under the Agreement or subcontract or consultant agreement and complete disclosure has been made.
- No former GaDOE employee(s), current GaDOE employee, or Subject Individual(s) has been retained to work under the Agreement or subcontract or consultant agreement, and disclosure is not required.

II. Disclosure of Conflict of Interest after Agreement Execution

If after Agreement execution, Applicant discovers a conflict of interest which could not reasonably have been known prior to Agreement execution; an immediate and full disclosure shall be made in writing to GaDOE. The disclosure shall include a full description of the conflict, a description of the action the Applicant has taken, or proposes to take, to avoid or mitigate such conflict. GaDOE may, however, terminate this Agreement for convenience if GaDOE deems that termination is in the best interest of GaDOE.

III. Incorporation of Clauses

The Applicant must incorporate the clauses in paragraphs A, B, and C of this section into all subcontracts or consultant agreements awarded under this Agreement and must further require that each such subcontractor or consultant incorporate this clause into all subcontracts or consultant agreements at any tier awarded under this Agreement unless GaDOE determines otherwise.

Signature of Fiscal Agency Head (required) Certified by Electronic Signature

Typed Name of Fiscal Agency Head (required) Kim Evans
Typed Position Title of Fiscal Agency Head (required) CEO
Date (required) 01/30/2024 at 14:01:42

Non-Profit Organization
Financial Management Questionnaire

I. General Information

Name of Organization: Boys and Girls Club of Greater Augusta
Data Universal Numbering System (DUNS) Number: 96-0852200
Federal Employment Identification (FEI) Number: 58-0610382
Address (Number and Street/ PO Box): 624 Chafee Ave
Address (Number and Street/ PO Box):
City/Town: Augusta State: GA Zip Code: 30904
Phone#: 706-504-4071 Ext:

Name of Officers	Title	Phone	Email Address
Kim Evans	CEO	7065044071	kevans@bgcgreateraugusta.org
Kim Evans	Chief Executive Officer		kevans@bgcgreateraugusta.org
Bridgett Carrington	CFO	7065044071	bcarrington@bgcgreateraugusta.org

1. Does your organization have a governing board? YES NO

If yes, please list the board members.

Name of Members	Title
Blakely McKnight Downs	Board President
John Mills	Vice President
Kathryn Sterba	Secretary
Adam Williams	Treasurer

2. Is your organization aware of any conflicts of interest? YES NO

If yes, please note any conflicts of interest.

3. Please upload a PDF copy of your organization's articles or charter.

Download organization's articles or charter: [Boys and charter 65.pdf](#)

4. Please upload a PDF copy of your organization's 501(c)(3) Internal Revenue Service forms.

Download organization's articles or charter: [Boys and irs form 65.pdf](#)

II. Type of Fund

1. Please indicate if your organization is applying for a grant or contract. GRANT CONTRACT

2. Please indicate how your grant or contract will be funded. STATE FEDERAL OTHER

III. Financial Information Disclosure

Fiscal Year 2022 Ending Date: 12/31/2022

2. What percent of funds is used for administrative purposes? 12.00%

3. Does your organization have past due debt owed to the state or federal government? YES

NO

4. Has your organization declared bankruptcy in the last 3 years? YES NO

If yes, explain.

5. Does your organization have any ongoing or pending litigation which may have a financial impact? YES NO

If yes, state the approximate amount. \$0.00

Describe.

6. Are there any going concern issues? YES NO

If yes, explain.

7. Do state and federal funds comprise more than 75% of your organizations total revenue? YES NO

8. Has your organization previously received a federal or state grant or contract? YES NO

If yes, explain.

21st CCLC grants provided by the State Department of Education and federal pass-through funds from the State Alliance of Boys & Girls Clubs and Bright from the Start

Amount	Funding Source (federal/state) & Type (grant/contract)	Agency Providing Funds	Latest Year Receiving Funds
\$2018282.00	Federal Grant - 21st Century Community Learning Centers	Georgia Department of Education	2023
\$355725.00	Federal Grant - Georgia Alliance of Boys & Girls Clubs	Georgia Department of Human Services	2023
\$550000.00	Federal Grant - Bright from the Start	Georgia Department of Early Care and Learning	2023
\$65000.00	Federal Grant - OJJDP	Office of Juvenile Justice and Delinquency Program	2023

9. Has your organization filed a federal 990 tax return for the last fiscal/calendar year? YES NO

If no, explain why the return has not been filed and upload your latest return.

Please upload the return.

10. Has your organization been audited (financial or programmatic)? YES NO

If yes, please upload the most recent audit completed.

If no, explain.

11. If your organization was audited, were there any findings? YES NO

If yes, list the findings.

12. Was corrective action taken to address the findings? YES NO

If yes, please upload documentation to show that corrective action was taken.

If no, explain.

13. Did your organization expend \$500,000 or more in federal funds in your last fiscal year? YES NO

If yes, please upload your most recent A-133 audit report.

14. Did your organization expend \$100,000 or more in state funds in your last fiscal year (if yes, you should have checked 'yes' for #10 and have uploaded an audit report)? YES NO

15. Did your organization expend at least \$25,000 but not more than \$100,000 in state funds in your last fiscal year? YES NO

If yes, please upload audited or unaudited entity-wide financial statements.

17. If you answered yes to #13, #14, or #15, did your organization submit the required information to the Georgia Department of Audits and the state agency from which funds were received? YES NO

If no, explain.

Please upload your organization most current federal 990 tax return.

Download organization's articles or charter: [Boys and_tax_return_doc_65.pdf](#)

Please upload your organization most recent audit completed.

Download organization's articles or charter: [Boys and_recent_audit_doc_65.pdf](#)

Please upload documentation to show that corrective action was taken.

Please upload your most recent A-133 audit report.

Download organization's articles or charter: [Boys and_A_133_audit_doc_65.pdf](#)

Please upload audited or unaudited entity-wide financial statements.

IV. Internal Controls

1. Is your organization's staff sufficient to provide for adequate separation of duties in regards to deposits, payments, reconciliations, supervisory reviews, and preparation of financial statements? YES NO

If no, explain.

2. Is your organization's accounting system able to account for state and federal grants and contracts separately? YES NO

If no, explain.

3. Is your organization's accounting system able to account for costs according to the categories that would be contained in your approved state or federal program budget? YES NO

If no, explain.

4. Is your organization's time distribution system able to account for each employee's time by project, being distributed to the proper state or federal program? YES NO

If no, explain.

5. If your organization receives federal funds, is your organization in compliance with OMB Circular A-122, "Cost Principles for Non-Profits?" YES NO

6. Does your organization have written procurement policies? YES NO

If no, explain.

To the best of my knowledge and belief, I certify that all data in this document is true and correct.

Name of Representative	Kim Evans	Title	CEO
Signature	Certified by Electronic Signature	Date	01/30/2024 at 14:01:42