

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE

Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)

1. TYPE OF SUBMISSION:

Application Non-Construction

2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):

3. DATE RECEIVED BY STATE:

04-JAN-12

STATE APPLICATION IDENTIFIER:

N/A

2b. APPLICATION ID:

12AC133318

4. DATE RECEIVED BY FEDERAL AGENCY:

FEDERAL IDENTIFIER:

09ACHTN0010002

5. APPLICATION INFORMATION

LEGAL NAME: Martha O'Bryan Center

DUNS NUMBER: 042982827

ADDRESS (give street address, city, state, zip code and county):

711 South Seventh Street
Nashville TN 37206 - 3895
County: Davidson

NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):

NAME: Debbie Holley
TELEPHONE NUMBER: (615) 254-1791 125
FAX NUMBER:
INTERNET E-MAIL ADDRESS: dholley@marthaobryan.org

6. EMPLOYER IDENTIFICATION NUMBER (EIN):

620477728

7. TYPE OF APPLICANT:

7a. Non-Profit
7b. Community-Based Organization
Faith-based organization

8. TYPE OF APPLICATION (Check appropriate box).

NEW NEW/PREVIOUS GRANTE
 CONTINUATION AMENDMENT

If Amendment, enter appropriate letter(s) in box(es):

A. AUGMENTATION B. BUDGET REVISION
C. NO COST EXTENSION D. OTHER (specify below):

9. NAME OF FEDERAL AGENCY:

Corporation for National and Community Service

10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006

10b. TITLE: AmeriCorps State

11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:

THRIVE

12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):

The part of Nashville, TN known as East Nashville located in Davidson County, TN.

11.b. CNCS PROGRAM INITIATIVE (IF ANY):

13. PROPOSED PROJECT: START DATE: 08/01/12 END DATE: 12/31/15

14. CONGRESSIONAL DISTRICT OF: a.Applicant b.Program

15. ESTIMATED FUNDING: Year #:

a. FEDERAL	\$ 280,763.00
b. APPLICANT	\$ 166,297.00
c. STATE	\$ 0.00
d. LOCAL	\$ 0.00
e. OTHER	\$ 0.00
f. PROGRAM INCOME	\$ 0.00
g. TOTAL	\$ 447,060.00

16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?

YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:

DATE:

NO. PROGRAM IS NOT COVERED BY E.O. 12372

17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?

YES if "Yes," attach an explanation. NO

18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.

a. TYPED NAME OF AUTHORIZED REPRESENTATIVE:

Debbie Holley

b. TITLE:

Program Director

c. TELEPHONE NUMBER:

(615) 254-1791 125

d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:

e. DATE SIGNED:

04/30/12

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Executive Summary

Our AmeriCorps members (13 full-time and 17 half-time) will support the academic achievement of elementary, middle, and high school students at five Martha O'Bryan Center sites during 11 month terms of service. Member service will include academic coaching and tutoring, supporting family literacy and higher education success. AmeriCorps service will be integral to our goals of improving academic results for 324 at-risk students served, and seeing all youth served complete high school and go on to college. This project will focus on the CNCS focus area of Education. The CNCS investment of \$280,763.00 will be matched with \$165,975.00.

Rationale and Approach

NEED -- Martha O'Bryan Center is a 117 year old organization that has been located in Cayce Place, our primary community of service, since 1948. We have battled intergenerational poverty throughout this long history and our successes are many. But, families still struggle, due to a lack of resources and choices that exist beyond mere dollars. At the top of that list is education. Without the ability to read well, think critically, live healthier, and imagine a better future, young people grow up without an avenue to opportunity. Addressing the need to fill chronic gaps in educational opportunity is our primary goal. We choose this need because all age groups, from toddlers to high school students are affected, and because it is the primary need that has to be addressed before individuals can move on to greater self-sufficiency, in the form of college, career, and responsible citizenry.

Our work targets five Metropolitan Nashville Public Schools (MNPS): Kirkpatrick Elementary Enhanced Option School, Warner Elementary Enhanced Option School, East End Preparatory School, Bailey STEM Magnet Middle School, and Stratford STEM Magnet High School. Between 82% and 98% of the children and youth attending these five MNPS schools qualify for free or reduced lunch. All of these elementary and middle schools scored Fs in math, reading, social studies, and science, in the statewide 2010 Tennessee Comprehensive Assessment Program (TCAP) results. None of these schools met the Adequate Yearly Progress (AYP) federal benchmarks. There is a 41.2% suspension rate at Stratford STEM Magnet High School, compared to 12.9% for the district. From 2004-2010, Stratford had an average graduation rate of 61%, compared to the state goal of 90% (Tennessee Department of Education 2010 report card). Against national standards, our schools would be classified as persistently low achieving for the past ten years. Only 5.8% of residents in our service area have graduated from college (U.S. Census 2010 tract 196).

Martha O'Bryan Center serves Nashville's residents of Cayce Place public housing and surrounding East Nashville, our city's most distressed community. 88% of the population is African American; 89% of households are headed by a single parent; 59% of the residents are children under age 18. Average

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annual household income for families is less than \$6000. 45% of adults are unemployed. Nearly all of our participating families in Cayce Place are on Families First, Tennessee's welfare assistance program. On Families first, a family of three (mother and two children) receives \$156 in cash assistance and \$350 in food stamps each month. Families living in Cayce Place are three times as likely to be on the Supplemental Nutrition Assistance Program (SNAP) than other families in Metro Nashville.

Our work is based on the concept that children do well when families do well, and families do well when they are part of a supportive neighborhood. Since we are located in the center of the community we serve, we have the opportunity to be uniquely sensitive to the needs of our clients. We have strong partnerships with local schools and partner agencies, to further enhance the delivery of our services. Our close partnerships with area schools allow us to operate on-site eliminating transportation barriers.

Intergenerational literacy instruction and one-on-one youth mentoring are essential parts of our work. More than a decade of work by the National Center for Family Literacy and Even Start demonstrates that when parents and children make education a priority by increasing their education, it means more employment choices and significantly higher wages for that generation and those to follow. But the Cayce families, many of whom live in extreme poverty with multiple risks, need more help than can be provided by family only. Because research indicates youth need the support of three or more nonparent adults, putting AmeriCorps members in this neighborhood is a strategy to increase the number of adults our youth can count on and to provide the support needs of these poorest of Nashville families. (Search Institute, 40 Developmental Assets, 2006.)

VALUE ADDED: AMERICORPS MEMBER ROLES AND RESPONSIBILITIES - AmeriCorps members serving at the Martha O'Bryan Center will be placed in one of several positions: Education Specialist, Academic Coach, Parent Coordinator, GED Specialist, Mentoring Coach, or BOOST Tutor. Full-time and half-time THRIVE AmeriCorps Education Specialists serve in a variety of roles. In schools, they are tutors, partnering with teachers to improve students' grades and leading mentoring programs. In the after school programs, they lead homework help sessions and activities designed to build social/emotional skills along with hands-on enrichment activities such as dance and photography. Academic Coaches serve one-on-one with middle school children and their parents to get them ready to succeed in high school. Parent Coordinators encourage parent participation and plan information sessions to keep parents connected with activities at the schools. They do case management to monitor students' grades and attendance to catch potential problems early. The GED Specialist serves with adults in our GED program, getting them ready to enter the work force. The Mentoring Coach partners with Big Brothers Big Sisters to provide peer mentoring matches for high school, middle school and elementary students. Boost Tutors serve in Martha O'Bryan Center's new charter school, East End Preparatory (EEP), to provide structured small group literacy and math tutoring through the Reading

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Achievement Program (RAP). All AmeriCorps members recruit and train program volunteers.

AmeriCorps members are a highly effective means of increasing educational opportunity in our community. We recruit full-time members with college degrees in the fields of education, science, or counseling/social work. AmeriCorps are professionally trained to understand the challenges faced by our students. Often our recruits have themselves come from poverty stricken backgrounds and faced educational challenges similar to those of our neighborhood children. Half-time members generally have strong math, science, and English skills to bring to bear in homework help and academic tutoring. Our AmeriCorps members also add value as they have either just graduated from college or are currently pursuing graduate degrees in a variety of fields. This fresh academic perspective inspires staff to be active learners and contributes to the Center's identity as a learning organization. We seek out AmeriCorps members who bring a unique blend of empathy, patience, and passion. We look for change makers, consistent "go-to" educators for youth, positive role models for parents and volunteers, and conduits to the community. They make it possible for us to put more experienced educators into our high need communities. Their commitment to service and willingness to commit long term assures our students get the strong, consistent support they need to set goals and achieve academically. Living this commitment as AmeriCorps members, imparts a spirit of service that inspires youth as well as staff and volunteers.

Another added value of AmeriCorps members is that they often serve in other parts of our agency. They facilitate volunteer participation in Center projects and sometimes serve Meals on Wheels; delivering hot meals to elderly and disabled residents or assist in our Saturday morning parenting program.

We are requesting a total of 30 members. We need 13 full-time members and 17 half-time members. We will use 7 full-time Education Specialists: (2 Elementary, 3 Middle school 2 High School), 2 full-time Parent Coordinators, 1 full-time GED Specialist, 1 full-time Big Brother Big Sister Mentoring Coach, and 2 full-time RAP Academic Coaches. We are also requesting 7 half-time Education Specialists (3 Elementary, 2 Middle School, 2 High School) and 10 half-time BOOST Reading and Math Tutors.

Full-time members spend the early hours of their day (10 a.m. to 3 p.m.) in school classrooms observing children, meeting with teachers, visiting with parents and caregivers, and preparing for outside school time (OST) activities: homework help, one-on-one tutoring, character building activities, entrepreneurial activities, and social/emotional building activities such as classes about bullying, conflict management, decision making, and service-learning projects. They also use this time to review and reflect on anecdotal observations of students' key experiences and enter this data into our tracking system. Half-time members arrive as the OST activities with children begin and more hands are needed (3:00 p.m. to 7:00 p.m.) Along with full-time members, they are matched with a particular group of

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children to work with on a daily basis. Homework completion is the first priority of our students' parents and teachers. Adequate literacy skills and employment demands are barriers to even the most engaged parents in meeting this goal. One current barrier to homework completion are too few staff per student to help complete homework in the finite time available every day. AmeriCorps members reduce the staff to student ratio to approximately 1:5.

EVIDENCE-BASED -- THRIVE - Youth in outside school time (OST) programs tend to maintain their grades, stay in school, and avoid high-risk behaviors (U.S. Department of Education and U.S. Department Justice, 1998). Participation in high-quality OST programs such as THRIVE helps improve persistence, self-esteem, and work habits, while raising grade averages and test scores (Durlak & Weissberg, Collaborative for Academic, Social, Emotional Learning). Other research states OST should be "sequenced, active, focused, and explicit." (Durlak, J. 2007, *The Impact of After School Programs that Promote Personal & Social Skills*). THRIVE is a sequential daily process for our students, that starts with meeting the most immediate needs of each student (homework help) and building a foundation for further growth (reading and literacy tutoring). Research from the David P. Weikert Center for Youth Program Quality indicates after school environments should not mimic that of school, but be more active and engaging, allowing for more creativity and youth voice and choice. For example, students are active in every part of the planning and execution of community service projects. There are four main components of our program: academics, citizenship, social/emotional health, and career exploration. Through these components, we are providing a focused approach to learning. Even the "extracurricular" activities, such as recreation, tie back to one of these components. Recreation teaches team-building and discipline. Finally, THRIVE teaches its students very specific concepts in each of the four components, making this program explicit.

Martha O'Bryan Center's THRIVE Program is the anchor partner in the mayor's Nashville After Zone Alliance (NAZA) which is a partnership between the mayor's office, middle schools, nonprofit agencies, and faith-based organizations in our area to provide structured, after school programming for middle school (and in our case, elementary and high school) students. Through NAZA's leadership, community resources are combined to provide quality training for youth workers, including AmeriCorps members and providers are evaluated based on High Scope's Youth Program Quality Assessment (YPOA). It is an evidence based approach, evaluating: safe environments, supportive environments, interaction, engagement, youth centered policies and practices, and high expectations for all students and staff. NAZA positioned us for other opportunities, including becoming the sponsoring agency of a successful U.S. Department of Education 2012 Promise Neighborhood planning grant, one of 15 awarded throughout the nation. This will allow us to enrich and expand current partnerships to strengthen our cradle to college to career health and education supports throughout the Stratford High School feeder

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schools.

TOP FLOOR at STRATFORD - Academic Support and College Preparation Services - "Every year, one in three young adults - more than 1.2 million people - drop out of high school." (National Commission on Adult Literacy, 2008) This past year, our partnership with MNPS resulted in Stratford STEM Magnet High School donating 5000 square feet of space inside the school to the high school component of THRIVE, to provide immediate site-based services to increase academic performance and college enrollment. College prep and American College Test (ACT) prep is a key aspect of programming and we have a fund in place to help students take college trips, pay for ACT fees, and meet other unexpected college costs our clients simply cannot afford. Stratford STEM Magnet High School consistently has the lowest average composite ACT score in the city. From 2008 to 2010, students at Stratford averaged 16.1, 15.7, and 15.1 (out of a perfect score of 36), respectively. Since it opened in November 2010, Top Floor students' ACT scores have increased an average of 2.8 points, and they consistently score higher than the rest of the Stratford High School population.

RAP -- READING and MATH ACHIEVEMENT - In this highly structured literacy and math program led by Reading Specialist Misty Moody, there is a 1:5 (or less) ratio between AmeriCorps BOOST tutors and students. Weekly lesson plans target each individual student's skill level needs. Two characteristics of successful volunteer tutoring programs in reading are the presence of a certified reading specialist and training provided to tutors (Reading Research Quarterly, 1998). RAP provides opportunities for independent silent reading and guided oral reading, where youth are paired with and assisted by trained tutors. These practices have a significant positive impact on reading achievement according to the International Reading Association, specifically on word recognition, fluency, and comprehension across a range of grade levels. For math, RAP uses "Marilyn Burns Math" curriculum which makes use of children's books for teaching math lessons, effective for teaching important and basic concepts, motivating students to think and reason mathematically, and engaging them in problem-solving experiences. RAP uses "Touch Math" curriculum to reinforce individual learning styles through its multi-sensory approach.

GED -- ADULT BASIC EDUCATION. "One in every 100 U.S. adults 16 and older is in prison or jail in America (about 2.3 million in 2006). About 43 percent do not have a high school diploma or equivalent, and 56 percent have very low literacy skills." (National Commission on Adult Literacy, 2008) In 1999, the National Institute for Literacy published the 16 Equipped for the Future Standards that define the core knowledge and skills adults need to effectively carry out their roles as parents, citizens, and workers. (Stein, S. 2000) In 2007, our Adult Education Program became the Center for Literacy Studies' Tennessee Demonstration site in which we piloted the Equipped for the Future Curriculum for the Center for Literacy Studies and hosted their professional development trainings.

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MENTORING - Big Brothers Big Sisters (BBBS) one-to-one mentoring has long been linked through empirical research to positive developmental and educational outcomes for youth. A landmark control-group study in 1995 found that BBBS-mentored youth skipped half as many days of school as control group youth, felt more competent in their schoolwork, showed gains in grade point average, and were less likely to initiate alcohol and drug use. (Tierney, J., Grossman, J.,1995)

MEMBER EXPERIENCE - By seeing and experiencing poverty through the eyes of children, AmeriCorps members come to understand the multitude of barriers standing between the children they serve and a successful educational experience. AmeriCorps members also get to know the teachers and through them to see a school system which is often unable to deal with the challenges of poverty (low social skills, low pre-k knowledge base, hunger, lack of transportation, lack of settled home life, lack of physical resources needed to complete homework and evening study). They will find there are no simplistic solutions and that only hard work and many hands can change this community condition. This informs and encourages a life of service and civic involvement. As AmeriCorps members provide homework help and specific one-on-one tutoring; as they partner with parents and teachers ensuring children feel supported; these components reveal how important and effective their service is.

THRIVE AmeriCorps members meet with other AmeriCorps members across Tennessee at state and regional service days such as "Make a Difference Day" or "MLK Day of Service." They also attend the annual Volunteer Tennessee Conference on Volunteerism and Service-Learning and have the opportunity through Volunteer Tennessee's LeaderCorps program, an AmeriCorps group representing members from across the state, to participate in putting together service day experiences and ensuring successful events by their participation and leadership. Through these activities, they make lifelong connections with other AmeriCorps members and come to recognize their own strengths and abilities.

As part of professional development, members receive training in Performance Management which focuses on five components: Relentless Leadership, Intentional Management, Accountability Systems, Measuring and Monitoring to Learn, and How to Build and Sustain Local Capacity. Members apply this learning as they track the grades, attendance, and classroom behaviors of the children in their group to assess their progress and see success and, when needed, add new or better strategies.

Members develop relationships with students and parents through structured visits and class time activities. Site supervisors provide feedback and answer questions after the visits. Members meet twice monthly to discuss and reflect on the service they are providing. They create written reflections and identify challenges they are facing. With this information, the director develops or seeks out additional training when needed and refers AmeriCorps members to other resources. They will attend training developed by the Nashville After Zone Alliance (NAZA) and service-learning training as offered through Volunteer Tennessee and NAZA. These trainings provide skill sets and classroom techniques to assure

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the AmeriCorps member that the challenge of educating children suffering from the affects of poverty is not hopeless when met by dedication and application of best practices. AmeriCorps members are encouraged to seek out local community service activities through Hands On Nashville, which provides volunteers to many agencies and schools and other service agencies so they see the breadth of volunteer activities available and can continue a lifelong ethic of service and civic responsibility.

AmeriCorps members wear special AmeriCorps logo badges and pins during their regular service along with AmeriCorps t-shirts, bags, and other logo gear. All service sites will display an AmeriCorps banner and signage assuring that visitors know there are members serving at the site. AmeriCorps Members are taught the differences between members, staff and other volunteers and are well acquainted with the list of prohibited activities for members.

Members are advised when there is an opportunity to share a project with other AmeriCorps related programs, including Senior Corps, National Health Corps, and Volunteer Tennessee staff located in Nashville. AmeriCorps members attend AmeriCorps trainings, local or regional, and this year will enter the AmeriCorps Week video competition to showcase our program nationally.

Members are encouraged to friend Volunteer Tennessee and other Facebook social networking sites to see what is going on at other programs. Members post the THRIVE AmeriCorps happenings on our own website and the AmeriCorps logo is highly visible at all our sites. All THRIVE AmeriCorps training materials, letters, forms, etc., carry the AmeriCorps logo.

OVERALL PICTURE -- Martha O'Bryan Center serves the most distressed community in Nashville, where poverty is high, school scores are low, and resources are scarce. Better education and employment opportunities are the most effective interventions to counter intergenerational poverty and give neighborhood youth and their families a pathway to a better life. AmeriCorps members help us achieve this by standing with those served, providing leadership by action and example, through mentoring, tutoring, and community service. AmeriCorps members navigate between student, parent, and school system like no other educator. Youth listen to AmeriCorps members in a way that allows the students to widen their vistas. Because they are isolated by poverty, our youth must know what there is to dream about before they can make that dream a reality. The AmeriCorps members we recruit are well-suited through their passion and commitment to show students that there is nothing to wait for in finding and achieving their dreams; their opportunity is right now.

Anticipated outcomes for this program include increasing reading and math aptitude by one grade level for at least 117 at-risk elementary and middle school students, life plans will be created for all youth served, at least 20 at-risk elementary and middle school students will become more engaged in academics and increase by one grade level in a core subject, at least 30 at-risk high school students will receive their diplomas on time and be accepted to college, and 48 adults learners will complete their

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GED. Success with these short-term outcomes contribute to reaching our long-term goal, that each person we serve see college and career as the normal next steps, not the exception.

AMERICORPS MEMBER SELECTION, TRAINING, AND SUPERVISION - Members are recruited primarily through the internet from colleges and universities. We are fortunate to have partnerships with prominent post-secondary schools such as Vanderbilt University, Fisk University, Belmont University, Tennessee State University and Middle Tennessee University. Staff from these universities volunteer at the Center and help us strengthen our relationships. We also place job descriptions on their websites. For full-time positions, we will be looking primarily for college graduates in the fields of Education, Science, Math, or Social Work so that AmeriCorps members come to the program with a sense of professionalism and the skills to grow better. Half-time members are very often still in college. The position descriptions are also placed on the local Center for Nonprofit Management website and the AmeriCorps national website. Many members apply and move to Nashville from elsewhere, to experience a new city and living environment. This year's AmeriCorps members come from such diverse places as Hawaii and New York City, and we are working to strengthen the type of material support necessary to serve as a volunteer. In Fall of 2012, the Martha O'Bryan Center will join with Nashville Mayor Dean to begin a program called Nashville Volunteer 365. This project will create a supportive benefit package that distinguishes Nashville as the best city in America to volunteer a year of service. Through in-kind support and partnerships, we will provide increased access to transportation (bus passes), recreation, food banks, cultural events, and cell phone usage, to help support participation of AmeriCorps, VISTA, and other individuals interested in service.

Because the AmeriCorps presence is obvious (through signage, etc.) in MOBC program areas, curious parents from the community ask members how they can become AmeriCorps members. When they qualify, the program gets a person who is already familiar with our neighborhood and is invested in serving our community. Often our Adult Education (GED) program provides us with AmeriCorps members who are just starting their college education.

MOBC routinely hires from the community and provides these employees with not only their first significant work experience but also additional transitional family support and job coaching. Martha O'Bryan Center is open to any and all persons who may want to be a participant, employee, volunteer, or AmeriCorps member. AmeriCorps position ads specifically encourage a diversity of persons to apply. Diversity in our members is another way to broaden the social experience of the children in our community.

New members go through a week of AmeriCorps and Martha O'Bryan Center orientation. Members are thoroughly schooled in their Member Service Agreement before they sign and it includes many of the core elements of AmeriCorps regulations such as: Standards of Conduct (45 CFR 2522.230), prohibited

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activities (45CFR 2530.40, 2520.65, 2540.100), the requirements under the Drug Free Workplace Act, suspension and termination from service (45 CFR 2522.230), grievance procedures (45 CFR 2540.230), sexual harassment, and non-discrimination. The Member Service Agreement spells out chain-of-command and describes all required member benefits, including the provision of a \$12,100 living allowance for full-time members and a \$6,050 living allowance for half-time members and the Eli Segal Education Award; \$5,550 for full-time and \$2,775 for half-time members who end their term of service in good standing and complete the required number of service hours for that specific slot type.

AmeriCorps members are also acquainted with student loan forbearance, and the possibility of paid child care, if eligible, and food stamps depending on income. Several activities are provided for members to gain knowledge about AmeriCorps itself and the structure of the Corporation for National and Community Service along with the History of Service in America. These activities help members get acclimated to their new role in our community and build Corps identity.

Members are introduced to Martha O'Bryan Center programs through structured conversations with program managers, MOBC literature, and prepared videos so that, once in service they are able to refer students or parents to other services or sites which might be useful to the family. Other topics covered include: poverty in our community, boundaries, home visits, the role of culture in the community, an introduction to other agency partners and a tour of the neighborhood. They are trained in the use of the Efforts To Outcome (ETO) database software in which all program tracking and data collection is done.

Specific training for each site is conducted by the site director and program coordinators to whom the members are assigned. While there is an initial three-week period of intensive, specific program training at the start of service, follow-up and in-service training continues throughout the members' service year. Each site supervisor prepares a schedule of the training and includes both in-house training and that provided by outside agencies and partners. CPR training is included for each member. As members move into active service they are encouraged to ask questions and share stories and experiences with each other and site supervisors. This assures a constant ability to apply new ideas and strategies to challenging educational situations which may arise.

AmeriCorps members also receive training in the High/Scope approach (Plan, Do, Review) to youth development. For over 30 years, High/Scope has worked with teens from diverse racial, income, and cultural backgrounds and later with talented disadvantaged youth. THRIVE has used the High/Scope curriculum for several years, including their Youth Program Quality Assessment (YPQA) which is a validated assessment tool designed to evaluate the quality of youth programs and identify staff development needs.

The YPQA contains research-based rubrics allowing staff and AmeriCorps members to plan and evaluate student engagement and program structure in culturally important and meaningful ways.

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Because the YPOA is based on opportunities to observe activities, AmeriCorps members will be taught how to gather evidence by observing what happens through a best practice lens.

Throughout the service year, AmeriCorps members will continue to receive a minimum of one quarterly training relevant to their direct service and to their development as AmeriCorps members. These training topics change from year to year. However, they are primarily focused on developing skills and abilities to interact and build relationships with children and to helping them be successful in school and life. The Nashville After Zone Alliance provides best practices training to OST staff and AmeriCorps members including Service-Learning 101, Enhancing a Sense of Self, Introduction to Developmental Assets, and Youth Voice and Governance, to name a few. There will also be additional AmeriCorps training around leadership, group dynamics, conflict resolution, teambuilding, youth engagement, cultural awareness, active citizen training, and other topics the members may request. Members are also given a suggested reading list of youth and educational development articles and books regarding particular areas that interest them or if they want a more in-depth understanding of a particular topic. Members discuss the book topics at regular meetings.

Prohibited activities are covered in the Member Service Agreement on the first day. Each quarter the prohibited activities are covered again through the use of puzzles and quizzes. When presented with obstacles which may be preventing a positive member experience, the Center's practice is for the director to meet with the member(s) to assess what is happening and then develop methods to engage the group and supervisors in creating solutions that work for everyone. The team spirit engendered by AmeriCorps service can effectively be used to create a comfortable place for all members to serve in their best capacity. We ask members through a questionnaire during enrollment if they have any requests for accommodation. In one instance, we provided a modified service plan and activities to accommodate a member with Adult Attention-Deficit Hyperactivity Disorder. We are committed to engaging members in an interactive dialogue process when concerns or barriers to inclusion present themselves.

Each site has a supervisor for daily activities and is the person the member turns to first if there is a question or concern. All of our supervisors are experts in their programming areas and have had supervisory experience. If a member experiences a problem and is unable to settle it with the supervisor, the AmeriCorps director meets with the member and supervisor to work out the issue. Site supervisors have the final say for their programming areas. The AmeriCorps director will be the arbiter if there is a concern with an AmeriCorps issue. Members have access to the Grievance Procedure in their Member Service Agreements if they find insufficient remedy from their site supervisor or AmeriCorps director.

Members meet in large and small groups at bi-weekly meetings designed to keep everyone updated about activities at other sites, as well as, upcoming information about AmeriCorps state initiatives. Our

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local members of LeaderCorps keep AmeriCorps members apprised of statewide events that are being planned.

Dawn Reese is the Director of THRIVE Youth Development and the site supervisor at MOBC's So.7th St. site. She came to MOBC in 2008, after four years at Fisk University. Ms. Reese has a degree in Social Work from Northern Michigan University and a Masters from the University of Tennessee. In 1994, Ms. Reese was a member of the first group of AmeriCorps members in Tennessee. She supervises Jon Driskell, Elementary Coordinator and site supervisor at the CWA/Learning Center site. Kent Miller is the Director of High School and Young Adults and the supervisor at the Stratford High School site. He started at MOBC early in 2010; prior to that, Mr. Miller served for three years as Program Manager at Rockettown of Middle Tennessee, which provided academic enrichment and life skills training. Mr. Miller is a graduate of Pepperdine University. Misty Moody is the Director of Education and the site supervisor for the AmeriCorps tutors at East End Prep and came to MOBC in 2005. She has a Bachelor's degree in Elementary Education and a Masters in Reading. She is licensed to teach K-8 and certified as a Reading Specialist with students in grades PreK-12th. Judy Rye is the Adult Education Teacher and site supervisor of the GED program. Ms. Rye has a B.A. in Speech and Theatre from the University Tennessee and over 20 years experience teaching. In 2008, she was a presenter at the National Commission on Adult Basic Education Conference in St. Louis. Mentoring site supervisor, Susan Patrick has been with Big Brothers Big Sisters of Middle Tennessee as a Site Specialist for a year and half. She had previously taught 8th grade Language Arts in North Carolina before receiving a Master of Education from Vanderbilt University in 2010.

Martha O'Bryan Center AmeriCorps site supervisors are selected based on their skill set, knowledge and abilities in youth education and their vision and commitment for the work we do in our community. As site supervisors, they ensure leadership with direct supervision experience, along with program delivery strategies and are particularly good at anticipating challenges and creating an environment for success for the customer and AmeriCorps member alike.

Site supervisors receive two sessions of training for their AmeriCorps roles during the service year; one before the members start and another refresher just prior to member evaluation in February. The director trains supervisors in basics of the AmeriCorps program including the History of Service in America, the Ethic of Service, prohibited activities, suspension and termination policies, grievance procedures, and the operating policies. Additional supervisor training is taken from "Becoming a Better Supervisor" provided through the AmeriCorps Resource Center.

After AmeriCorps training as prescribed by federal mandate, members are released to the site supervisors for direct service training. The Center's social workers are available to THRIVE site supervisors to assure that members understand their direct service roles. While site supervisors provide

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the bulk of the member supervision, the AmeriCorps director is always available to advise on member activities, behavior, and performance to ensure grant compliance. The director works closely with a supervisor if there is a problem with any particular member's service. The director invites site supervisors to meetings and trainings put on by the Volunteer Tennessee Commission in their on-going director retreats and state conferences.

OUTCOME: PERFORMANCE MEASURES - By the end of the three year grant cycle, we expect to see the following changes through academic coaching, reading tutoring, and mentoring: 1) elementary students will be reading on grade level and ready for middle school; 2) middle school students will have closed their reading gap and be prepared for rigorous high school coursework; 3) positive attendance and social/emotional performance will be observable; and 4) high school students and adults learners will obtain a diploma and enter college.

By May 2013, 71 (or 87%) of 82 elementary students will increase their reading scores by 1.0 grade level. 46 (82%) of 56 middle school students will have demonstrated improvement in their academics performance by increasing their reading skills by 1.0 grade level in reading. 30 (75%) of 40 high school students will acquire the prescribed number of school credits and graduate on time, and 30 (75%) of 40 high school students will be accepted and enroll at a post-secondary institution. 48 (or 80%) of 60 adult learners will obtain a GED diploma. Finally, 20 elementary and middle school students will be matched with a mentor and demonstrate increased engagement in school as a result of the program.

The AmeriCorps' National Performance Measures will be measured for impact with standardized assessments which establish a baseline from which to measure mid year and end-of-year reading achievement. Peer mentoring will be measured by pre and post tests using the Youth Outcome Survey (YOS). High school and General Education Diplomas (GED) transcripts will be used to verify graduation. College registration materials, financial aid letters, and college acceptance letters will be used to verify enrollment in post secondary institutions.

All assessment data will be input weekly by staff and AmeriCorps in our data system, Efforts to Outcomes (ETO). We submit two required progress reports annually to our state commission, Volunteer Tennessee; one in March, the other in October. Each report shows the collected tracking results, along with narrative reports of program health and member reflections.

Since 2000, we have written and tracked the academic performance measures of our youth and adult learners for numerous funders, i.e., Tennessee Department of Education and United Way of Middle Tennessee. As we set performance measure targets, our continuous evaluation cycle allows us to manage and learn which intervention strategies are successful, which strategies to deepen, which to abandon, and which to scale up. We analyzed over a decade of data and experience to refine and determine the 'dosage of service' AmeriCorps members will need to provide and the 'number of students' who can

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achieve the performance measures successfully.

CURRENT GRANTEES ONLY: Martha O'Bryan Center is very successful in tackling the problems encountered by our youth. 88% or 97 of 110 THRIVE students increased their grade in a core subject. 100% of children raised their reading and math scores on the named assessments by 6 months or more. 81% of children demonstrated positive social/and emotional growth and their parents engaged in one or more after school activities. And 81% of children with 3 or more absences after the first grading period met the target for 95% attendance during the school year due to staff and AmeriCorps intervention. At Stratford High School there were 140 seniors last year, 64 of whom were engaged at Top Floor. All graduated and 50 of them are now attending college.

VOLUNTEER GENERATION - Martha O'Bryan Center employs an experienced, full-time volunteer coordinator named Katherine Avery, who recruits volunteers to support the numerous needs of the Center's programs and services. The volunteer coordinator solicits volunteers from churches, corporations, local businesses, neighborhood residents associations, leadership groups and other agencies, such as Hands on Nashville. AmeriCorps members are often used to lead and work side by side with new volunteers, as in August, when we held the educational "Your Money, Your Choices" Conference for our community put on by 35 employees of the Nashville office of Ernst & Young, a global professional services organization. AmeriCorps were part of the "day of" coordination team that led this effort. The members handled the signup table, changed room setups, helped with demonstrations and attendance taking, and ensured the volunteers had supplies and equipment as needed. To further meet the educational needs of our community, AmeriCorps members are accompanying the AmeriCorps Director to intern and volunteer fairs at local universities where we'll be recruiting for additional help in the form of OST volunteers to help in the THRIVE classrooms. Members also encourage parents of youth served to engage in program activities by chaperoning trips and helping with service projects and with performance showcases for the children. Parents are also recruited to volunteer as extra help with the summer program.

Since THRIVE's main focus is education for children and adults, volunteers in the THRIVE and GED programs have duties very similar to those of half-time AmeriCorps members. As volunteers are added to THRIVE and GED, AmeriCorps members become their trainers and acclimate volunteers to the methods of service used with our children. Each classroom is supervised by a staff age group coordinator.

Most of our members have very specific duties during the THRIVE programming time but in the morning the full-time members will participate in trips to local colleges to help recruit volunteers for the program both in early fall and spring semesters. All of our AmeriCorps members attend the MOBC Volunteer Orientation so they understand Martha O'Bryan's volunteer process and this makes them

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better equipped to recruit new volunteers.

TUTORING PROGRAMS ONLY -- 10 half-time members serving with BOOST in the RAP program can be described as tutors according to the definition in 45 CFR 2522.900. RAP members will have at least two years of higher education and a full degree is preferred. The strategy for training tutoring members complies with AmeriCorps requirements calling for high quality and researched based training consistent with state academic content standards. AmeriCorps members receive specialized pre- and in-service training and they are supervised by the MOBC Director of Youth Education, Misty Moody, M.Ed., a certified Reading Specialist. The RAP program has been recognized by the Tennessee Department of Education for best practices.

Organizational Capability

ORGANIZATIONAL BACKGROUND AND STAFFING - Mission Statement: On a foundation of Christian faith, Martha O'Bryan Center empowers children, youth, and adults in poverty to transform their lives through work, education, employment, and fellowship. Martha O'Bryan Center (MOBC) was founded in 1894, and began operating at the current site at Cayce Place of East Nashville in 1948. We have an integrated design of youth services in place and are able to draw on a continuum of services to support the child from cradle to college to career, serving approximately 5,000 individuals through a variety of standalone and collaborative programs.

All employees are supervised by Christine Jackson, Chief Operating Officer (COO), and Marsha Edwards, Chief Executive Officer (CEO), our primary and secondary contacts for this grant, respectively. Christine Jackson, COO and primary grant contact has been with Martha O'Bryan Center since February 1993. She holds a Bachelors of Arts in English, a Masters of Education in Reading and has over 34 years of experience in the field of adult education. Ms. Jackson has experience building successful programs -- under her leadership, MOBC piloted community-based Pre-K classrooms for Tennessee, demonstrated Work Ready program (adult employment) for the US Chamber of Commerce and built what the Department of Education called "the most effective tutoring program for the State of Tennessee's Department of Education." Marsha Edwards is the President and CEO and the secondary grant contact. She brings background as a trial attorney and small business owner to her role as CEO. Ms. Edwards is a respected advocate in Nashville for vulnerable children and families; she has raised awareness of the complex obstacles facing Nashville's vulnerable children in both the philanthropic and business community. Ms. Edwards often advises Mayor Dean on city-wide youth education reform initiatives, and serves on his Nashville Master Plan for Children and Youth committee.

MOBC has secured and managed nearly a million dollars in federal and state grants over the last two years. In areas of private funding, the Joe C. Davis Foundation provided a leadership award to the Martha O'Bryan Center for \$1 million to strengthen its management structure, programmatic reach and

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effectiveness. Since receiving that \$1 million award, the Martha O'Bryan Center has opened a community-focused charter school East End Preparatory School (K-5), recruited highly qualified and experienced youth leaders across program areas, and invested in Social Solutions ETO (Efforts To Outcomes) database software. As a result of those leveraged opportunities, MOBC was selected to strengthen core academic achievement in the targeted area through Race to the Top and other MNPS funds. Building on those opportunities, MOBC was recently one of 15 organizations in the country to be awarded a 2012 Promise Neighborhood Planning grant by the U.S. Department of Education. This will allow us to conduct community needs assessments, strengthen partnerships throughout our service area, and provide additional programming for our cradle to college to career supports. Through this work, The Promise Neighborhood opportunity allows us to scale-up and sustain services.

All Martha O'Bryan Center programs and services are funded by multiple integrated investors. Integrated funding is the rule in our sector, rather than the exception, thus all partners are sophisticated braiders of funds. For instance, in 2010, MOBC had the unique opportunity to open the innovative Top Floor program in Stratford STEM Magnet High School. In order to meet the students' diverse needs, MOBC combined its academic remediation and work readiness programs with the Oasis Center's college access program and MNPS's in-kind support of space and technology. All three organizations provided staff and financial resources to make the program an academic success. Over the last 10 years, MOBC has sustained scale-ups in early education, charter school partnership, academic out of school programs, and college bound opportunities. MOBC has gone from two sites to four sites -- using partnerships to double facilities with no capital expenditures.

MOBC secured its first AmeriCorps grant through Volunteer Tennessee in 2007, adding nine AmeriCorps members to MOBC's youth development program, to maximize the delivery of services. Over the last 4 years MOBC has received \$1,026,877 in AmeriCorps grants and is now contributing 38% of the total cost as match money, all of which is raised through private fundraising. Despite challenges in the federal funding for the AmeriCorps program, MOBC has successfully sustained and received increased support all 4 years. For 2011, MOBC received support for 21 AmeriCorps members. Continued growth and expansion is evidence that MOBC has managed the program well and performed satisfactorily.

In other key multi-year government grants, MOBC received a No Child Left Behind SES grant in 2004 and renewed that grant annually, including an award to provide summer tutoring services in 2011. In 2008, MOBC also secured 21st Century Community Learning Centers (21st CCLC) grants, which allowed us to add staff and significantly impact and improve the quality of youth tutoring provided at community centers and 11 area schools. The 21st CCLC grant has been renewed annually, and MOBC received a similar LEAPs (Lottery for Education: After school Programs) grant for 2011-12.

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Additionally, the Mayor's office has supported OST programming at Martha O'Bryan Center, with three consecutive years of Community Enhancement Youth Services grants, and continuation of the NAZA middle school initiative, totaling \$1,311,000.

Our budget for 2011-12 includes \$4,539,338 in revenues, organizational funding sources are as follows: churches \$230,738, individual contributions \$768,166, MOBC foundation \$23,670, family foundations \$890,500, corporate contributions \$419,442, corporate grants \$64,846, federal grants \$557,864, state grants \$127,452, metro grants \$624,126, special events \$95,000, United Way \$421,542, child care monies, \$247,980, and interest and miscellaneous \$68,012.

During 2008-9, AmeriCorps provided \$98,249 or 63% of our total THRIVE project budget; during 2009-10, AmeriCorps provided \$95,133 or 62% of our total THRIVE project budget. For 2010-11, our budget details AmeriCorps providing \$181,705 or 69% of the total project budget. This requested AmeriCorps budget of \$363,764 represents 8% of our \$4,544,357 budget.

We are a faith-based organization with a full-time staff of 57 and 82 part-time staff. The volunteer Board of Directors is composed of 30 persons: lay members of various Presbyterian Churches of Middle Tennessee, several residents of the local community, and at-large members from the wider Nashville community. The President of the Cayce Place Resident's Association is an ex officio member of the Board.

The President and C.E.O. Marsha Edwards, is head of Martha O'Bryan's administration and development and the C.O.O., Christine Jackson, is the head of the programming. There are two Vice Presidential positions; a VP of Young Children & Young Families and a VP of Youth. All staff members answer to someone in this chain. MOBC supports AmeriCorps members who serve side-by-side with staff in the education programs; giving them access to the whole range of programs offered to our customers. Our crisis manager/social workers provide training and assistance across the programming spectrum to integrate AmeriCorps members into our operation and programs utilize the connections we have with specific families as we serve siblings and adults. Board members work in committees to support all programs and as a result are also involved in helping AmeriCorps members be successful. Board members are also highly active in the fundraising efforts of the Center which also contribute to member and program support.

The THRIVE AmeriCorps program has received good monitoring reports in terms of compliance and programming results. We have responded immediately to clear up any mistakes with paper work or monitoring findings and provided action plans to assure continuing compliance. We consistently meet and exceed all our programming performance targets.

Day-to-day management and training issues are handled by our AmeriCorps Director, Debbie Holley. Ms. Holley has a degree in Communications from Middle Tennessee State University and was MOBC's

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Director of Human Resources for 20 years. She became MOBC's first AmeriCorps Director in 2008. Ms. Holley provides AmeriCorps training and support for the program's members and site coordinators. She is also charged with properly maintaining all member files and following AmeriCorps guidelines for member on-boarding and exiting through the e-Grants system. Paul Phillips, our Chief Financial Officer, has managed complex regulated government offices and large financial operations in the corporate world. Mr. Phillips has extensive experience working for the Clearwater, Florida Housing Authority, where his duties included monitoring laws and HUD policies. He will process payroll, stipends, monitor expenditures and reimbursements, and assure financial compliance with all federal and state regulations.

All of our sites are under the general umbrella of MOBC's financial administration, so that the grant administration remains directly tied to the AmeriCorps Director, Debbie Holley and the Financial Director, Paul Phillips. Ms. Holley makes routine visits to all service sites to ensure program compliance and provide technical and trainings assistance as necessary. Both Ms. Holley and Mr. Phillips maintain close ties with the Volunteer Tennessee Commission for advice and technical assistance.

SUSTAINABILITY: Looking ahead, we are planning a formal Service Practicum program at Martha O'Bryan through formal partnerships with area colleges and universities for a larger group of service members, interns, and practicum students. Specifically, the Martha O'Bryan Service Practicum (MOBSP) will be a service learning opportunity larger than our current AmeriCorps program, unique to Martha O'Bryan and Nashville.

The MOBSP will provide support for our programs while also enhancing the value proposition of the service member experience at Martha O'Bryan. The Service Practicum will bring Martha O'Bryan staff to campuses to host outreach and educational opportunities as we engage in a year-round, in depth recruitment process for service members who bring specific skills and abilities to our work. For example, whereas before we recruited talented students with experience in youth development, stellar academic records, and strong motivational fit for our culture, our Service Practicum might look for members who provide all this plus more: a biology background in the case of our Science Explorer team, which is currently leading a science curriculum for students on a boat on Nashville's Cumberland River, or a member with specific experience in running community art projects, for a year when we will host a grand opening of a new gallery space at our Stratford High School location.

Service Practicum members will come not just from these university relationships but also churches and exchange programs, as Martha O'Bryan service members already do through the Presbyterian Church's Nashville Epiphany Project and the City of Nashville Sister Cities program, both of which ask college age young people to give a year of service to the community. Through the recruiting activities of our AmeriCorps members, we will continue to develop stronger and deeper relationships with area

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universities, alumni groups, and young professional networks, thus enhancing our reputation and capacity as an academy of young leadership as we develop our Service Practicum.

In partnership with colleges, universities, and the city of Nashville, our Service Practicum members will experience professional development opportunities with professors and civic leaders specifically designed for the Service Practicum, as well as enjoy benefits that will help them with their immediate needs during their year of service, such as a free bus pass, housing with a host family, or a weekly meal donated by a local restaurant. AmeriCorps members will help shape the building of the Service Practicum, through input provided in focus groups and planning sessions. This new Practicum program will help increase effective delivery of services, while ensuring sustainability. It will be supported by our Nashville Volunteer 365 partnership with Mayor Dean's office, which will provide essential in-kind, transportation, recreation, and day-to-day support to increase the value-added experience of all AmeriCorps members.

All Martha O'Bryan Center programs and services are funded by a wide range of diversified, integrated investors, braiding funds to ensure sustainability. One example is the Martha O'Bryan Center community-based Pre-K School, which is funded 50% by state government, 25% by United Way, 20% by individual private donors, and 5% by fee-based services. Three years ago, MOBC secured its first an AmeriCorps grant through Volunteer Tennessee. MOBC contributed 36% of the total cost as match money through private fundraising and in large part through corporate funding provided by an annual, regional golf tournament.

MOBC has successfully sustained support for this program, increasing to 23 AmeriCorps members. Over the last two years, Martha O'Bryan Center's youth programming has grown from two sites to four sites as community partner MNPS donated school space in support of our programs. We obtained and managed nearly a million dollars in federal and state grants; to support our education programs, we have also received No Child Left Behind, 21st Century Community Learning Centers (21st CCLC), and LEAPs (Lottery for Education: Afterschool Programs) grants, strengthening our work and providing sustainability for the program. As with all our essential programs, we will continue to secure investments and explore other funding sources to strengthen our existent cradle-to-career continuum (including activities outlined in this AmeriCorps proposal) and leverage grant opportunities among partners.

COMPLIANCE AND ACCOUNTABILITY -- In order to ensure compliance with AmeriCorps rules and regulations, Mr. Phillips and Ms. Holley will both participate in state and/or national sponsored trainings regarding financial and programmatic procedures necessary to successfully manage the AmeriCorps THRIVE program. Ms. Holley will provide training and technical assistance to all site supervisors and will rely on the AmeriCorps grant, the program director's manual, Electronic Code of

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Federal Regulations data, and Volunteer Tennessee State Commission program managers and training coordinator for expert direction. On a quarterly basis, Ms. Holley will review procedures and processes assuring accurate file management and compliance. Both Mr. Phillips and Ms. Holley will make available any program materials or records for monitoring by federal or state auditors/monitors. Ms. Holley maintains close working relations with all programming activities to prevent and detect compliance issues in general and specifically related to prohibited activities. She also conducts quarterly trainings with AmeriCorps members to keep up vigilance. With strong education, informed supervision, and constant vigilance, Ms. Holley and Mr. Phillips will work to prevent compliance issues. If, however, instances of risk or noncompliance are identified, Ms. Holley and Mr. Phillips will immediately develop a plan of corrective action to remediate any discrepancies.

ENROLLMENT AND RETENTION - Enrollment: 17 slots filled + 4 slots refilled = 21 slots/17 slots awarded = 1.24= 124% enrollment rate. Retention: 18 members exited with award/21 enrolled= 86% retention rate. One member was released for compelling personal circumstances prior to earning 15% of her hours and did not receive even a partial education award. One member was released for insubordination after refusing to acknowledge that his handling of a participant matter was outside the role of an AmeriCorps member and maintaining that he would handle the matter the same way if it were to present itself again. And one member resigned after being disciplined with a suspension for chronic tardiness. One member, who was suspended for cause, did file a grievance and the matter was settled to the satisfaction of both parties. She became an excellent member and is now serving a second term.

To strengthen our retention, supervisor training has been modified to increase staff abilities in the areas of team building and conflict management. We have also updated our progressive discipline policy to provide greater clarity to AmeriCorps members who are not meeting the expectations for their supervisor and must modify their behavior.

PERFORMANCE TARGETS AND DEMONSTRATED COMPLIANCE - Performance Targets: Last year we used the National Performance Measures to demonstrate the reach and efficacy of our education based programs. Because we received additional members in last year's funding cycle we were able to exceed our performance targets significantly in total numbers served. We met or exceeded 100% of our performance targets.

Demonstrated Compliance: Last year's AmeriCorps monitoring by the State of Tennessee contained a finding which showed discrepancies between the number of hours served by 4 members and the number of hours reported to the National Trust. These were calculation errors in the digital time sheets used by the program. The time sheets were immediately corrected and, in order to preserve the member's education awards, the prorated amount of the difference between the hours reported and the hours served was paid to the National Service Trust. The AmeriCorps Director instituted time sheet

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procedures to ensure the future accuracy of those records. We also amended our procedures to ensure accurate reporting for enrollment and exit dates.

OPERATING SITES AND MEMBER SERVICE SITES - All MOBC AmeriCorps service sites are located in communities or schools where we have ready access to our customers, and use of space is given by partners without compensation. All MOBC sites replicate our current, best practices program models and activities to support distressed communities. All sites are staffed by MOBC employees and maintain quality standards through central oversight as demonstrated by excellent past performance. (Targets and outcomes for AmeriCorps, United Way, and other federal and local grants are met or exceeded.) The following are current sites: (1)MOBC, located at 711 So. 7th St. in Nashville, houses the THRIVE program designed to serve approximately 120 children in classrooms, a gym, and an indoor recreational games area. Classrooms are equipped with computers for educational games and homework production. The Adult Education GED program and office space for members is also a part of this site. (2.)The CWA(Communication Workers of America)/Cayce Learning Center created almost 15 years ago in 3 apartments donated and renovated by M.D.H.A. and adjacent to Cayce Place Homes. The center is a Neighborhood Networks initiative and, in addition to OST programs, houses ESL and Citizenship classes along with a computer lab and computer classes. The complex is home to many re-settled refugee families from Somalia and Kenya refugee camps. MOBC operates the center located at 522 So. 5th St., on behalf of Tamco Corp. which runs the complex. (3) Stratford STEM Magnet High School's "Top Floor at Stratford" is space made available to the Center for its use by Metro Nashville Public Schools and renovated by MOBC staff, AmeriCorps members, and Hospital Corp of America volunteers just over 14 months ago. The site contains classrooms, a computer lab, along with a variety of independent learning centers. (4) AmeriCorps half-time after school reading and math tutors are located at the East End Preparatory Charter School which opened this fall in the Dalewood School building at 1460 McGavock Pike. The space consists of classrooms and office space to house East End Prep through its first year of operation. The permanent site for the school has not been determined but should be set by early 2012. (5)The AmeriCorps serving with Big Brothers Big Sisters has offices at 1704 Charlotte Ave. The member serves in Bailey Middle School and Ross Elementary School during the OST mentoring program hours.

Cost Effectiveness and Budget Adequacy

COST EFFECTIVENESS: Our proposed AmeriCorps program is cost-effective; with a \$13,059 cost per MSY, well below the maximum. Total budget for the grant is \$446,737. Since we propose to serve 324 youth minimum, this comes to \$1,379 per child. By comparison, a leading tutoring service, Knowledge Points of Middle Tennessee charges \$45/hr. At four hours per week, this comes to approximately \$7000 per student for the academic year alone. Martha O'Bryan Center's THRIVE is far less expensive, while working with youth in a more concentrated fashion, for the entire year (including summer), on a

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variety of subject areas and skills (going deeper).

CURRENT GRANTEES ONLY: The Center budget for our THRIVE Youth Development staff and supplies is \$868,056 beyond the AmeriCorps portion of our program costs. Our partnerships with MNPS for space and United Way funding create additional resources. Cost per MSY: Our proposed cost per MSY, \$13,059, is lower than our current cost by \$240.00.

BUDGET ADEQUACY - Martha O'Bryan Center's grantee match share for this request is 37% or \$165,975. VF Imagewear, one of our corporate donors will provide \$145,000. The balance, \$20,975, will come from private individual donors. Because of our fundraising strength and diversity of programming, we are able to underwrite any unforeseen personnel or material costs for this project, outside of the budget we have submitted. Criminal history checks and FBI fingerprinting costs are included in the budget as our members have access to vulnerable populations. Proper procedures and checks are followed.

Evaluation Summary or Plan

Even though they have been attending the lowest performing schools in Nashville, the youth in the THRIVE program in conjunction with RAP have improved their grades and increased their reading skills and MOBC has met and exceeded its outputs and outcomes for the last two years and is on target to do so again this year. We plan to use certified High Scope external assessors to evaluate the quality of service and identified standardized assessments, to measure or verify student performance measures in academics, attendance, and behavior.

Using the Youth Program Quality Assessment (YPOA), an evidence-based assessment tool of the High Scope Educational Research Foundation, the THRIVE the program was evaluated and established a baseline score. Evidence was gathered through staff self-evaluation and through the use of certified High Scope external assessors. Program staff identifies areas for improvement and the external assessor facilitates the creation of an action plan. This quality cycle ensures continuous improvement of both program and staff. Ongoing Program Evaluation and Data Collection: In addition to continuing YPOAs, our partnership with MNPS through Promised Neighborhood activities has increased access to comparative data from local schools. Data collection through the Efforts-To-Outcome database takes place across all programs. Additionally, staff and AmeriCorps members go through a bi-annual performance review process involving self and supervisor feedback and evaluation. This is another avenue for assuring quality work and accountability

Amendment Justification

N/A

Clarification Summary

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Our start date is 08/01/2012 and our end date should be 12/31/2013.

The role of full-time AmeriCorps members when they are in school classrooms is to observe how their assigned students function within the classroom. AmeriCorps members monitor student's engagement in classroom activities, as well as assessing whether students are grasping the material being taught. This observational data helps the AmeriCorps members provide timely coaching for the student during after school activities and gives indirect support to the teachers by helping to improve classroom performance.

Members will be recruited locally and nationally by posting AmeriCorps position descriptions on university websites, local non-profit websites, and the AmeriCorps national website. In fall of 2012, the Martha O'Bryan Center will join with Nashville Mayor Karl Dean on Nashville Volunteer 365, to create a supportive benefit package that distinguishes Nashville as the best city in America to volunteer a year of service. This project will provide increased access and resources to individuals to make Nashville a prime location for volunteerism.

We have six performance measures because we have AmeriCorps members assigned to each of these education areas. Also note that without the Tier 3 Pilot measures GED, High School, & College have no logical way to show an Intermediate Outcome or demonstrated achievement other than grade increases. We feel that these pilot outcomes are a stronger indication of program achievement. We will drop the ED1 and ED3a Pilot measures to streamline the process.

We cannot demonstrate achievement against a control group not receiving AmeriCorps support because we do not have access to student information outside of the students participating in our program. Within the program, parents give permission to the schools so we can track student results. What can be said is that all of our students attend schools that are either "failing" or "close to failing" based on achievement of their students against state standards. Most students in our programs have improved their grades and test scores based on those same standards.

We have a Director of Research and Evaluation and utilize Social Solutions software to help us track and evaluate ETOs -- Efforts to Outcomes. We organize our work, measurement and performance evaluation in a fashion that's consistent with Promise Neighborhood Objectives, MNPS Achieves and the Mayor's Master Plan for Youth. Through the Promise Neighborhood work, we will address 32 indicators of success for a healthy, vibrant neighborhood. The U.S. Department of Education will work with us on external evaluation and best practices.

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The director will not be involved in fund-raising.

There is an error in the Staff Travel calculation. The per diem is for 3 days of conference and should be \$177.50 ($\53.25×2 travel days + \$71 for one non-travel day) and 2 staff members will be attending the conference. This is priced for the D.C. Conference and the Finance Director is to be included in the trip. So the item should read: Travel to CNCS-Sponsored Meeting: airfare \$750.00 round trip + Rooms ($\$226.00 \times 2$ nights) = \$ 452.00 + Transport \$110.00 round trip + 3 days per diem \$177.50 = \$1,489.50 x 2 staff members = \$2,979.00. This has been changed in the budget.

State and FBI criminal history checks will be provided for members and staff. Center staff (other than AmeriCorps director) criminal history checks will be paid for through Center programming budgets in order to meet other state requirements. These are retained in employee personnel files and available for review during monitoring and audits.

All member gear will have the AmeriCorps logo on it.

Continuation Changes

1. Our AmeriCorps members do not displace paid classroom assistants hired by the school system. Classroom observation is only one part of AmeriCorps members' duties. One AmeriCorps member may be coaching up to 10 students at 2 different schools. They visit classrooms sporadically to keep tabs on behaviors of particular children who may need behavior coaching. The coaching occurs during out of school time activities.
2. Member contracts can begin at different times depending on the role the member is serving. Education Specialists generally begin in August and serve through Summer Camp in July. Reading tutors start in October after reading assessments are completed and tutoring begins. Their contracts run into the following September. We have had to refill slots in late December, and those contracts run into the following December and into the next school year. No one person's contract runs beyond 12 months.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable