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March 23, 2015

LaKeesha Morris
Town of Cutler Bay
10720 Caribbean Blvd.
Suite 105
Cutler Bay, FL 33189

**RE: CORRECTION to Out-of-School (Afterschool and Summer Camps) RFP
2015-01 Funding Recommendation for Application: 7214 - Cutler Bay
Afterschool Program**

Dear Ms. Morris:

This letter is to inform you of an error we discovered in formulating the recommended funding amount for the above-referenced application. Your initial award letter stated a recommended funding amount of \$143,199.72. Instead, based upon your proposed slots and days of operation for afterschool days, full days during the school year and summer days, the correct **recommended funding amount is \$143,190.00.** We apologize for this error. We have attached a detailed explanation of how the revised recommended funding amount was calculated, which we are happy to discuss with you. Please note this correction is not related to any currently pending appeals, the results of which will be communicated separately.

Please be advised that ongoing appeals and any unexpected revenue reductions may further reduce your award, but we are committed to limiting any additional adjustments as much as possible. As always, funding amounts are subject to fluctuation during the negotiation process to meet The Children's Trust's budget guidelines, RFP requirements and performance measurements. We appreciate your patience and cooperation at this time and in the coming weeks and months ahead.

The Children's Trust Board of Directors will consider these funding recommendations initially at the upcoming Program Services and Childhood Health Committee meeting on Thursday, March 26, 2015 from 4-6 p.m. in the United Way Ryder conference room. Subsequently, the committee's recommendations will be presented to the full board on Monday, April 13, 2015 from 4-6 p.m., also in the United Way Ryder conference room. Please confirm all dates and times for committee and



full board meetings on The Children's Trust website community calendar.

With respect to your revised recommended funding amount, please carefully review the recommended sites and slots expected to be funded through your agency's award. Unless you inform us that you are unable to meet the proposed number of slots for the recommended award amount, we will assume your agency is ready to negotiate the terms of a contract to implement this award for not more than the recommended amount, assuming full board approval on April 13, 2015. Please be on the lookout for a subsequent letter informing you of the requirements of our new contracting process.

The appeal policy of The Children's Trust, as stated in the Request for Proposals (RFP), limits review to challenging errors in procedural due process, errors in mathematical calculations, or omissions to score sections by the ranking team. **IN ORDER TO APPEAL YOU MUST RESPOND TO THIS NOTIFICATION LETTER BY NOT LATER THAN THURSDAY, MARCH 26, 2015 AT 11:59 P.M. (MIDNIGHT), WHICH WE WILL DEEM TO BE 72 HOURS FROM THIS NOTICE.** Your written request for an appeal must state the particular grounds upon which it is based, and must include all pertinent documents and evidence that support the claim. All notices shall be directed to the President/CEO at: The Children's Trust, 3150 SW 3rd Avenue, 8th Floor, Miami, Florida, 33129.

Congratulations on your award. I offer my heartfelt thanks to you and your colleagues for continuing to partner with The Trust on behalf of the children and families of this community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Charles M. Auslander", with a long, sweeping underline.

Charles M. Auslander
President & CEO

cc: Rafael Casals



Application

6705 - Out-of-School Programs RFP #2015-01 - Final

**7214 - Cutler Bay Afterschool Program
Youth Development**

Status: Submitted **Submitted Date:** 12/02/2014 5:33 PM

Applicant Information

Primary Contact:

Name:* Ms. LaKeesha Morris
V d o c w d w i r g # I l k r w # Q d p h # P l g g h # Q d p h # O d v w # Q d p h #

Title: Grants Coordinator

Email:* Imorris@cutlerbay-fl.gov

Address:* 10720 Caribbean Blvd.
Suite 105

Phone:* 305-234-5262 **33189**
S k r q h # V w d v h # S u r y l g f h # S r v w d # F r g h 2 l s # H { w #

Fax:

Organization Information

Legal Name:* Town of Cutler Bay

Unit (if applicable)

Address:* 10720 Caribbean Blvd., Suite 105

Phone:* 305-234-4262 **33189**
F l w l # V w d v h # V w d v h # l s # F r g h #

Mailing address if different from agency address

Mailing Address:

Mailing: Florida
F l w l # V w d v h # l s # F r g h #

Additional Information

Additional Agency Information

Phone:* 305-234-4262

Page 4 of 33

Fax: 305-234-4251
Organization Website: www.cutlerbay-fl.gov
Organization Type:* Public/Government
Date Agency Established* September 2006
P r g v k # \ h d u #
Federal ID Number:* 02-0768791
Fiscal Year End:* September
Executive Director/CEO* Rafael Casals
I l v v # Q d p h # O d v v # Q d p h #
Phone:* 305-234-4262
Fax:
Email Address:* rcasals@cutlerbay-fl.gov
Financial Contact/CFO:* Robert Daddario
I l v v # Q d p h # O d v v # Q d p h #
Phone:* 305-234-4262
Fax:
Email Address:* rdaddario@cutlerbay-fl.gov

Program Description

Brief Agency Mission Statement:*

Briefly state your agency mission. (500 character limit)

The Town Council will work to make Cutler Bay an excellent place to live, work and play. Cutler Bay's government will be creative, responsive and respectful in providing innovative and cost effective services to the community.

Program Abstract:*

It is recommended that the abstract be the last section written. The abstract is a summary of the information contained in the proposal. The abstract should contain the agency name, program name, program type (e.g., summer camp, home visiting, youth group, etc.), primary program activities, population to be served, geographic area primarily served, as well as any other significant information about the program. The abstract will be used by The Children's Trust to promote your program should your agency be funded. (200 word limit)

The Town of Cutler Bay is requesting \$171,566 to continue to provide afterschool services to youth in grades K-5 in and around the Town limits. The Town has successfully operated a Trust supported Afterschool program since 2009 and provides youth with literacy, physical fitness, homework assistance, social skills training and nutritious snacks. Funding from The Children's Trust will allow the Town to serve 75 youth.

The Cutler Bay Afterschool Program offers recreational and evidenced based activities to assist participants in improving academically, developing appropriate social skills and adopting an active lifestyle. Town aims to enhance the program by adding a STEAM (Science, Technology, Engineering, Arts, Math) component in partnership with Miami Dade College and local non-profit organization enFAMILIA.

Program Timeframes:*

After-School only

Program Description:*

Describe the proposed program (open text, 1600 word limit, about three pages). Provide a complete description of your program, at minimum providing the information below. This description should enable reviewers to visualize your program and clearly understand how your approach will result in program goals being achieved. In later application sections, you will have the opportunity to provide more details about the target population(s), site(s), activities, performance measurement, staffing, partnerships, and organizational capacity.

- Goal(s) of program.
- Who does the program serve?

- How does the program learn about the needs, interests, and strengths of those served? Overall approach to meeting the needs and building upon the assets of the children and families served.
- How will the program accommodate children with disabilities?
- Describe the program's primary activities and how they meet the intent of the RFP. Include a description of, and rationale for, any evidence-based programs and/or strategies, including any modifications proposed. When proposing use of an evidence-based program or strategy that is not listed in the RFP, provide support for the effectiveness of what is being proposed, including references from well-known, established sources and/or attachments with information supporting effectiveness.
- The duration of the program and frequency of contact with participants.
- Every program should be part of a network dedicated to advancing and advocating for the healthy development of children and their families, and should also be familiar with the strengths and challenges of the community in which it is operating. How will your program connect participants and their families to community resources to meet needs that cannot be met by the program?
- An overview of the program's partners.

The Town of Cutler Bay (the Town) is requesting \$171,566 to continue to provide afterschool services to youth in grades K-5, residing in Cutler Bay and surrounding communities. The Town's current Trust Funded afterschool program has been serving the community since 2009. The goal of the Cutler Bay Afterschool Program is to provide youth with recreational and evidenced based educational activities that will assist them in improving academically, developing appropriate social skills and adopting an active lifestyle. The Town will enroll seventy-five (75) youth in grades K-5. The Afterschool Program is located at Cutler Ridge Park (10100 SW 200th St., Cutler Bay, FL) and is adjacent to Cutler Ridge Elementary School. The Afterschool Program coincides with the Miami-Dade County Public School System Calendar. The hours of operation are Monday – Friday 2:00 pm – 6:00 pm (excluding legal holidays when school is not in session). The Afterschool Program is open on all Teacher Planning Days and Spring Break from 9:00 am – 6:00 pm offering early drop-off at 7:30 am.

The Town maintains a student file that includes socioeconomic information and an assessment of special needs for each participant. Furthermore, the Afterschool Program employs an Outreach Worker that is responsible for contacting program parents/caregivers at least one time per week to update them on their child's progress and inquiring about any needs or concerns that the parent may have. The outreach worker is also responsible for maintaining open communication with local schools and identifying community resources for children in need (i.e. referrals for basic needs, mental health services, and healthcare).

The Afterschool Program staff makes every effort to accommodate youth with disabilities. Program staff is required to attend trainings provided by CCDH starting with Discovering Inclusion. The Town also provides space at the Cutler Ridge Park for CCDH to come in and offer training and capacity building to Town employees and other providers in surrounding communities. During the intake process Town staff requests that parents complete the CCDH "Getting to Know Me" survey as a part of their enrollment package and requests a copy of the child's school Individual Education Plan (IEP). Finally, the Town has hired a Park Service Aide that is experienced in working with Exceptional Student Education (ESE) youth in the school system. This Park Service Aide provides ongoing on-the-job training to park staff and guidance when a staff member is having difficulty with a youth. Youth with disabilities receive special accommodations that include; extended time to complete assignments, one-on-one or small group assistance with core activities, and other recommendations in accordance with the child's IEP.

The Afterschool Program offers eight (8) components:

1. **Literacy:** (5 days per week/ 30 minutes per day) The Town follows the After-School KidzLit Program Curriculum to reinforce and improve their reading the retention skills. Youth have access to reading materials for their appropriate school grade and/or reading level. This is a group activity with individual attention provided to youth as needed. After-School KidzLit is a The Children's Trust recommended evidence-based curriculum that has proven to be effective for the youth enrolled in elementary school and for the development of reading comprehension. Youth will also have access to computers and tablets to complete Reading Plus assignments.
2. **Physical Activity/Fitness:** (5 days per week/ 30 minutes per day) The Town follows the Sports, Play and Active Recreation for Kids (SPARK) Afterschool Physical Activity curriculum. This curriculum is beneficial to the Town because the physical fitness lesson plans serve to reinforce social skills/life skills and STEM (Science, Technology, Engineering and Math) lessons learned during the afterschool program. The afterschool program is located on Cutler Ridge Park and is equipped with open fields, swimming pool, basketball courts, playgrounds and more. These amenities allow youth to benefit from all SPARK lesson plans.
3. **Life Skills:** (Daily) The Town's staff has used the Positive Action curriculum since 2009 and is fully trained in the implementation of the program. The Town will not schedule time for teaching a "life skills". Instead the Town will foster a nurturing and socially positive environment by utilizing the skills learned while teaching Positive Action. Examples of how life/social skills will be integrated into day to day operations include; discussing and practicing social skills during daily activities, setting clear rules and expectations for students, engaging in project based learning, acknowledge/reinforce positive behaviors, provide consistent feedback to students about their behavior, positive reinforcement, and more. Youth will have the opportunity to practice life/social skills during literacy activities, organized sport activities, project based learning activities, ensuring the staff consistently demonstrates positive behaviors, and in regular one-on-one interaction during supervised free-choice.
4. **Homework Assistance:** (4 days per week/ 60 minutes per day) Homework assistance is provided by Park Service Aides under the guidance of a certified Teacher. Staff arrives at the site thirty minutes prior to the start of the program to prepare the classroom for youth when they arrive. School supplies are easily accessible to youth to complete assignments. Youth are separated into three classrooms (K-1, 2-3 and 4-5). Park Service Aides closely

monitors and assists youth that are having difficulty and provide positive reinforcement. The staff reinforces smart study skills such as breaking down difficult material/large assignments into manageable chunks, set goals, use positive thinking, be a "STAR" (Stop Take A breath, and Relax), etc.

5. **Family Engagement:** (2 events per year) The Town provides Family Movie Nights as a means of engaging the entire family in the afterschool program. Family Movie Nights are open to the community; however, in an effort to get to know the families of enrolled youth better, they are invited to the Cutler Ridge Park for a dinner prior to the start of the movie. During the dinner, families can browse the classrooms and look at projects completed by their children and/or enjoy a performance presented by the youth based on one of their most recent cultural arts classes. Finally, parents are provided with brochures regarding community resources available to them ranging from assistance with basic needs (i.e. food, housing, government entitlements) to Town resources for home improvement (i.e. Green Corridor/PACE Program providing financing for renewable and solar technology for property owners).
6. **Nutritious Food/Beverage:** (5 days per week) The Town will provide nutritious food/beverage provided by The Children's Trust approved food/beverage provider.
7. **Science Technology Engineering Arts and Math (STEAM):** (1 hour per day/3 days per week). The Town has partnered with Miami-Dade College to provide youth with STEM training. This will include, but will not be limited to; Community Gardening/Organic Food and Nutrition (Science); Robotics Engineering by LEGO (Technology/Engineering), Interactive Games (Math). In addition to this the Town has partnered with enFAMILIA a non-profit organization based in Homestead, FL to provide classes in visual arts, music, drama, fashion and more.
8. **Supervised Free Choice:** (5 days per week/ 30 minutes per day) Participants have the opportunity to take advantage of everything that Park has to offer (soccer, football, tennis, basketball, table tennis, board games, etc.). Youth have the opportunity to use the Town's heated pool once a week on Fridays during late fall and spring break.

The Town is working to develop a system to better connect families in need with available community resources. At this time, families that are seeking assistance are directed to contact the 311 Helpline. In order to further enhance this area of the program, the Town will establish a "Community Resource Board". This board will be located in a highly visible location on-site and it will have flyers and other information about various resources (i.e. food distribution sites, use of the Town's community garden, adult education classes, adult exercise classes, individual tutoring resources, mental health counseling resources, and more). Town staff will utilize online and print publications such as Community Resource Guides to assist in referring families for needed services. Finally, the Town hosts many community events that are designed to bring families together and create a sense of community attachment. Activities include "Movie Nights at the Park", "Bar-B-Que and Chili Cook-Offs", Bicycle Rodeos, and more that are free and open to the public. During these events, the Town invites local community based organizations and businesses to set up vendor booths to distribute information about their services.

Two partners will further enhance the program by assisting the Town with the implementation of the STEAM (Science, Technology, Engineering, Art and Math) component. Instructors from Miami Dade College (MDC) will be responsible for developing and presenting age appropriate STEM activities. MDC is the largest and most diverse college in the nation, and currently operates a STEM program designed to attract students to careers in science and technology. MDC will present youth with a hands-on STEM program that includes project based learning that will spark the youth's interest in STEM education and bring classroom assignments to life.

enFAMILIA is a non-profit organization located in Homestead, FL. enFAMILIA will provide the Town with trained art teachers to foster the students talents in the areas of visual arts, music, dance, film, drama, fashion and more. For over 18 years, enFAMILIA has provided similar art based programs and services to afterschool and summer camps throughout the South Dade community. enFAMILIA's Co-Director, Carlos Salgado has a Master in Fine Arts and is a Master Trainer for the Arise LifeSkills Curriculum, Nurturing Fathers Program, and teaching Inclusion Strategies for Children with Disabilities.

In addition to the partners for the STEAM activities, the Town partners with the Police Department to provide safety training to youth. The Bike Safety presentation informs youth of safe practices and laws related to bicycles/pedestrians. Youth are provided with bicycle helmets that are properly fitted by certified bike helmet fitters. Other presentations include bully prevention and personal safety. Youth/Families receive KidsPrint ID cards that include the child's fingerprints, photographs and other identifying information at the conclusion of the personal safety presentation.

Partnerships Table

Partner	Partner Agency Description	Role in Program Implementation and Resources Committed.	LOA/MOU attached?	Paid subcontractor or in-kind services
Miami Dade College	<p>Miami Dade College's School of Continuing Education and Professional Development (CEPD) has provided programming for kids and teens since 1994. This includes a variety of sports, music, technology, art, robotics, dance and more. Serving over 6000 kids annually, CEPD's programming and instructors meet the highest standards of quality and support their mission to make college more accessible to the public in order to meet community needs and inspire underserved populations.</p> <p>A letter of committment, STEM Proposal and Resumes for key staff is included in the "other attachments" portion of this grant application.</p>	<p>Miami Dade College will expose participants to Science, Technology, Engineering and Mathematics (STEM) curricula that will help them experience the four components i a fund and age appropriate manner. Through weekly programming, participants will engage in a variety of hands-on activities that will inspire the love of STEM and offer them the ability to practically apply the concepts in order to solve real life issues and challenges, hence gaining a better understanding of the world around the.</p> <p>Using a project based approach, lessons will be individualized to the needs and intersts of the children. Each lesson will enrich students' knowledge and inspire curriosity about how the world works and what they can do to ensure the sustainability of the environment and the economy. Sample lessons include;</p> <ul style="list-style-type: none"> • Organic Gardening • Erupting Volcanos • Disappearing Water • Simple Machine Engineering <p>Lessons are based on curricula from nationally renowned organizations such as; Miami Dade COllege Earth Ethics Institute, Project Lead the Way, Science NetLinks, Paradise Farms, and National Geographic.</p> <p>Resources:</p> <p>Miami Dade has assigned two staff members to oversee this project (See full Resumes in Attachments). Dr. Rosalyn Berry has over 15 years experience working with children and families including school and afterschool settings from pre-school through high school age youth. She has a Bachelor of Science Degree in Elementary Education and Master of Science in Educational Leadership both from University of Miami. Mario J. Padron, J.D. is a Commmander for the US Marine Corps. He has Bachelor of Arts Degrees in Physics and Economics as well as a Juris Doctor all from the University of Florida. He has over ten years of experience in leadershp, training and research.</p> <p>The cost of 40 weeks of programming for 74 youth three hours per week is \$31,800.00. This includes professional teachers and all supplies. The Town currently has an Organic Garden on-site for youth to use as a lab for some of the courses.</p>	Yes	paid
enFAMILIA	<p>enFAMILIA's mission is to build healthy family relationships and to improve the quality of their lives by implementing a structures Arts</p>	<p>enFAMILIA will assist the Town in its efforts to enhance the current Afterschool Program</p>	Yes	paid

through education and the arts. Component. If awarded funding, enFAMILIA Founded in 2000, enFAMILIA is a agrees to provide; non-profit organization that provides educational programs to improve and preserve family life for migrant farm workers and low-income families living in Deep South Dade and other areas of Miami-Dade County. For the past 14 years, enFAMILIA has provided programs and services that include;

- Age appropriate Art classees for each classroom (Grades K-1, 2-3 and 4-5)
- Secure all supplies needed for the classes
- Provide trained art teachers with Level II Background Checks.

- *Art-In-Action Education* - Out of school art program for youth
- *Domestic Violence and Child Abuse Prevention & Teen Parent Education* - Support groups for youth and adults
- *Counseling Services* - Individual and family/group mental health counseling
- *Family Resource Centers* - Academic tutoring and MDCPS Parent Portal
- and much more.

Miami Dade Police Department - Cutler Bay Unit

The Neighborhood Resource Unit ("NRU" or "the Unit") utilizes a community-oriented policing approach to servicing the community. This includes establishing policies and strategies aimed at achieving more effective and efficient crime control. The NRU strives to improve quality of life by utilizing a proactive reliance approach on community resources which seeks to change crime causing conditions. The NRU maintains a respectable working relationship with the schools int he Town of Cutler Bay and works closely with the Code Enforcement, Parks and Recreation, and Public Works Departments on matters involving quality of life issues. Some of the NRU's community projects includes; book bag distribution, "Safety Night Out" community event, adopt a classroom, Thanksgiving basket/turkey distriution, Holiday Toy Drives, bicycle/pedestrian safety, bullying prevention presentations, home/business safety assessments, and more.

The Neighborhood Resource Unit will provide the following "in-kind" services to the Afterschool Program:

Yes in-kind

- Coordinate and present Bullying Prevention, Stranger Danger, Officer Friendly, Internet Safety and other safety awareness programs/presentations.
- Provide each child that attends the safety awarness presentation with a KidsPrint ID Card that contains the child's picture and vital information about the child along with the child's fingerprint with parent's permission.
- Proivde bicycle/pedestrian safety training and a properly fitted bicycle helmet for each student that attends the training.

See Letter of Agreement in the Attachments under the "Other" category.

Each member of the NRU has a young person that they are currently mentoring. Most recently, one of the officers mentored an at risk young male that was acting out in the final few months of his Senior year in High School. The officer worked closely with the youth and the young man completed his Senior year without any further incident. Today the young man is working in the community service arena and is attending a local college.

Afterschool Activities Table

RFP Activity Component Type(s)	Service Name & Description	Facilitators	Site or Group Comments/Variations	Freq/Intens/Duration/Time
Literacy	<p>Youth will follow the After School KidzLit Program Curriculum to reinforce and improve their reading and retention skills. Youth will have access to reading materials for their appropriate school grade. KidzLit also integrates social skills and character lessons into the various lesson plans. KidzLit enhances the students comprehension skills by providing youth with the opportunity to make connections between the story that was read and their personal life. Comprehension activities include group discussions, artistic expression of what was read and short writing assignments based on the lesson.</p> <p>The literacy component is overseen by State Certified School Teacher, Ms. Shirley Harari. Ms. Harari has over seven (7) years of experience working with youth in grades K-6. Ms. Harari earned a Bachelor of Science Degree in Elementary Education from Florida International University. She received her teaching certificate in 2007 with an English for Speakers of Other Languages (ESOL) endorsement.</p> <p>Under the direction of Ms. Harari (Park Service Aide - Teacher), Park Service Aides conduct the literacy sessions, reading stories aloud to younger youth and allowing older youth to read to themselves in silence. This is a group activity with individual attention given as needed to accommodate differently abled youth.</p> <p>In order to ensure the Park Staff implements the KidzLit Curriculum Town staff takes full advantage of the resources</p>	<p>1 Part-Time Park Service Aide - Teacher</p> <p>3 Part-Time Park Service Aides</p> <p>1 Outreach Worker</p>	No Variations	<p>Literacy will be provided to youth five (5) days per week for 30 minutes per day. This will occur for 40 weeks which includes afterschool days and Spring Break.</p>

available on the KidsLit website (www.devstu.org) and in the curriculum kit. This includes, but is not limited to; assessment tools, fidelity checklists, and leader's guides. The KidzLit interactive online courses assist the Town in training newly hired staff and as refreshers for current staff that is already familiar with the curriculum.

The KidzLit curriculum has proven to be successful for improving participants Oral Reading Fluency scores. This is evidenced by 97% of participants met the Trust required outcome. See 2013-14 Performance Measures in the "Evidence of Past Outcomes" attachment to this grant application.

Family Engagement

The Town in has two primary 1 Recreation No Variances
ways to promote Family Coordinator

Engagement.
1 Outreach
(1) Program staff will Worker
coordinate two family friendly
special events during the 1 Park
school year. The Town will hold Service Aide -
two Family Movie Nights along Teacher
with a sit down family dinner for
program participants and their 3 Park
families. These events give Service Aides
the parents an opportunity to
interact with staff and their
children in a relaxed
environment and the youth
have a chance to demonstrate
the social skills learned in
camp.

When parents arrive for dinner, they will have the opportunity to browse the facility where their child's work will be displayed. Park Staff will be available to answer any questions that families have about the program in general or specific to their child. Additionally, a resource table will be dispalyed for parents to learn about various community based services available to them.

(2) On a weekly basis, the program's Outreach Worker contacts the families either by phone or face- to-face to update them on their child's progress. The Outreach Worker is also responsible for maintaining the children's file and making sure that youth with

Family Nights will be provided two times throughout the school year.

Outreach Worker's Communication with Parent will occur one time per week for 39 weeks.

documented disabilities have their most recent Individual Education Plan (IEP) on file. If the families have a need that is not provided by the Afterschool Program, then the Outreach Worker will direct the family to available resources and/or provide the family with a referral to a local service agency.

Physical Activity/Fitness

The Afterschool Program is held at one of the Town's largest and most developed parks. This gives youth the opportunity to engage in a wide variety of daily outdoor activities designed to focus on cardiovascular endurance, muscular strength and flexibility.

1 Recreation Coordinator
 No Variances
 3 Park Service Aides

Physical Fitness will be provided five (5) days per week for a minimum of 30 minutes per day. This will be provided for a total of 40 weeks which includes afterschool days and Spring Break.

The Town has selected the Sports, Play and Active Recreation for Kids (SPARK) curriculum designed for after school programs. The Physical Fitness component of the program is overseen by the Recreation Coordinator, Alan Hughes. Mr. Hughes earned a Bachelor of Science Degree from University of Central Florida and has eight (8) years of experience working in recreation and athletics with youth and adults. Mr. Hughes also has experience coordinating Special Olympics, which has benefited the Town in making sure that recreation services are accessible to all youth.

During the Physical Fitness component, one lesson is selected from the curriculum for youth to complete each day. When the group engaging in their fitness time includes a child with a disability, the Recreation Coordinator and/or one roving Park Service Aide will serve as additional staff during that particular group activity. The additional staff person will work individually with the youth that needs assistance. Other adaptations to activities for youth with disabilities include partnering the youth with another student to complete a task, providing the youth with additional time or a head start to complete the task, breaking down the activity

to provide the youth with an easier role to complete.

Some SPARK Lesson Plans provide an opportunity for the integration of social skills. An example of this is the Lesson: Partner Walk/Jog/Talk. In this lesson, youth are paired with one partner and they are instructed to discuss various topics (i.e. what is your favorite sport?, tell me about the last book that you read?). They discuss their topic while walking or jogging together. This advances cardiovascular health and promotes good listening skills and cooperation. See sample plan in attachments under the Quality Assurance and Fidelity category.

In order to ensure the fidelity of the implementation of the SPARK program, the Recreation Coordinator has completed the SPARK Fidelity Implementation Tool (S-FIT) training and completes the fidelity checklists in compliance with Trust standards. See sample S-FIT User Guide and Checklist in attachments. In the event that the staff member is not following the approved guidelines, the Recreation Coordinator will use this as an opportunity to provide additional one on one training.

The Town has had success in implementing the SPARK curriculum and youth are benefitting from the program. This is evidenced by 100% of the Town's contracted youth that have achieved Trust standardized outcomes in the PACER Multi-Stage Shuttle Run AS. See attachment for test results from 2013-14 in the "Evidence of past outcome" category.

Life/Social Skills

The Town's staff has used the 1 Park Positive Action curriculum since 2009 and is fully trained in the implementation of the program. The Town will not schedule time for teaching a "life skills". Instead the Town will foster a nurturing and socially positive environment by utilizing the 3 Park Service Aides Law Enforcement Officer(s)

No Variances

Life/Social Skills are provided daily for a total of 40 weeks including Spring Break.

skills learned while teaching Positive Action and integrating them into every aspect of the program. Youth will have the opportunity to practice life/social skills during literacy activities, organized sport activities, project based learning activities, ensuring the staff consistently demonstrates positive behaviors, and in regular one-on-one interaction during free-choice.

In addition to this, the Cutler Bay Police Department (sub-contract with Miami-Dade Police Department) will provide regular presentations to youth. Topics include; Bullying Prevention, Stranger Danger, Officer Friendly, Internet Safety and more. Youth will also receive a safety identification card and bicycle helmet after completing the personal safety and bicycle safety trainings.

Children with disability will be allowed additional time to complete assigned tasks or an instructor will provide individual assistance. In addition to this, youth are paired together in an inclusive setting to allow for peer guidance and self-directed interaction.

Homework Assistance

Homework assistance is provided by 1 Park Service Aide - under the guidance of the certified Teacher. Staff arrives at the site thirty minutes prior to the start of the program to prepare the classroom for youth when they arrive. School supplies are readily available and easily accessible to youth to complete assignments. Youth are separated into three classrooms (K-1, 2-3 and 4-5).

Youth are asked to take out their school agendas and any assigned homework. Youth have the opportunity to work quietly and independently on completing homework assignments for a period of 60 minutes (1 Hour). This extended amount of time for homework assistance has been incorporated into the program due to feedback from parents. If the child is still not able to complete the homework, the

8 slots are available for youth with disabilities. These youth are first provided the opportunity to complete homework assignments with the entire group in an inclusive setting. In the event that a child will benefit from being separated from the group, that child will complete assignments in a small group setting where he/she will have more opportunity to receive individualized attention. Park Service Aides that are assigned to the group will be required to be familiar with the child's Individualized Education Plan (IEP) in order to best serve the child. If the child does not have homework and has difficulty quietly working on assigned work, that child (or group) will be escorted to a separate area in order to avoid disrupting the classroom.

parent is advised of this during pick-up time by a Park Service Aide or the Outreach Worker. Youth that do not have homework assigned, are asked to read quietly or complete self-guided educational activities (i.e. math/literacy sheets provided by staff, Reading Plus on the computer/tablet, or journaling/writing activities).

Park Service Aides closely monitor youth to assist youth that are having difficulty and provide positive reinforcement. The staff reinforces smart study skills such as breaking down difficult material/large assignments into manageable chunks, set goals, use positive thinking, be a "STAR" (Stop Take A breath, and Relax), etc. The Certified Teacher on staff is required to provide guidance to staff and students and provide ongoing professional development training to staff regarding best practices for providing homework assistance.

Food and Beverage

Program participants are provided with a daily snack within one hour from their time of arrival at the program. Youth are first asked to store their backpacks/bookbags and wash their hands prior to snack time. The program maintains an ample supply of hand-wipes and hand sanitizer for the children to use as well.

Snacks and Lunch (on full days) are provided to the program by The Children's Trust's approved food vendor. The Town currently receives snacks from Flipany and follows the "non-perishable snack" menu. Snacks do not require refrigeration and include shelf stables items such as; 100% fruit juice, crackers, whole grain muffins, pretzels, whole grain cereal, and seasonal fresh fruit.

On Full Days (i.e. Teacher Work Days/Spring Break), youth are provided with both a snack and a lunch. The Town follows the menu that is

No Variances

Five (5) Days per week for 30 Minutes per day, per meal.

provided when distributing snacks to the youth.

A sample of the December 2014 Afterschool Snack Menu as well as the Town's latest inspection from the Department of Health is included in the attachments.

Science, Technology, Engineering, Arts, and Math (STEAM)

The Town contacted Miami-Dade College and enFAMILIA to conduct STEAM Activities. This will serve as a new component to the Afterschool Program.

Miami-Dade has developed a program for the Town's Afterschool Program that is as follows:

These classes are hand-on classes that teach youth basic STEM concepts through experiments. STEM lessons are provided two (2) days per week for 1 hour each day.

Science and Math (5 - 12 years) - The Town has an Organic Community Garden on site. This garden will be transformed into a "learning garden" where youth will learn about various herbs and plants, how seeds become plants, how to measure the growth of plants, life cycles, erosion, and more. Youth will begin to connect what is learned in school to their afterschool time in the Town's "learning garden".

Technology and Engineering (5-12 years) - Robotics Engineering by LEGO using sets of LEGO EV3. This system comes with software that will allow youth to use computers to bring their creations to life. Other engineering/technology related activities include age appropriate classroom kits from Pitsco Education. This includes bottle rockets, airplane kits, building bridges and more.

The Town will also partner with enFAMILIA a non-profit organization located in Homestead, FL that provides art and cultural activities for youth of all ages enrolled in afterschool care and summer

Staff from Partner Agencies to facilitate the classes
3 Park Service Aides

No Variances

STEAM Activities will be conducted four (4) days per week for one (1) hour each day for a total of 39 weeks.

camps. Art lessons are provided to youth one (1) day per week for one (1) hours each day. Classess include, but may not be limited to;

- Arts and Crafts
- Music
- Drama
- Painting
- Fashion Design
- Jewelry Making

Youth with disabilities will be able to take full advantage of this activity. Each partner will provide two teachers per class. In addition to this, Park Service Aides will be present in each room to provide individualized assistance to youth with disabilities when completing the projects.

Youth enrolled in the afterschool program have the opportunity to take advantage of all of Cutler Ridge Park's ammenities.

- Soccer
- Football
- Tennis
- Basketball
- Indoor Recreation (board games, table tennis, role-play areas)

In addition to this, there is a heated swimming pool located on Park grounds with certified lifeguards on duty at all times. Youth have the opportunity to participate in swimming activities with parent's permission and as a group on Full Days (i.e. Teacher Work Days and Spring Break) when the weather permits.

Supervised Free Choice

1 Recreation Coordinator
3 Park Service Aides
Lifeguards when needed

2nd - 5th Grade only receive Supervised Free Choice on Fridays due to their school schedule and the time that they arrive to the Afterschool Program.

Supervised Free Choice is provided five (5) days per week, for a minimum of 30 minutes per day for 40 weeks (including Spring Break and Teacher Work Days)

Each activity area is closely monitored by Park Service Aides while youth are present. Youth with disabilities are watched closely while participating for opportunities to provide social skills training. These youth are included in physical activities by; providing additional chances score, giving them a head start, and allowing a partner to assist during board games.

Summer Activities Table

RFP Activity Component Type(s)	Service Name & Description	Facilitators	Site or Group Comments/Variations	Freq/Intens/Duration/Time
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Participant Numbers

Afterschool

Enter the total number of child slots proposed across all sites for the afterschool period.

Afterschool child slots:* 75

Enter the expected percentage of these afterschool slots to be filled by children and youth with disabilities. An estimate based on the applicant's history of providing these or similar services is acceptable. The minimum is the past percentage achieved or 10%, whichever is greater.

Afterschool percentage of children and youth with disabilities:* 10.0

Afterschool Estimates by Grade

Afterschool estimates by grade: Note the sum of percentages of elementary, middle, and high school children should be 100%. An estimate based on the applicant's history of providing these or similar services is acceptable. The percentages by grade may be 0% if the program is not proposing to serve that population. The high school percentage should be 0% unless proposing to serve high school youth with disabilities. Enter the expected percentage of the total afterschool slots to be filled by elementary school children (enrolled in kindergarten through fifth grade), middle school children (enrolled in sixth through eighth grade), and high school youth (enrolled in ninth through twelfth grade).

Afterschool percentage of elementary school children expected:* 100

Afterschool percentage of middle school children expected:* 0

Afterschool percentage of high school youth (with disabilities only) expected:* 0

Summer

Enter the total number of child slots proposed across all sites for the summer period.

Summer child slots:* 0

Enter the expected percentage of these summer slots to be filled by children and youth with disabilities. An estimate based on the applicant's history of providing these or similar services is acceptable. The minimum is the past percentage achieved or 10%, whichever is greater.

Summer percentage of children and youth with disabilities:* 0

Summer Estimates by Grade

Summer estimates by grade: Note the sum of percentages of elementary, middle, and high school children should be 100%. The percentages by grade may be 0% if the program is not proposing to serve that population. The high school percentage should be 0% unless proposing to serve high school youth with disabilities. Enter the expected percentage of the total summer slots to be filled by elementary school children (most recent grade completed is kindergarten through fifth grade), middle school children (most recent grade completed is sixth through eighth grade), and high school youth (most recent grade completed is ninth through twelfth grade).

Summer percentage of elementary school children expected:* 0

Summer percentage of middle school children expected:* 0

Summer percentage of high school youth (with disabilities only) expected:* 0

Ratio of Child Slots to Staff

Ratio Time Frame/Population	# Child Slots	# Staff
School Year-General/Inclusion	75	5

Afterschool Site Information

Afterschool Site Name	Street Address	City	Zip	Current Site	Public School	DCF license Status	Operation Schedule	Fees	#Children	#Disabilities
Cutler Ridge Park	10100 SW 200 Street	Cutler Bay	33157	Yes	No	Exempt Letter	<p><u>Afterschool Days coinciding with the Miami Dade Public School Calendar</u></p> <p>August 17, 2015 - June 3, 2016 for a total of 180 Days</p> <p>Monday - Friday 2:00 pm - 6:00 pm</p> <p><u>Teacher Work Days</u></p> <p>Seven Days Total</p> <p>9:00 am - 6:00 pm (with early drop-off available at 7:30 am)</p> <p><u>Spring Break</u></p> <p>March 28 - April 1</p> <p>Monday - Friday</p> <p>9:00 am - 6:00 pm (with early drop-off available at 7:30 am)</p>	No fees are charged for the Afterschool Program	75	8

Summer Site Information

Summer site name	Street Address	City	Zip	Current Site	Public School	Operation Schedule	Fees	#Children	#Disabilities
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Target Population

Community Redevelopment Agency (CRA) areas

Are proposed services or sites specifically located within any of the following Community Redevelopment Agency (CRA) areas?

- The Children's Trust has entered into agreements with three (3) Community Redevelopment Agencies (CRAs), for approximately \$2,100,000.00, \$578,000.00 and \$637,000.00 to fund programs within the City of Miami Beach CRA; the City of Miami Omni CRA and the City of Miami Southeast Overtown/Park West CRA, respectively.
- This CRA funding is not required to come from any particular Children's Trust-funded initiative; but rather, in the aggregate, must meet the agreed upon amounts. The required CRA funding amounts are inclusive of the total available funding and are not considered additional funding.
- The City of Miami Beach CRA includes zip-codes 33139, 33140 and 33141. The two (2) City of Miami CRA areas are comprised of portions of zip-codes 33127, 33128, 33132 and 33136, as noted on the attached maps. All funding for this solicitation is contingent upon the availability of funds.

City of Miami Beach CRA:* No

City of Miami Omni CRA* No

City of Miami Southeastern Overtown/Park West CRA* No

Participants

Participant description:*

- Describe the people expected to be served, including children and youth with disabilities.
- If enrollment is limited to members of a particular group, describe the group to be served (demographic and/or risk factors), any program entry criteria/requirements, and explain the rationale for limiting participation to the selected population.
- Vulnerable populations of interest to The Children's Trust include children and youth with disabilities and those who are otherwise regularly identified as belonging to special populations, such as children in foster care, under the jurisdiction of the juvenile justice system, or homeless. (250 word limit or approximately ½ of a page)

The Town's current population estimate is 42,000 residents. The Town is a middle-income community with pockets of low-income households including income based apartments. The park is also located adjacent to Cutler Ridge Elementary School which allows youth to walk over to the afterschool program accompanied by park and/or school staff. See attached demographic information.

Based on the most recent census data, 64.2% of the households in the Town limits are homes with at least one minor residing in them and with both parents working. The Town does not select participants based on household income; however, priority will be given to youth from low to very low income households.

The Town will enroll 75 youth in grades K-5. A minimum of eight (8) slots will be reserved for students with disabilities. Based on demographics from past years, the youth with disabilities enrolled in the program have learning disabilities and an Individual Education Plan (IEP).

The majority of youth enrolled in the Town's afterschool program attend one of five elementary schools in the Miami-Dade Public School system that is located in Cutler Bay. They are: Bel-Aire (2013 Grade, C); Cutler Ridge (2013 Grade, B); Gulfstream (2013 Grade, B); Dr. Whigham (2013 Grade, B); Whispering Pines (2013 Grade, B). Of the five (5) schools that the Town targets, three (3) of these are "Title I" Schools under the No Child Left Behind Act of 2000. A child does not have to be enrolled in one of these Public Schools or be a resident of Cutler Bay to attend the afterschool program.

Recruitment, enrollment, and retention:*

- The Children's Trust intends only to fund programs that are in demand or for which demand can be created, given the importance of using public funds with the reasonable expectation of a return on investment.
- Outreach and engagement activities are necessary to ensure program enrollment, participation and completion. Program attendance and completion are associated with obtaining favorable outcomes.
- Explain why the program you propose will be in demand by the target population in the specific geographic area(s), or if there is no demand, how you will create it. This may involve promotion of how the program will benefit participants.
- Describe how your program will initiate contact with, recruit, enroll, engage and retain participants over time. What have you done before and has it been successful? How will you overcome recruitment and retention challenges?
- If you assert past success, is that in relation to a program model that has an expectation of a particular percentage of participants completing the program? (open text, 500 word limit or approx. 1 page)

The Town has offered this Afterschool Program for over five years and each year the demand has become increasingly greater. In the past, the Town has contracted with The Children's Trust for 75 slots and consistently has enrolled the maximum number that the Town can house, which is 80 youth.

Each year the Town receives over 150 applications for services. Youth that are not enrolled into the program are placed on a waiting list and contacted in the event that one of the participants leaves. The Town has experienced a high retention rate of 97%. This success may be attributed to the consistent feedback that the Town's Outreach Worker provides to the parents in order to keep them engaged and updated about their child's progress.

The program's Outreach Worker is responsible for reaching out to local schools and community agencies to promote the afterschool program. Schools assist the Town by referring parents to the program. In addition to this, the Town updates information about the Afterschool Program on the Town's website and sends out announcements when Open Enrollment becomes available to all individuals that have opted into the Town's email contact list. Residents may also visit the Town's website and find information about the program and enrollment under the "Parks & Recreation" tab.

In order to facilitate enrollment, the Town holds a family meeting and registration night. On this night, the families receive intake packages and a brief orientation about the program and activities provided. Staff is available to provide parents with assistance in filling out the intake packages. Intake packages include; demographic sheets, "Get to Know Me" forms for youth with disabilities, transportation/parent pick-up permission forms, emergency contact forms, health and wellness surveys, afterschool policies and procedures, and photo release forms. See file named in attachments.

Staffing

Staffing Plan:*

Describe your staffing plan addressing, at minimum, the points below. Remember to include a current organizational chart for the agency, including the proposed program, in the Attachments section of your application.

- *Specifically describe the qualifications and past experience of program staff to:*
 - *Create a positive, nurturing, developmentally appropriate program environment in a culturally competent manner.*
 - *Successfully implement your program curriculum and activities.*
 - *Collect, enter data, analyze, and utilize information from quality assurance processes and outcomes measurement to improve program quality.*
 - *Work with children and youth who have disabilities and their families, including a description of the levels of support you are equipped to provide, the specific types of disabilities of children previously or currently served, and your approach to inclusion.*
- *Specify whether you will have to recruit and hire staff for this program or whether qualified staff is currently available within your agency.*
- *How will the program be managed? Describe the approach to direct line staff supervision and management.*
- *Describe the roles and supervision of volunteers in your program, if applicable.*
- *Explain what efforts you will make to maintain staff and reduce turnover of trained, experienced staff within the program. Include historical turnover information and current staff recruitment and retention efforts.*
- *Describe the training and professional development activities in which program staff participates as well as associated costs. (800 word limit or approx. 1 ½ pages)*

The Parks and Recreation Director, Mr. Etinne Bejarano is responsible for all programs and services provided in the Parks and Recreation Department. Mr. Bejarano has over seven (7) years of experience in Municipal Parks & Recreation services. He is knowledgeable of the Children's Trust program and has previously served as the Town's Recreation Coordinator directly supervising all Afterschool staff and ensuring that the Town meets the contractual obligations with The Children's Trust. The Recreation Coordinator, Mr. Alan Hughes and Outreach Worker, Sandra Vega have been involved with this program for a one year or more and they have received all of the mandatory trainings. They are skilled in implementing the evidenced based curricula, conducting outcome testing and completing the fidelity checklists.

The Recreation Coordinator, Alan Hughes is responsible for monitoring program activities and completing the fidelity checklists for each evidence based curriculum. If while monitoring there is a concern, Mr. Hughes discusses this with the appropriate staff member(s). All members of the project staff report to Mr. Hughes. Mr. Bejarano and Mr. Hughes hold regular staff meetings to discuss any concerns, plan for new trainings and celebrate successes. Mr. Hughes also provide general supervision of all Park Service Aides. The Park Service Aides are responsible for implementing all activities. This includes assisting with homework, literacy, fitness, meal distribution, and more.

Alan Hughes and Sandra Vega work together to oversee the Oral Reading Fluency and PACER tests. Once all youth are tested, scoring sheets are collected and reviewed by Alan and/or Sandra to ensure that they are completed properly and no information is missing. Once the scoring sheets are reviewed, they are provided to the Administrative Assistant to be entered into the SAMIS online system. The results are shared with the entire staff. If a child is not showing improvement, then the staff will discuss with during staff meetings to determine interventions that may benefit the child.

Program Staff familiar with the youth enrolled in the program and are able to provide culturally sensitive and inclusive care. For example, Sandra Vega is available to assist with youth that speak Spanish only and she is also trained in caring for youth with disabilities. Ms. Vega provides great insight to staff regarding inclusion practices because she is a caretaker of a young child with a disability. This provides her with first hand knowledge and greater sensitivity to the Town's services and accessibility. Town staff has attended CCDH training and practice the lessons learned during CCDH trainings on a daily basis. Historically, the youth that attend the Town's summer camp primarily have learning disabilities. The Town provides these youth with additional time, positive reinforcement, and redirection as needed. Youth may also be paired with another youth or in a small group with a Park Service Aide to complete assignments. Park Service Aides are required to be aware of the IEPs for all youth that they are responsible for and to follow the recommended skill sets in the IEP.

The Town makes every effort to maintain well trained staff. During the Summer of 2014, the long-time Parks & Recreation Director, Alan Ricke retired. Before leaving, Mr. Ricke had the opportunity to work with Etienne Bejarano (the new Parks & Recreation Director) to train and mentor him before assuming his new position. The Town has realized that there has been some concern about recruiting and maintaining a certified teacher. The Town Manager has increased the pay for the teaching position in hopes that it will attract a Teacher that will be willing to remain with the program and assist in implementing a quality program. As a result of these efforts, the Town hired Ms. Shirley Harari, Certified Teacher and local resident that is familiar with the South Dade Community and has seven (7) years experience in Elementary Education.

The Town Manager actively promotes professional development for all Town Staff. Program Staff attends all Trust Required trainings regarding inclusion practices, evidenced based curricula, and interventions (no cost to Town). The staff also takes advantage of trainings provided by the Department of Juvenile Justice which includes; Appropriate Staff/Youth Interaction, Ethics, Trauma Informed Care, and Suicide Prevention (this is a cost to the Town of \$35 per person). Finally, the Town sponsors on-site trainings including CPR/First Aid/AED, Sexual Harrassment, Customer Services/Professionalism, and Client Confidentiality (this is a an esitimated cost of \$150 per person).

Staffing Table

Position Title	#Afterschool staff	#Summer Staff	Ratio	FT/PT Status	Position Type	Qualifications	Duties
Park Service Aide	5	0	Yes	Part-Time/Seasonal	Employee	Requires a High School Diploma or a GED equivalent.	<p><u>JOB SUMMARY</u></p> <p>Responsible for safety and supervision of participants in Town coordinated functions, such as tennis camps or youth summer programs. Responsible for the safety and maintenance of park facilities and enforcement of all park rules and regulations. For the purpose of The Children's Trust Grant, the Park Service Aide is responsible for supervising youth during all acitivities under the guidance of the Park Service Aide Teacher and/or Recreation Coordinator.</p> <p><u>ESSENTIAL JOB FUNCTIONS</u></p> <p>Assist with the coordination of recreational activities.</p> <p>Perform manual work in semi-skilled jobs involving maintenance, repair of buildings and grounds, construction.</p> <p>General maintenance and clean up duties at the park such as the emptying of trash and ash tray bins, sweeping, mopping and vacuuming floors, wiping down tables and chairs and other furnishings, replenishing toilet paper and hand towels, and cleaning concession area, restrooms and ball fields.</p>

Concession and cashier duties. Sale of retail products.

Enforce safety and other park rules and regulations.

Ability to get along with others and work effectively with the public and fellow workers.

Perform related recreational work as required and assigned by the Parks and Recreation Director, Recreation Coordinator, Outreach Worker or Aquatics Coordinator.

Maintain high ethical, honesty and moral standards.

Parks & Recreation Director

1

0

No

Full-Time Employee

A Bachelor's degree from an accredited college or university in recreation, leisure services, or a related field is required.

Seven (7) years of progressive work experience that involved the supervision of employees is required.

Equivalent combination of education and experience may be considered. Requirements may be waived by the Town Manager.

Employee: Etienne Bejarano (Resume included in Attachments)

JOB SUMMARY

The Community Services & Parks Director is responsible for coordinating and overseeing all aspects of the Parks and Recreation Department including parks, pool, recreation programs, special events, landscape maintenance contracts, and park use agreements.

ESSENTIAL JOB FUNCTIONS

Directs and coordinates the installation and maintenance of park facilities that include park structures and landscaped areas in the park.

Plans, organizes, implements, and supervises the comprehensive parks & recreation program including: playgrounds, community center, programming, and events for all age groups.

Plans, organizes, directs, and maintains a budget for parks, turf & tree maintenance, pest control, athletic field maintenance, beach maintenance, and special events support.

Trains and supervises staff members in carrying out the overall recreation related activities.

Explores and develops new techniques and approaches in recreational activities and make recommendations to the Town Manager for changes in town policies related to parks & recreation.

Provides or arranges materials and equipment for recreation and park activities.

Directs and supervises the operations and maintenance of all parks and recreation facilities.

Develops and implements recreation programs.

Plans, organizes, directs, and administers all activities of the Department regarding personnel, general departmental operations, records management, and contract administration.

Appraises conditions of work in the department and takes necessary steps to improve conditions and operations.

Oversees development of departmental operations & procedures manual, disciplining departmental personnel, evaluation of staff performance, and annual review & recommendation for approval/denial of promotions as prescribed in the Town's Personnel Rules & Procedures Manual.

Trains and supervises staff members in carrying out the overall department activities.

Submits annual budget estimates and accompanying descriptions of need to the Town Manager and supervises the expenditure of departmental appropriations.

Develops, implements, and maintains a departmental operations & procedures manual.

Administrative Assistant

1

0 No

Full-Time Employee

High School Diploma or Equivalent with a minimum of three (3) years experience.

Employee: Elizabeth Deveaux (Resume included in attachments)

Job Summary

Assists the Parks & Recreation Department Director in a wide range of administrative assignments to ensure the excellent operation of the department. For the purpose of The Children's Trust grant, the Administrative Assistant collects and inputs client data, attendance and test results into the SAMIS system. The Administrative Assistant also assists the Director with preparing monthly programmatic and financial reports to be submitted to The Children's Trust.

Essential Job Functions

Performs routine clerical and administrative work in answering the phone, receiving the public, providing customer assistance and bookkeeping.

Schedules appointments and performs other administrative tasks as required.

Responsible for procurement of departmental materials and supplies.

Types and edits a variety of correspondence, reports, resolutions, memoranda and other material requiring accuracy and completeness.

Prepares purchase orders, check requests and budget transfers to support departmental activities.

Assists and provides information to the public on a daily basis.

Attends periodic meetings as directed by the department director and or Town Manager.

Maintains a high level of customer service.

Maintains high ethical and professional standards.

Recreation Coordinator

1

0 No Full-Time Employee

Requires Bachelor's degree.

Minimum three (3) years of prior experience in a park, recreation, or physical education setting is required.

Equivalent combination of education and experience may be considered. Requirements may be waived by the Town Manager.

Employee: Alan Hughes (Resume Included in Attachments)

JOB SUMMARY

The Recreation Coordinator coordinates, plans, and supervises assigned personnel engaged in conducting activities associated with athletic and recreational programs of the town. This position devotes considerable time to performing hands-on work associated with promotion, preparation, and implementation in order to ensure maximum participation in the programs, events, and activities.

ESSENTIAL JOB FUNCTIONS

Plans, promotes, organizes, and supervises the programming of athletic leagues, tournaments, games, recreational programs, activities, and special events.

Prepares schedules for leagues, tournaments, games, and various recreational programs.

Supervises assigned part-time and volunteer personnel, and monitors the activities of contractual instructors.

Instructs program participants and staff in the skills, practices, and methods of recreational activities.

Addresses inquiries and resolves disputes involving program participants, coaches, parents, and volunteers.

Enforces safety, rules, and regulations.

Performs routine inspections at parks and recreation facilities. Ensures that facilities, grounds and equipment are in a safe condition.

Recommends materials, equipment, and supplies for purchase.

Assists in the planning, coordination, and operation of other departmental programs, activities, and events.

Performs related work as required.

Employee: Sandra Vega (Resume included in Attachments)

JOB SUMMARY

The Outreach Worker provides supervision for the After School Program and contacts potential program participants and families in the community, and informs them of the services available through the After School Program. In addition, the Outreach Worker provides information to the community, and enlists "partner agencies" to assist with certain components of the After School Program.

ESSENTIAL JOB FUNCTIONS

Bachelor's Degree in education or social services is preferred.

Two (2) years of related experience is required.

Equivalent combination of education and experience may be considered. Requirements may be waived by the Town Manager.

Develops and coordinates After School Program activities in cooperation with Recreation Coordinator.

Assesses the needs and strengths of the After School Program participants.

Provides daily tutorial, fitness, educational, and recreational activities for program participants.

Provides participant testing, monitoring, follow-up, and support.

Assists with arranging/coordinating transportation for youth.

Prepares and sets up rooms, cleans tables, and assists youth with homework.

Maintains files, records, forms, etc. for program participants and reports results to the Recreation Coordinator.

Recruits partner agencies from within the community to provide additional resources to the After School Program.

Assists with dissemination of information to partner agencies and targeted youth.

Participates in all assigned trainings and workshops.

Performs related work as required.

Outreach Worker

1

0 Yes Full-Time Employee

Park Service
Aide -
Teacher

1

0 Yes

Part-
Time/
Seasonal

Employee

Education and Experience: *Employee: Shirley Horari (Resume included in Attachments)*

Bachelor's Degree in Education or related field

Must have a current Florida Teacher Certification; an Academic Endorsement in Reading is a plus, but is not required

Must be qualified to work in the United States (Citizenship, Residency, or work VISA)

Must have the knowledge and skills to help students find new ways to look at difficult skills and concepts

Must demonstrate patience and the ability to work in an inclusionary learning environment

JOB SUMMARY

The After School Program is an extended day enrichment program for children and youth 5-12 years old. Youth receive academic assistance, literacy development, social skills training and physical fitness in an environment where she or he can safely explore, discover, create and grow. The Park Serve Aide- Teacher provides academic intervention, homework support and enrichment activities to students. The Park Serve Aide- Teacher is responsible for independently supervising groups of up to 20 students, delivering high-quality instruction, upholding the mission and values of Town of Cutler Bay, and working with other members of the afterschool program team to track students' academic progress and support students social and emotional development.

This position may be responsible for delivering a specialized intervention program for youth as needed. This grant-funded program operates during the academic year on Monday - Friday. Work hours are typically from 1:00 pm to 6:00 pm.

ESSENTIAL JOB FUNCTIONS

Plan, organize and implement daily literacy skills and academic activities for all youth enrolled in the After School Program

Provide a structured, enjoyable learning experience for all youth

Provide instruction and support to Park Service Aide Tutors in implementing daily academic activities

Provide direct support to students in need of academic intervention

Provide student instruction/support in a small group setting

Work in conjunction with the Program Coordinator to conduct assessments of student learning and document program accomplishments

Participate in meetings with the Outreach Coordinator, Program Coordinators and Park Service Aide Tutors as needed to support student learning

Complies with all safety and other regularity and/or funder requirements.

Performance Measurement

Quality assurance and data collection

Quality assurance processes and data collection plan:*

- How does the program measure whether services are being delivered well and ensure the collection of ongoing data. Programs must be implemented with fidelity and outcomes measured accurately to replicate the expected beneficial effects.
- Identify how you will track and measure adherence to and quality of the proposed evidence-based programs and strategies proposed; or if you are not proposing an evidence-based approach, explain how you will ensure the program is implemented as you have proposed.
- Describe your methods to ensure accurate scoring and timely reporting of the required collection of valid and reliable participant outcome measures, into The Trust's electronic reporting system.
- How will the information collected be used to improve the program?
- Attach any documents you use or intend to use to track and measure program fidelity. (1000 word limit)

All direct care staff members will be required to be properly trained/re-trained in the implementation of the Oral Reading Fluency (ORF), iSTEEP, and PACERS measurement tools. The Town completes Pre-Testing during the first week of the Afterschool Program or upon intake of new students. Mid-Testing is completed during the month of December (prior to Winter Break) and no later than January 15 (or the date requested by The Children's Trust, whichever comes first). Finally, Post-Testing is completed during the month of May and no later than the last week of school (or the date requested by The Children's Trust, whichever comes first).

Once testing has been completed the Recreation Coordinator and Park Service Aide Teacher reviews the scoring sheets to ensure that they are complete and all information is accurate. The testing scores are provided to the Administrative Assistant to be entered into the SAMIS system. During the 2013-14 year, 100% of contracted youth completed both Pre and Post testing. Of these youth, 91% met their ORF outcomes and 98% met their PACER outcome.

In addition to the outcome testing, the Towns encourages parents to complete satisfaction surveys at the end of the program year. The Town also maintains an open door policy for parents to provide feedback at any time during the year. The Town's Outreach Worker is in contact with parents on a weekly basis, providing them with multiple opportunities to give feedback on the services received. This has proven to be effective and has resulted in the Town increasing homework time from 30 minutes per day to 1 hour per day based on parent feedback.

The Town monitors student's program attendance on a monthly basis and in the event that attendance begins to fall below 85%, the Parks and Recreation Director meets with staff to discuss possible reasons for the decline and opportunities for improvement. For example, this was a concern when the Town stopped providing transportation for afterschool youth. The Town provided 30 days advance notice to parents and a list of local private transportation providers that the parents may contact to arrange for transportation service to the program from school on a daily basis. Parents have adjusted and secured private transportation for their children and attendance has remained above 85% of the 2013-14 school year closed out with a 91% average attendance rating and 97% utilization rate.

The Town follows the fidelity guidelines for all evidence based curriculum used. A copy of both the SPARK and KidzLit fidelity checklists as well as Staff Certificates for ORF Trainings are found in the attachments.

Acknowledgement of required common outcomes

- The Children's Trust has established common outcomes and measurement tools for all OOS programs, as displayed on the following chart.
- While these measures are intended to be mandatory, The Children's Trust recognizes they may not be appropriate for all children and youth with disabilities. When specific limitations prevent the use of the standard measures, applicants may select from approved adaptations of these assessments. If the adapted assessments are also not appropriate, applicants must identify appropriate alternate assessment(s) that are in line with the population served and activities delivered and describe those in the additional outcomes table below. Otherwise, the mandatory performance outcomes listed below are not subject to negotiation. Checking below indicates agreement with the mandatory outcome requirements.
- If necessary, Click the Edit button above to access the check box to indicate agreement with the mandatory outcome requirements.

Required Afterschool and Summer Outcomes	Data Source/ Measurement Tool	Meaningful Improvement	Timing	Associated Activity
80% of participants in grades 3 and below will make meaningful improvement in oral reading fluency based on their level at pre-test	One-minute Oral Reading Fluency (ORF) Assessment	<ul style="list-style-type: none"> • Participants at the frustrational level on pre-test improve to instructional or mastery level • Participants at the instructional level on pre-test improve to mastery level 	Afterschool: Pre, mid and post tests Summer: Pre and post tests	Literacy activities

		<ul style="list-style-type: none"> Participants at the mastery level on pre-test remain at the mastery level 		
# and % of participants in grades 4 and above who make meaningful improvement in reading comprehension based on their level at pre-test (no target percentage set for year one; it will be determined by The Children's Trust after analyzing initial data)	iSTEOP Maze Assessment	<ul style="list-style-type: none"> Participants at the frustrational level on pre-test improve to instructional or mastery level Participants at the instructional level on pre-test improve to mastery level Participants at the mastery level on pre-test remain at the mastery level 	Afterschool: Pre, mid and post tests Summer: Pre and post tests	Literacy activities
65% of participants will improve fitness performance	Progressive Aerobic Cardiovascular Endurance Run (PACER)	An increase of at least 4 laps from the pre-test to the post-test	Afterschool: Pre, mid and post tests Summer: Pre and post tests	Fitness activities
Social-emotional learning assessment of life skills As part of a pilot for exploring measures in this area, sites will be assigned to collect one measure on at least half of their participants.	TBD	N/A	Pre and post tests	Life skills activities

Acknowledge required outcomes:*

Yes

Afterschool Additional Optional Outcome Measures

Outcome Data Source/ Measurement Tool Meaningful Improvement Timing Associated Activity

Summer Additional Optional Outcome Measures

Outcome Data Source/ Measurement Tool Meaningful Improvement Timing Associated Activity

Organizational Capacity

Grant Writer

Is this application for funding being worked on (in part or in whole) by an external consultant or grant writer (paid or unpaid)? Yes; No—only staff of the Applicant Agency have created the application

Select one: * No

If yes, who?

I lkw#Q dp h#

Odvw#Q dp h#

Frp sdq|#

Wlch#

Other Funding

Is applicant funded (or has applicant been funded) by other state, local, federal or private foundation grants?

Select one:* Yes

Agency Capacity

What in your past service performance would persuade The Children's Trust that your agency can successfully implement the proposed program?*

Include at minimum answers to the following points:

- Experience with the target population and site locations.
- History of performance providing services similar to your proposed program. When describing your past experience, please provide concrete examples that support your position, including quantitative results and capacity to manage public fund and contract requirements.
- If you noted having received funding from other entities above, describe the awards received, including the funder(s), amounts, time periods and purpose of funding.
- Attach third-party or past funder reviews of the related services you have performed, including fiscal reviews. If you do not have evidence of past performance, then you should explain why not; and, assume, in the absence of such explanation, that The Children's Trust will not weigh your past performance positively in considering your application.
- If your agency does not have a history of service provision in this area, justify what experience you have that would convince The Children's Trust to fund your proposal, including how the existing vision and mission of your organization is relevant to the proposed work, and to what extent past agency successes bear upon the likelihood that you can perform the work proposed.

Describe the agency's capacity to successfully implement the proposed program: (800 word limit or approx. 1 ½ pages)

The Town of Cutler Bay was incorporated in November 2005 and is the newest municipality in Miami-Dade County. The mission of the Town of Cutler Bay is to *"make Cutler Bay a beautiful, safe and friendly Town that encourages its residents and business leaders to actively and proudly participate in our ongoing efforts to enhance and sustain the Town's image, sense of identity and quality of life"*. The Town operates under a Council-Manager form of government in which the Town elects five council members, one of whom is the Mayor. The Town Council determines the policies and guide the Town's operations and hiring a Town Manager to implement and administer these policies on a full-time basis. The Town of Cutler Bay has a full range of municipal services including police, parks and recreation facilities, building and zoning, planning, code enforcement, and public works.

The Town has successfully operated an out-of-school program that is open afterschool and during school recess for youth since 2009. The Town has held a Summer Camp since 2007 after taking over the operation of Cutler Ridge Park from Miami-Dade County. Approximately 400 youth are benefit from the Town's programs annually. The Town's afterschool program is partially funded by The Children's Trust (\$111,756.00 contract expires July 2015) and the Florida Department of Juvenile Justice (\$75,000 per year contract expires July 2017). A large portion of the Juvenile Justice grant supports services in the summer for parents that are not able to pay standard camp fees.

The Town has successfully fulfilled the contractual obligations of the Children's Trust grant and is not under any corrective action plans. This is the first year that the Town has received funding from the Florida Department of Juvenile Justice and no monitoring visits have been conducted.

The Parks and Recreation Director, Etienne Bejarano in collaboration with the Town's Finance Department ensures that grant dollars are allocated according to the approved budget and properly documented. The Finance Director monitors expenditures and receipt of revenues from fee collections as well as revenues derived from the Federal, State, special districts and through Miami- Dade County and though grants from a great variety of sources. Each year the Town conducts an independent financial Audit as well as a program specific audit for The Children Trust's funding and *has not* received a management letter indicating any deficiencies in accounting practices and procedures. See financial audits in attachments under the file name . Additionally, the Town conducts annual budget hearings and posts the Town's annual adopted budget online for residents to review and provide comment.

This project will assist in achieving Town Strategic Plan Goal 7.1 "The Town of Cutler Bay Will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages". If awarded, the Town Manager will submit a Resolution to the Town Council granting the Town Manager permission to enter into a contract agreement with the The Children's Trust. The Town Council meets on the third Wednesday night of each month. The Town Manager is prepared to place the Resolution on the Agenda within 30 days of notification of award, and the Parks and Recreation Department is prepared to move forward with this project immediately upon execution of the contract.

Program Budget

Program Budget

Download the Excel budget forms from the Funding Opportunity Details page and upload the completed document in the Attachments form. Refer to the Budget Instructions and Guidelines for details regarding the required elements for completing these Excel forms. Please be sure to double check that everything in your budget is described in the narrative proposal sections, and vice versa, everything described in proposal narrative, with associated costs, is included in the budget.

Total Requested Funding from The Children's Trust:* \$170,816.00

Total Match Funding for the Program:* \$51,005.00

Provide a general summary of the overall budget needed to implement the program as proposed.*

If the program has matching funds, describe the funding source and general plan for use of these funds. Remember to include documentation of cash or in-kind matching funds for the proposed program in the Attachments of your application. (1500 character limit)

Budget summary:

The Town will contribute a minimum of \$51,005 to serve as match for this project. Match funding is generated from cash (Partial Grant Funding from the Florida Department of Juvenile Justice and the Town's Parks & Recreation Budget). Cash match will be used for Utilities, Support Staff, and Staff Training. The cash match is estimated at \$36,515.

Match funding is also generated from in-kind support. This is used for Flipany (Food Service Provider) or the selected Trust funded food provider for this program. The in-kind match is estimated at \$14,490.

Subcontracting Rationale

If you are subcontracting for direct services, explain why.*

How will participants be better off because you are subcontracting direct services? How will your agency supervise and manage subcontractors to ensure they are performing well? Please note that subcontractors are limited to agencies or persons directly related to the program services. If you are not subcontracting for direct services, enter "Not Applicable."

Not Applicable

Program Fees

Please indicate if program fees are charged to families and describe how much they are and how they are determined.*

If you will not charge any program fees, enter "Not Applicable."

Not Applicable

Attachments

Attachment	Description	File Name	Type	File Size
REQUIRED ATTACHMENTS:				
Tentative activity schedule(s) (REQUIRED)	Afterschool Program Schedule	After School Schedule.pdf	pdf	22 KB
Sample snack and lunch menus (REQUIRED)	Sample Snack Menu - Flipany	Food & Beverage.pdf	pdf	308 KB
DCF child care license (REQUIRED)	DCF Licensure Exemption Letter	DCF Licensure Exemption.pdf	pdf	48 KB
Staff resumes (REQUIRED)	Staff Resumes and/or Job Descriptions	Staff Resumes & Job Descriptions.pdf	pdf	1.7 MB
Organizational chart(s) (REQUIRED)	Town & Parks Department Organizational Charts	Cutler Bay Organizational Chart.pdf	pdf	314 KB
OTHER ATTACHMENTS (if applicable)				
Quality assurance and program fidelity (IF APPLICABLE)	SPARK and ORF Fidelity Checklists and Staff Training Certificates	Program Fidelity.pdf	pdf	1.2 MB

Evidence of past outcomes and/or successes (IF APPLICABLE)	2013-14 Aggregate Performance Measures - Retention, ORF, PACER	TCB Performance Measures.pdf	pdf	36 KB
Evidence in support of proposed evidence-based programs and strategies (IF APPLICABLE)				
Other funder fiscal monitoring reports (IF APPLICABLE)	2013-14 TCT Monitoring Report	On Site Monitoring Report Final - TCB.pdf	pdf	36 KB
Letters of Agreement or Memoranda of Understanding (LOAs/MOUs) (IF APPLICABLE)	Partnership Letters	Cutler Bay - Partners.pdf	pdf	1.7 MB
Data source/measurement tool(s) (IF APPLICABLE)				
Cash or in-kind matching funds (IF APPLICABLE)	Department of Juvenile Justice Award Notice - \$75,000 match	F8584_RFP10167NoticeofAgencyDecision.pdf	pdf	40 KB
Sliding fee schedule (IF APPLICABLE)				
Other (specify in description)	Town Demographic Data as well as Enrollment Package for Participants	Town Demographics and Enrollment Forms.pdf	pdf	5.6 MB

Fiscal Attachments

Attachment	Description	File Name	Type	File Size
Budget (REQUIRED)	Town of Cutler Bay Afterschool Program Budget	2015 TCT Budget.xlsx	xlsx	91 KB
Form W-9 (REQUIRED)	Town of Cutler Bay W-9	TOWN W-9.pdf	pdf	584 KB
Most recent annual financial statement audit (REQUIRED)	External Audit w/TCT Specific Audit	External Audits.pdf	pdf	1.7 MB
Written communication encompassing the requirements of Government Auditing Standards and AU-C 265 (REQUIRED)	Communications Letter for Audit	2013 Cutler Bay Communications to those Charged with Governance Letter.pdf	pdf	33 KB
Investigations, litigation and/or regulatory action (IF APPLICABLE)	The attached report is a quarterly report provided to the Town by the liability insurance representative. It highlights all open cases that the Town currently has.	Open Liability Claims.pdf	pdf	44 KB
Installment repayment plan (IF APPLICABLE)				
Other (specify in description)				

Certifications

Authorized Official

Enter the authorized official's first and last name and title in this section. This will indicate the applicant's agreement to the Certifications below and Acknowledgement of Required Documents for contracting that are acknowledged by checking below.

Authorized Official's Name and Title:*

Rafael

Casals

Town Manager

I 13w#Q dp h#

Odvw#Q dp h#

W 13w#

Conflict of Interest

Does anyone on the board of directors or staff of the applicant agency have a conflict of interest with The Children's Trust's Board of Directors or staff?

Select:*

No

If yes, please list the name of the person and nature of the conflict. Please note that the State and County conflict of interest laws apply to this RFP and its contracts. These laws may be viewed at www.ethics.state.fl.us and at <http://ethics.miamidade.gov/about.asp>. Employees of The Children's Trust and current Board members of The Children's Trust cannot participate in any way, or be involved with, the development of any response to an RFP. All applicants must disclose the name of any and all grant writers/consultants or agencies involved in the creation of this application. All applicants must disclose if any employee of The Children's Trust or a current member of its Board of Directors participated in any manner in the development of a response to the funding application or has any interest, directly or indirectly, in the applicant's business or in any of its branches. Such disclosure must be submitted by a signed, written letter that is attached as part of the application under "other" attachments.(1500 character limit)

Explanation:

Not Applicable

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Unpaid Taxes

Does applicant owe any money to the Internal Revenue Service (IRS) or other taxing authority (i.e., Florida Department of Revenue) for unpaid, past due, payroll or other taxes?

Select:* No

If yes, then how much money is owed for past due taxes, interest and penalties (please separately list each of these amounts).

Explanation:

Not Applicable

Repayment Plan

Applicant is required to attach the existing installment repayment plan and/or correspondence with the taxing authority. Any installment repayment plan should clearly identify the terms and conditions of repayment. If no such agreement or correspondence can be provided, please explain why.

Explanation:

Not Applicable

Pending Investigations

Is applicant under investigation by the Office of the Inspector General or any other federal, state or local authorities?

Select:* No

If yes, then please explain the nature of the investigation and attach any related reports.

Explanation:

Not Applicable

Certification Statements

I do hereby certify to the following statements and that all facts, figures, and representations made in this application and supporting documents are true and correct.

- All applicable statutes, regulations and procedures for program compliance and fiscal control, including but not limited to those contained in the application and contract, will be implemented to ensure proper accountability of funds. I certify that the funds requested in this application will not duplicate or replace funds that would otherwise be used for the purposes set forth in this proposal, and that the funds requested are a true estimate of the amount needed to operate the proposed program.
- I have been duly authorized to act as the representative of the Agency in connection with filing this application. Further, I understand that it is the responsibility of the agency head to obtain from its governing body the authorization for the submission of this application.
- This bid process is subject to the Cone of Silence and Florida's conflict of interest laws (§112.311, et. seq). I further state that to the best of my knowledge, submission of this proposal is in compliance with the state and county conflict of interest laws.
- All work contained within this proposal is the unique and original product of the agency I represent, and has not been plagiarized or duplicated in any way from another's work.

Check box to acknowledge agreement with the above statements:* Yes

Acknowledgement of Required Documents for Contracting

I certify that **if this application is recommended for funding** then each of the requirements listed below will be met as noted, as a condition of receiving funding:

- Staff background checks: All staff and volunteers with direct contact with children must satisfactorily pass a Level II background screening that is on file prior to employment.
- Insurance: Documentation of General Liability Insurance that includes sexual molestation (min. \$500,000 combined single limit per occurrence and \$1,000,000 in the aggregate), Workers' Compensation Insurance (min. \$500,000), Automobile Insurance (min. \$1,000,000 if transporting children, \$300,000 if not) must be submitted within 30 days of contract execution. In addition, Professional Liability Insurance (min. \$250,000 with amount to be determined by The Children's Trust) and Proof of Property Coverage (for capital equipment owned by The Children's Trust) should be included, if applicable.
- Annual Financial Statement Audit: Within 180 days after the close of a provider's fiscal year, all funded providers are required to provide the most recent annual financial statement audit, performed by a Certified Public Accounting (CPA) firm that is licensed and registered to conduct business

with the Florida Department of Business and Professional Regulation; in addition, the most recent annual financial statement audit must be prepared in accordance with generally accepted accounting principles (GAAP) and standards contained in Government Auditing Standards issued by the Comptroller General of the United States;

- *Written communication encompassing the requirements of Government Auditing Standards and AU-C 265, which includes an "Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards;"*
- *Written communication encompassing the requirements of AU-C section 260, "The Auditor's Communication With Those Charged With Governance;"*
- *A Single Audit conducted in accordance with OMB Circular A-133, Audit of States, Local Government and Non-Profit Organizations or the Florida Single Audit Act, Florida Statutes 215.97,if applicable;*
- *A Management Letter; if no Management Letter is prepared by a provider's CPA firm, then the CPA firm must expressly confirm, in writing, that no Management Letter was issued; and*
- *All providers, regardless of funding amount, are required to submit a program specific audit related to the expenditures of The Children's Trust contract(s).*

Check box to acknowledge agreement with listed requirements:*

Yes