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Executive Summary

240 City Year AmeriCorps members will provide in-school and after-school tutoring and mentoring to 3rd-10th grade students who are at risk to drop out in 19 Miami-Dade public schools. In 2013-14, 5,075 students will benefit from in-class support and at least 2,680 students will receive targeted services that improve 2,201 scores or indicators in attendance, behavior, English and/or math. This project focuses on Education. The CNCS investment of \$2,928,000 is matched with \$2,928,000.

Rationale and Approach

STATUS OF APPLICATION: City Year Miami is Re-Competing off-cycle. Our 10ACHFL0010001 application is in Continuation in program year 2012-13 for 67 MSY. Over the past two years, Volunteer Florida and the Miami-Dade school district have championed us in growing our program into high need communities in Miami. As a result we have been able to grow the site from 82 MSY in 2010-11 to 134 MSY in 2011-12 to 180 MSY in 2012-13. However, this has come as a result of a complicated grant structure that required investment from Competitive, Formula and National Direct funding streams. Re-competing off-cycle is to streamline our grants into a single grant.

A) NEED: City Year is an education-focused, nonprofit organization that partners with public schools to help keep students in school and on track to graduate. City Year AmeriCorps members commit to a year of full-time service in schools, where they serve as tutors, mentors and role models. Since 2009, City Year has partnered with Miami-Dade County Public Schools (M-DCPS) to address increasing the graduation pipeline for underperforming schools.

As of December 1, 2012, 346,543 students are actively enrolled in a school within the M-DCPS system. Approximately 21,000 (6%) attend one of the 19 schools (2 elementary, 7 middle and 10 high schools) presented under this application. Based on the 2010-11 federal graduation rates, only 54% to 74% of the students who pass through these ten high schools will graduate with a standard diploma. These 19 schools were selected based on their potential for drop out risk as three quarters of the students are currently at risk to drop out before completing high school because they demonstrate at least one of the research based Early Warning Indicators that predict likelihood of a student dropping out: individual attendance below 90% ADA, negative behavior marks, and course failure in English or math. On the 2011-12 state standardized student assessments, between 66% - 81% of students at each school were below satisfactory in Reading and between 51% - 79% were below satisfactory in math. At today's enrollment rates, this would mean that 15,600 (75%) of the 21,000 students enrolled at these are failing to succeed in Reading and 13,800 (66%) are failing to succeed in math. In 2011-12, 8,491

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students at these 19 schools, approximately 41% of the total student enrollment, missed more than two weeks of school (11+ days). 10% of total students across the district who miss 11 or more days come from City Year schools and 29% of the district's 10,817 chronically absent (21+ days) high school students were enrolled in City Year schools (these schools represent 6% of the district population). In 2011-12, City Year schools issued 7,364 outdoor and 4,871 indoor suspensions to students (out-of-school vs. in-school suspensions). 20% of the district's 37,512 outdoor suspensions generated from these 19 schools. On City Year's 2011-12 end of year student survey, 506 of 1,100 students reported that they had been asked to leave class by the teacher at least once in the past month because of behavior issues. All nineteen schools are Title 1 eligible. Between 91% and 100% of students at each school represent minority populations and between 76% and 99% are eligible for free/reduced lunch (12 schools are 90%+). The 2011-12 mobility rate at these schools ranged between 30% and 50% far above the district average of 25%. 12 of the schools are on the CNCS FY 2009 SIG Eligible list and/or are identified as a Priority School on the Florida Department of Education 2012-13 Differentiated Accountability List for the ESEA Flexibility Waiver. Six of the remaining schools have Focus or Prevent status on the FLDOE DA list and fall within the feeder patterns for the SIG/Priority high schools. One high school, North Miami, is pending classification. *DATA SOURCES: CNCS SIG Eligibility List, M-DCPS Office of Assessment, Research and Data Analysis, www.dadeschools.net, Florida Department of Education, www.fldoe.org, and 2011-12 City Year Student Survey.

B) EFFECTIVE MEANS TO SOLVE COMMUNITY PROBLEM:

*MEMBER DEPLOYMENT: In 2013-14, City Year Miami (CYM) requests to field 240 full-time corps members. 236 members will be deployed on teams of 7 to 22 members to provide targeted interventions to 3rd to 10th grade students (team size determined by total student population at the school). Each of the 19 teams will be led by a Team Leader (typically members serving a second year). Large teams will have two Team Leaders. 157 (65%) members will serve in Tier 1 SIG/Priority Schools and 79 (33%) will serve in Tier 2 state Focus/Prevent schools. 4 members will serve on the Civic Engagement Team (volunteer generation). *MEMBER SCHEDULE: Members will implement our full-time in-school and after-school education program, called Whole School Whole Child (WSWC), Monday through Friday at their assigned school. During a typical 10 hour day, corps members spend 1 hour conducting attendance initiatives; 4.5 hours providing tutoring and in-class academic support and coaching; 1 hour of behavior mentoring during lunch period; 1.5 hours of lesson planning, documenting service, and meeting with teammates and/or teachers/specialists; and, 2 hours of homework assistance and after school enrichment activities. One half-day a month,

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members participate in WSWC on-going training and 1 day a month they participate in reflection and post-AmeriCorps career planning. All members participate in volunteer engagement service projects, typically on Saturdays or weekdays when school is not in session. *MEMBER ACTIVITIES: Through the WSWC framework, all member activities are designed to address the research-based Early Warning Indicators (EWIs) that predict drop out risk: student performance in attendance, behavior, English and math (An Early Warning System, Curran, Neild & Balfanz, 2007). *Attendance: members conduct morning greeting to welcome students, conduct phone calls home, coach students on strategies to identify and overcome barriers to attendance, facilitate student interest clubs, run recognition events for students with improved attendance, and facilitate report-card conferencing. *Behavior: members run beautification projects to improve school climate, provide in-class behavior coaching during whole-class support, conduct mentoring focused on social-emotional learning (programming during lunch), conduct behavior check-ins with students, and run recognition events. *Coursework: members provide small-group targeted tutoring in English and math following research based protocols approved by M-DCPS, provide whole-class support in English and math classrooms (such as answer questions and keep students focused on task), provide college and career readiness coaching, and provide homework assistance. *VALUE & ACCOMPLISHMENT: Our AmeriCorps program provides a way for School Districts to bring high yield-low cost human capital into their schools to provide comprehensive support structures that target students at risk to drop out and provide teachers the capacity to differentiate learning strategies within the classroom. Unlike many school-based volunteer programs where individual volunteers may only serve youth for a few set hours a week and only provide one type of intervention, through our full-time model, our members are uniquely positioned to provide consistent daily interactions across multiple interventions and recruit struggling students to attend after-school and in-school support programs. In 11-12, 95% of 63 teachers at CYM schools who responded to surveys said that their corps members provided essential academic supports that their students would not have received otherwise.

C) EVIDENCE BASED/INFORMED AND MEASUREABLE COMMUNITY IMPACT: The Whole School Whole Child program utilizes the evidence-based Response to Intervention (RtI) approach (American Institute for Research and the National Center on Response to Intervention) to provide the right intervention to the right student at the right time. RtI is a data-driven approach to student screening and selection, progress monitoring, and prevention. Through RtI, our members deliver preventative interventions to students identified as tier one (low to moderate risk) and targeted interventions to students identified as tier two (moderate to high risk). Our focus on providing

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targeted interventions in attendance, behavior and tutoring in English and math is based on the research conducted by Johns Hopkins University that concluded that student performance in these areas is a means to identify students who are at high risk of dropping out of high school (Neild, Balfanz, and Herzog, 2007). Preventive interventions, such as classroom support and extended learning, address increasing student engagement. When a student fails to participate across multiple school-relevant activities, such as in class participation, the student has a higher chance of not completing high school ("Withdrawing from School", Finn, Review of Educational Research, Summer 1989). The WSWC service model was developed with input from leading experts from the Education field including Dr. David Osher, American Institutes for Research for school climate activities and Dr. Mike Nakkula, University of Pennsylvania Graduate School of Education for academic support activities. The WSWC theory of change, which links student needs to core strategies to activities and subsequently to outcomes for school success, was developed through a process led by the external evaluating firm Brett Consulting Group. *OVERALL CHANGE: At the end of the three years, members will have provided over 22,000 interventions in English, math, attendance and behavior to at-risk students to help them stay in school and on track to graduation. We seek a decrease in the number of 2013-14 third graders entering middle school in 2016-17 and fewer sixth graders entering ninth grade with dropout risk indicators. Through providing a continuum of services targeted against specific risk indicators from third through tenth grade we create a pipeline towards graduation. *DEMONSTRABLE IMPACT: In 2013-14, we anticipate that members will provide whole class support to 203 classrooms reaching 5,075 of the 21,000 students at these schools. 2,681 targeted students will be enrolled in literacy and/or math tutoring and 1,498 will be enrolled in attendance and/or behavior mentoring. Of those enrolled, 2,011 will complete the tutoring program and of these 1,592 will improve a level on the Oral Reading Fluency test/retest assessment and/or increase proficiency on the M-DCPS Interim Assessments. 914 students will complete 8 weeks of attendance and/or behavior mentoring and of these 609 will achieve 90% average daily attendance and/or demonstrate improvement on a social-emotional rubric. Student progress is assessed every eight weeks against exit criteria and rates take into account student mobility rates, student absences, teacher reassignment, and nominal member attrition. *MEASUREMENT TOOLS: Impact will be measured through analyzing student level data and surveys administered to corps members, teachers, and school principals and liaisons. Student level data includes baseline EWI data provided by the district at the start of the school year; formative data (attendance logs, tutoring dosage/frequency, discipline occurrences) collected by the member or provided by the teacher throughout the year; and

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summative data (assessment data, overall attendance and behavior data) provided at the end of the grading or assessment cycle. *REPORTING CAPACITY: City Year Miami has a dedicated Evaluation Manager to support data collection and reporting efforts. Reports on student enrollment, baseline data, and formative assessments are collected monthly by City Year, Inc., with summative reports produced at mid-year (January) and year-end (July). Student level attendance performance and academic scores are analyzed locally by the Director of School Partnerships and Managing Director of Program and Service. Reports will be submitted to Volunteer Florida following the quarterly reporting schedule. *PERFORMANCE MEASURE SELECTION: As a provider of Education based services, we are opting into two aligned Tier 1 AmeriCorps national standardized performance measures: Academic Improvement, ED5 with ED1 and ED2 and Academic Engagement ED27 with ED1 and ED2. In addition, we are submitting two applicant-determined measures that illustrate our impact in the whole school environment (e.g. student connectedness and whole school support). Performance measure targets are developed by setting an anticipated capacity for each EWI focus list and then adjusting for students receiving more than one intervention to prevent duplication of students reported under each measure. *TRACK RECORD (PRIOR YEARS AND YEAR TO DATE): In the first four years of operation, 2008-09 to 2011-12, City Year Miami provided ELA tutoring services to 4,395 students, math tutoring to 1,634 students, lunch-time behavior mentoring to 968 students, afterschool programming to 1,545 students and engaged 296 students in College Summit (launched in 2011-12). In 2012-13 to date, we have enrolled 3,255 students under our academic programs for ELA, math and/or attendance. In 2009-10, 77% of ELA students improved a level on the Oral Reading Fluency and 55% made FCAT Learning Gains in Reading. In 2010-11 and 2011-12, 74% of ELA students improved a level on the Oral Reading Fluency and 55% in 11 and 53% in 12 made FCAT Learning Gains in Reading and 54% made Learning Gains in Math. Other accomplishments: In 2010-11, Miami Jackson high school led the district in increased Average Daily Attendance and 65% of students tutored by City Year at Phillis Wheatley elementary improved one full FCAT level and in the same year Wheatley went from an F to an A school. In 2011-12, over 80% of the students in the lowest 25% made Learning Gains in reading at Booker T. Washington and Miami Edison high schools. The external evaluation published by Research For Action (June 2011) concluded that students receiving Voyager tutoring from CYM members who were satisfactory or below (Level 3 and Level 2) in reading advanced one or more FCAT levels than similar students not receiving CYM services.

D) MEMBER RECRUITMENT: Each year, City Year Miami strives to recruit a corps that is diverse by creating an applicant pool that consists of: education: 70% college graduates, 10% some college,

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and 10% high school graduates; ethnicity: 30% African-American, 25% Caucasian, 30% Latino-Hispanic, 5% Asian, and 10% Multi-racial or Other; gender: 50% male/female. For the 2012-13 program year, the national City Year recruitment network generated 11,876 complete applications of which 29% were male, 18% were high school students, 32% were African-American, 34% Caucasian, 12% Hispanic, 5% Asian, and 14% Other. 22% of the 11,876 applicants were confirmed. One third of members serve in communities they grew up in. For 2013-14, our goal is to have at least 50% of applicants come from Florida through state and local college campuses such as University of Miami, University of Florida, and Florida International University, local area high schools such as the high schools our teams serve in and Miami Senior High School, and other community based partners such as local chapters for AmeriCorps Alums, the Posse Foundation, Collegen Summit, Pride Lines, NALFO and Greek Organizations. In 2012-13, 52% of our corps members are from Florida communities and 52.5% reported that they were income eligible for the federal Pell Grant. Staff who are alumni of schools or members of clubs/fraternities may serve as Campus Recruitment Ambassadors. Within our high school teams, we train our Team Leaders on how to identify and direct potential applicants to our recruitment team and ensure they have recruitment materials on hand at the schools. To increase our male applicant pool, we participate in Armed Forces Veteran career fairs, provide information to Veteran caseworkers and engage school athletic programs. Recruitment activities follow a standardized manual which includes steps, processes, and resources developed by City Year Headquarters. Outreach includes info sessions, open houses, classroom presentations, and tables at colleges and career fairs. Advertising includes emails/mailings, student media, nationally broadcasted television and radio PSAs, local newspaper, social media, and lead cards. Applications are submitted through City Year's on-line system or in hardcopy. Disability and reasonable accommodation is available on request.

E) MEMBER TRAINING: City Year Miami's Annual Learning Plan calls for a 2.5 week intensive Basic Training Academy (BTA) in August, 8 half day training days on WSWC, 6 Civic Learning Conferences, 4 Community Building Days, 20 LACY (Leadership after City Year) Evenings and Events, and a 2 day Advance Training Academy (ATA) in February (33 days plus 20 events). In addition, members participate in select school delivered professional development sessions alongside the teaching staff. City Year trainings are developed for the adult learner and include instructional and experiential components. *ORIENTATION: Members receive a pre-service reading outlining the service model and various member experiences, and a brief orientation on registration day prior to signing the Member Service Agreement. During BTA, they receive mandatory trainings for

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AmeriCorps and an on-site orientation to their assigned service location. *SKILLS ACQUIRED: Members develop skills in working with children and youth, tutoring strategies and techniques, teamwork, communication, public speaking, project management, conflict resolution and negotiation, and data management and analysis. *PREPARATION TO PROVIDE DIRECT SERVICE: City Year's national Member Development Curriculum Map sets foundational trainings that are necessary for members to deliver the WSWC model. Over the course of the program year, members receive 31 topic-based trainings in ELA service delivery, 15 topic-based trainings in math delivery, 32 topic-based trainings social-emotional learning (attendance and behavior) and 6 topic-based trainings in WSWC cross indicators. *ON-GOING TRAINING: Under the Curriculum Map, we follow a 36 week learning calendar that provides opportunities for sequential knowledge and skill development. The calendar maps out the sequence and quarter trainings should occur in. For example, Student Relationships 101 and 102 occur in Quarter 1 and a 45 minute Review and Reflect session is scheduled for Quarter 2. In addition, members receive on-going coaching and feedback through observations from staff and peers. At all times, members have access to online and on-demand learning through a content library and recorded webinars. *TRAINING TOPICS: In addition to the Member Curriculum Map foundational trainings, BTA training topics include: operations, disaster preparedness and response (CPR/First Aid, Introduction to Disaster, and Mass Care/Shelter Operations), our leadership development curriculum (the Idealist's Journey), community asset mapping, state of education in America and in the local community, diversity and disability awareness, team building, school observations, conflict resolution, classroom management, lesson design and planning, documentation of service, and individual, team, and site AmeriCorps goals. Please see section (f) for further description of tutor training. *PROHIBITED ACTIVITIES: Members receive training during orientation, receive a handbook, and sign a Member Service Agreement with the prohibited activities included.

F) MEMBER SUPERVISION: *PLAN FOR ADEQUATE SUPPORT: A dedicated City Year Program Manager (PM) provides day-to-day supervision for each team of corps members (10 -22 members). Two PMs will have two teams of 7-8 members. Each CYM PM conducts daily team check-ins, holds weekly team meetings, and conducts monthly one-on-ones with each member of their team to track progress toward goals and service quality, and address school, service or personal issues. Each PM serves as the primary school contact and is on school grounds 4 days a week. *SUPERVISOR SELECTION & TRAINING: Program Managers submit resumes, are interviewed by senior staff, and are either City Year alumni or have experience in the education field. Staff members participate in

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City Year's Summer Academy that provides new and returning staff training on corps management, leadership development, service-based skills such as data compilation and evaluation, member activities, prohibited activities, and City Year's standards and policies. *SUPERVISOR OVERSIGHT: Day to day supervision of the 17 Program Managers is provided by the 4 Program Directors (3-5 PMs per Director). Program Managers meet weekly with the Director and with their school staff liaison. All 17 Program Managers have access to CYM Program staff for managing school relationships (Director of School Partnerships), accessing member training materials (Training Manager), documenting and reporting on service (Evaluation Manager), and implementing service activities (Service Managers).

*TUTORING PROGRAMS: *MEMBER QUALIFICATIONS: All members must meet AmeriCorps eligibility requirements, have a high school diploma, receive requisite AmeriCorps and M-DCPS criminal history checks, and successfully complete our Basic Training Academy. *MEMBER TRAINING: Through our comprehensive training programs, members develop the skills to deliver research based literacy and math protocols for tutoring. During BTA, members complete City Year trainings in creating the environment for effective tutoring, lesson design, coaching on student performance, working with teachers, and protocols for math tutoring (toolkit, understanding numbers and fractions, algebra) and literacy tutoring (comprehension, fluency, and vocabulary). For specific tutoring methodologies, we will utilize the training materials provided by the company (e.g. Reading Horizons) or district and/or school personnel will deliver the trainings (REWARDS, Reading Express, Take 10 Reading, AMSCO Florida and Everglades Mathematics). Advanced trainings occur during the Advanced Training Academy (February) and through the 1x per month WSWC training. Members also receive regular observation and coaching on tutoring delivery from City Year staff and/or school staff. In 2012, City Year, Inc. contracted with education specialists Public Consulting Group (PCG) to develop a Site Literacy Capacity Program. The framework for this program includes multiple training opportunities (Academies, virtual sessions, and on-site sessions), accessible training materials/tools (online resources, videos), and site based support (needs assessment, action plan development, literacy coaching). For example, in January and May of 2012, City Year's Regional Literacy Trainer for the South Region and specialist in at-risk reading strategies, Dr. Jackie Zeig, conducted two 2-day on-site trainings with the CYM Director School Partnerships to improve local training for the corps.

*SUPERVISION: In addition to the City Year Program Managers, members receive supplemental support, observation and feedback from the Program Director, the Director of School Partnerships, Service Managers, their assigned teachers and other designated school liaisons.

G) MEMBER EXPERIENCE: *COMPONENTS TO SUPPORT CIVIC PARTICIPATION &

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NATIONAL SERVICE CONNECTION: The program has three primary components: learning and development, service implementation, and evaluation. Our leadership development model, which guides our member experience, is an adaptation of the "Be, Know, Do" model used by the U.S. Army. Our program builds Civic Identity (Be) through the City Year developed Idealist's Journey curriculum, builds Civic Capacity (Know) through competency based learning, training and coaching, self-directed learning, and performance management, and builds Civic Action (Do) through implementation of direct service. Members are able to "see" their personal development and impact through their individual development plans, performance evaluations, review of student level data with teachers and their teammates, sharing of service results, and celebration of individual, student, and team accomplishments. The Policy Study Associates research study of 2,189 City Year Alumni and their civic engagement indicated that City Year alumni are more likely to be civically engaged, apt to volunteer and vote than their peers (published 2007). ***REFLECTION:** Reflection tools include the performance management system (includes reflection prompts), our Leadership After City Year program, the Idealist's Journey curriculum (includes structured reflection exercises), project debriefs (plusses/deltas), and Graduation ceremonies. ***AMERICORPS CONNECTION:** Members participate in a swearing-in ceremony during City Year's Opening Day and receive the AmeriCorps 101/History of National Service training. Members wear a uniform that contains the logo and all collateral is branded with the City Year and AmeriCorps logo. During BTA members receive training in communication including how to identify themselves as an AmeriCorps member, i.e. an "elevator speech". To develop connections with local programs, we invite programs to participate in MLK Day of Service and smaller community projects, participate in the local AmeriCorps Alums chapter event on Global Youth Service Day, invite programs to attend our Civic Learning Conferences which focus on issues prevalent to Miami communities (education, environment, racial awareness, etc.), participate in disaster simulations/preparedness trainings with other programs, open up our office space for other programs to use, and attend Volunteer Florida state-wide conferences when held. Two members will serve on City Year's national Dean's Council that connects the members of all 24 City Year sites. Members are encouraged to enroll in AmeriCorps Alums in addition to City Year's alumni program.

H) **VOLUNTEER GENERATION:** In 2013-14, CYM will engage 2000 volunteers to provide 20,000 hours of service to our schools partners and local non-profit organizations. At least 1,800 of the volunteers will be engaged through events on 9/11 Day of Remembrance, Make a Difference Day, Dr. Martin Luther King Day, Jr. of Service and Global Youth Service Day. Events on these days have

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included restoring a veterans' home for 9/11, countywide neighborhood clean-ups and beautification projects for MADD, and refurbishing a public school for GYSD. At our schools, WSWC team members will lead 200 employees of our corporate sponsors and students from our schools in service projects that improve the school climate and create a more positive learning environment, for example beautification projects, landscaping, painting and resource room build outs. In an Attendance Works case study of attendance reform at Brookfield Elementary school, the Principal identifies morning greeting and improving school environment with beautification projects such as painting positive attendance focused quotations on the walls as two of his strategies to address chronic absenteeism. In addition, local professionals will volunteer their time to provide professional expertise and content to our trainings and serve as trainers through our Civic Learning Conference program. *MEMBER ROLES: Four members will serve on the Civic Engagement Team and manage volunteer recruitment, event communication, planning and resourcing service projects, leading volunteers through a pre-event service briefing (e.g. purpose and safety) and the service project, data collection and evaluation, and, facilitating recognition ceremonies. Event implementation will be supported by the entire corps or by the team if school-based. *PROHIBITED ACTIVITIES: The content and purpose of all volunteer events is reviewed by CYM staff to ensure that prohibited activities are not involved. I) AMERICORPS IDENTIFICATION: The AmeriCorps logo is included on member uniforms, name tags and business cards, City Year recruitment materials, our website, and included in signage at CYM offices and service locations. City Year sites are supported by a professional Marketing and Communications department at City Year Headquarters. This department develops standard branded materials and logo blocks, issues a month-by-month messaging calendar, and leads ad and social media campaigns such as the current #makebetterhappen Twitter campaign. Each site is required to have a designated local Brand Manager to ensure all sites follow messaging and branding guidelines.

Organizational Capability

A) ORGANIZATIONAL BACKGROUND AND STAFFING: *HISTORY: Founded in 1988, City Year works in 24 cities across the United States and has international affiliates in London and Johannesburg, South Africa. In 1993, City Year served as a demonstration model for the AmeriCorps program. Our mission is to build democracy through citizen service, civic leadership and social entrepreneurship by engaging young people in service in our nation's neediest schools. City Year Miami was founded in 2009. *LOCAL STAFFING & MANAGEMENT STRUCTURE: To support 240 members and 19 teams, the 2013-14 City Year Miami staffing plan calls for 45 staff positions of which 2 will fall in Executive leadership, 28 will fall in Program and Service, 8 will fall in Recruitment and

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Operations, and 7 will fall in Development. Only the 28 positions in the Program and Service Department are included in the grant. CYM operates under the regional recruitment model, which means that activities engaged in by these staff support multiple City Year operating sites, i.e. they focus on recruitment in South Florida to benefit all 24 City Year sites, and therefore activities cannot be attributed to one grant or site. The Development team is excluded as an unallowable cost. *STAFF ROLES & EXPERIENCE: The Program & Service Department is led by the Managing Director for Program & Service, VIVIANNE BOHORQUES. She is responsible for overall leadership of member activities, service delivery and the AmeriCorps program. She supervises four Program Directors and the Director of School Partnerships. Program Directors SASHA AARONSON, CARYN LAVERNIA and two VACANT positions will provide day-to-day supervision of 3 to 5 Program Managers, manage service goals for these schools, and ensure consistent and quality delivery of interventions across schools. In addition, Ms. Lavernia manages the Operations Manager for Program & Service and oversees corps administrative work (member files). The seventeen (17) Program Managers provide day-to-day supervision of the corps (10-22 each) and lead their team through implementation of the service activities. The Director of School Partnerships, LIZ LOONEY, oversees strategic school relationships and coordinates between Program Directors. She also supervises the Training Manager (manages corps member development), the Evaluation Manager (data management, collection and analysis), and two Service Managers (resources service delivery and provides observations/feedback to corps). BOHORQUES has been with CYM for two years and has 7 years' experience as a teacher and 4 years' experience as the Mayor's Education Advisor. AARONSON has been with CYM for two years and has 6 years' experience as a case manager and social worker in the foster care system and schools. Peace Corps veteran, LAVERNIA has been with CYM for 5 years and has 4 years' experience in human resources in the private sector. 15 of the 17 Program Manager positions are currently filled. Prior experience includes public school teachers, City Year AmeriCorps terms, Peace Corps, Florida Health Department, Easter Seals, and the Family and Children Faith Coalition. The vacant positions will all have experience in team management, working with youth and/or experience in the education sector as relevant to the position level. AmeriCorps alumni and/or teaching experience is preferred for all positions. *STAFF TRAINING (FINANCE, PROGRAM AND TECHNICAL ASSISTANCE): City Year Miami staff will participate in Volunteer Florida conferences and training opportunities, City Year's cross-network and regional conference calls organized around job function, and training conferences and workshops organized by City Year Headquarters (CYHQ) staff and held in Boston or regionally. We utilize CYHQ specialists, webinars, and our peers at other sites to troubleshoot issues

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around recruitment, corps and program management, and train incoming staff on policies and procedures. With guidance from community partners, such as District and school staff and our advisory Board, local professional expertise is identified for specific trainings and feedback. CYHQ finance staff participate in CNCS or Commission sponsored financial management trainings. Further, City Year, Inc. is in process of developing an on-line learning and development center for staff which will provide self-directed and community learning opportunities.

***ORGANIZATIONAL CAPACITY TO PROVIDE TRAINING (STAFF & CORPS):** CYHQ maintains a professional Learning and Development department within the Human Potential (resources) department. Under the guidance of a cross-departmental committee, this department leads on the implementation of network wide conferences and events, training design, and learning plans such as the Member Curriculum Map. Locally, member training is coordinated by the Training Manager. We maintain relationships with 36 local organizations and professionals to lead and deliver trainings to the corps, e.g. Safe Schools, URGENT, Inc., City of Miami Neighborhood Enhancement Team and the Environment Compliance Coordinator, Public Allies, and Sant La, Haitian Neighborhood Center.

***ORGANIZATIONAL CAPACITY TO CONDUCT EXTERNAL EVALUATION:** Since 2009, CYM has successfully engaged an external evaluator, Research For Action, through the completion of two external evaluation reports. In addition, CYM is currently participating in a five-year randomized experimental study under an Investing in Innovation (i3) grant conducted by MDRC and ICF. We receive advisory support from CYHQ's professional Evaluation department, led by Dr. Gretchen Biesecker, on selecting external evaluator/s, managing relationships, identifying areas to evaluate and/or questions, type of evaluation, data collection, and interpreting results.

***PRIOR EXPERIENCE ADMINISTERING FEDERAL FUNDS:** Since 1994, City Year, Inc. has managed more than 300 AmeriCorps State Competitive, State Formula and National Direct grant awards, Planning Grants from State Commissions, VISTA, and ARRA grants. In addition, City Year, Inc. has received grant awards from the Department of Education, the Department of Health and Human Services, and the Department of Housing and Urban Development.

***CITY YEAR INC GOVERNANCE STRUCTURE AND PROGRAM SUPPORT:** Governance: All City Year sites, including Miami, operate as part of one 501(c)3 nonprofit organization and adhere to central policies and procedures established by the legal applicant City Year, Inc. We are governed by a Board of Trustees that oversees organizational strategic planning and sustainability and approves all budgets, site launches or closings, and major policies and procedures. The Board is comprised of 29 individuals and led by Chair Steve Woodsum, Co-Founder, Summit Partners. In addition, each City Year operating site maintains a local advisory

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board, which reviews the site's progress toward quarterly and annual goals, and supports local fundraising efforts and strategic planning. City Year Miami's board is led by Brad Meltzer, Novelist, and comprised of 27 individuals representing the business, foundation, education, non-profit and government sectors.*Program Support: City Year's Boston based Headquarters (CYHQ) maintains centralized operating services and systems and departments for finance, human resources, marketing and communications, and information systems. All legal, insurance, auditing, accounting, payroll and fiscal management functions are centralized at CYHQ. CYHQ also provides centralized program supports including development of and support for comprehensive program policies and procedures, staff and member handbooks and performance evaluation systems, service research and development, standardized collateral materials for recruitment and media, internal evaluation tools and service impact analysis, staff training, including guidance on AmeriCorps compliance requirements, and management oversight. In addition we maintain regionalized management structures around member recruitment, service implementation, literacy coaching and site operations. *AMERICORPS INTEGRATION: City Year is a stand-alone AmeriCorps program and as such all aspects of the City Year program are designed and developed to meet AmeriCorps program requirements. City Year's 10-11 Financial Statements and A-133 Audit show no findings or material weaknesses (11-12 audit report is in process of being completed).

B) SUSTAINABILITY: *FISCAL STRATEGIES: Each City Year site operates as an affiliate model under the oversight of a national Headquarters. Sites create fiscal sustainability by developing a diversified funding base with multi-year commitments and by grouping program activities into marketable 'products' to create sponsorship opportunities. Sponsorships range from \$10,000 event sponsors, such as national service days, to \$100,000 Team Sponsorships. In return, sponsors (predominantly corporate partners and foundations) are recognized on collateral materials depending on sponsorship level (e.g. event or team t-shirts), participate in event programming, and volunteer at service projects. City Year Miami has developed a shared commitment and strong funding base with 22 funding partners and 3 in-kind partners through renewing these annual or multi-year sponsorships. In the four years, 2008-09 to 2011-12, City Year Miami has raised \$9.3M to support the planning, implementation and sustainability of the AmeriCorps project. \$6.2M was generated through corporate contributions and private grants, \$2.8M was generated through state and local government grants (M-DCPS and the Children's Trust), and \$300K was allocated to City Year Miami through City Year National Leadership Sponsor support. Founding partners, such as CSX, the Children's Trust, the Knight Foundation, and Royal Caribbean Cruises, continue to support Miami operations after 5 years

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and all other partners, except new funding partner HSBC, have contributed to CYM for at least 2 years. *COMMUNITY STAKEHOLDER INVOLVEMENT & SUPPORT: City Year's primary stakeholders are our site advisory board, our school districts, our school service partners, administration and teachers, local government and city agencies, our funding partners, our corps members, student beneficiaries and their parents. We develop strategic partnerships with area high schools and colleges to support recruitment, community based organizations to provide training and member support and corporate partners to provide professional expertise, resources, and member professional development. For example, Miami-Dade County Mayor, Carlos Gimenez, sits on our local Advisory Board. We work closely with the M-DCPS Education Transformation Office and have had a strong relationship with Nikolai Vitti, M-DCPS chief of academics. Teachers and Principals complete twice-annual surveys that provide feedback on our service delivery. Under our Disability Community Development Plan, we have maintained a 5 year partnership with Miami-Dade College's MEED Center and have two new partnerships with the Agency for Persons with Disabilities and M-DCPS' Division of Students Services. We also maintain disaster oriented roles with selected partners for members, staff and volunteers to assist in disaster preparedness, response, recovery and/or mitigation activities. In addition to our 22 funding partners and 36 member training partners, we have 8 partners for volunteer service projects and 11 local recruitment partners of which 5 have been recruitment champions since our founding.

C) COMPLIANCE AND ACCOUNTABILITY: *PREVENTION: City Year Headquarters (CYHQ) provides policy and oversight of the AmeriCorps program through multiple means such as automated systems, policies, standard operating procedures, training, document audits, site monitoring visits, memorandums of understanding, and customer service for any questions. In addition, City Year Miami's staff participate in conference calls, site monitoring visits, and desk audits as conducted by Volunteer Florida. The Program Directors meet weekly with the Program Managers and issues that cannot be solved locally are elevated to CYHQ or Volunteer Florida as appropriate. Program Managers are on the school campus 4 days per week, and meet weekly with school staff to ensure members are providing quality service and are not engaged in prohibited activities. Program Directors conduct monthly site monitoring visits at each school to observe and provide feedback on member activities and the Director of School Partnerships meets quarterly with each school. Members and service partners receive training in the prohibited activities in the beginning of the year. Members are trained on 'how to say no' should a prohibited activity be requested. Program Managers periodically reinforce prohibited activities through presentations at school faculty meetings. *DETECTION: CYHQ

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utilizes standardized rubrics, desk audits and site visits to ensure the program is being implemented as designed. Automated systems, such as ADP for payroll, detect when signatures are not present and stop the payroll process until signed. The National Program Director reviews and approves member position descriptions. CYHQ's policy on non-partisanship includes a reporting structure for questions and issues. City Year Miami allows for "Extra Hours Opportunities" for members to make up service (for absences) outside of the regular service day. All opportunities must be approved by the Program Director. If there is a question on allowability, we consult with CYHQ's Government Relations department. Within schools, the daily presence of the Program Manager allows for immediate detection and prevention of potential prohibited activities. *ACCOUNTABILITY: Issues of non-compliance are reported to the direct supervisor of the individual responsible. Violation of CYHQ policy is documented on performance plans and can lead to dismissal or termination. School partnerships are reviewed annually and compliance with the partnership agreement is factored into consideration for renewal. *DEMONSTRATED COMPLIANCE: In 2011-12, 100% of 151 enrollments and 99% of exits were completed within the 30 day enrollment deadline. One exit under State Competitive and one under State Formula were submitted late. Competitive: the original exit was submitted within the deadline, however, there was a question on the member's citizenship status and the exit was re-opened to place a hold on the Education Award. With her paperwork secured, the exit form was reapproved at a later date. Formula: The member was enrolled at our Orlando site. There was a technical delay in eGrants (from the system upgrade in July) that impacted our ability to complete the exit within the timeframe. *ENROLLMENT: City Year Miami has filled 100% of slots awarded for use in Miami each year since 2009 [State Competitive, State Formula and National Direct]. We have grown from 82 MSY in 2008-09 to 180 MSY in 2012-13. *RETENTION: City Year Miami has a strong track record for retention: 87% [75/86] in 2009-10. 93% [78/84] in 2010-11. 92% [130/142] in 2011-12. We are currently operating at a 97% [175/180] retention rate for 2012-13 to date. In 2011-12, 5 resigned to pursue other opportunities, 4 resigned for personal reasons that were not compelling, 1 resigned for poor fit and 2 were dismissed for failure to adhere to program standards. To address non-compelling, particularly financial and housing issues, we provide a housing resource kit and information on our partnership with the Department of Children and Families on how to apply for food stamps in our acceptance package. We are a new placement site for students of the Master of Social Work programs at Barry University and Florida International University. This will increase members' access to resources around conflict resolution, counseling and working with students who may be victims of trauma. *SERVICE LOCATIONS: As an operating site for the City

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Year, Inc. parent organization, City Year Miami maintains a single local headquarters from which teams of members are deployed to one of 19 M-DCPS public school campuses. Twelve teams, 157 (65%) members, will serve in Tier 1 SIG/Priority Schools and seven teams, 79 (33%), will serve in Tier 2 state Focus/Prevent schools. Tier 1 Schools (SIG/ESEA Priority) [12] : Middle Schools: Charles Drew, Madison, and Miami Edison. High Schools: Homestead, Miami Carol City, Miami Central, Miami Edison, Miami Jackson, Miami Norland, Miami Northwestern, Miami Southridge, and Booker T. Washington. Tier 2 Schools (ESEA State Focus/Prevent) [7]: Elementary Schools: Holmes and Pine Villa. Middle Schools: Allapattah, Campbell Drive, Homestead, and Redland. High Schools: North Miami. Our new school partners for 2013-14 are Holmes elementary and Campbell Drive, Homestead, and Redland middle schools. All other schools have been partners for a minimum of two program years. *SELECTION PROCESS: Schools are selected in partnership with the district Assistant Superintendent in the Education Transformation Office (ETO). This Office manages the lowest performing schools in the district. All schools were selected based on the following criteria: School Improvement Grant Status and/or status on the FLDOE Differentiated Accountability ESEA Waiver list, Title 1 eligibility, AYP and API scores, student test scores including the FCAT, graduation rates, and/or are schools that fall within feeder patterns that feed into high schools that have these same low performance indicators. We utilize a detailed "Conditions for Success" rubric developed by Deloitte provides a way for CYM to predict success in a particular school accompanied with a "WSWC Configurations" rubric that assesses current operating conditions in a school to further screen individual schools and direct resources. *SELECTION TIMELINE: We have partnered with M-DCPS since our founding and with the ETO since formed. CYM began our 2013-14 conversations with the ETO in November 2012. At this time, the ETO indicated their priority schools for our teams and the amount at which they will consider funding. In April, we submit the final list of our priority schools to the ETO for approval. The M-DCPS Superintendent drafts the district budget in June and it is reviewed by the District School Board in July at which point we begin contracting with the District and completing service agreements with individual schools. Contracts and agreements outline roles, responsibilities, expectations and goals between the two partners, including AmeriCorps prohibited activities and non-displacement criteria. Our funding from M-DCPS has grown from \$0 in 2008-09 to \$2,300,000 per year.

Cost Effectiveness and Budget Adequacy

A) COST EFFECTIVENESS: *COST PER MSY: City Year Miami respectfully requests a grant award of \$2,928,000 at a cost/MSY of \$12,200 to field 240 members. Cost/MSY Track Record: We have

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maintained a consistent competitive cost/MSY since our founding in 2009. Our average cost/MSY over five years across the Competitive and Formula grants is \$12,187. We have had a \$12,200 cost/MSY in the Competitive grant for the past three years. In addition, since 2009, we have exceeded match requirements raising 50% of the proposed budget while absorbing the remaining third of our actual costs (e.g. development costs, regional operations costs, infrastructure and licensing costs). In 2013-14, we will match the grant award at 50% (\$2,928,000). *PERCENT OF BUDGET: As per our 10-11 A-133 audit report, funding from CNCS accounted for 27% of City Year, Inc.'s total revenue. In 12-13, City Year, Inc. has a \$115M operating budget of which Miami's operations account for 5.5%. *PERCENTAGE OF OPERATING BUDGET: For 13-14, the attached program budget represents approximately 69% of the total projected operating site budget for City Year Miami. *CNCS 5-YEAR SUPPORT: Since 2008-09, City Year Miami has been awarded \$3.68M in State Competitive funds, \$2.9M in State Formula funds, \$225K in National Direct funds. These funds supported 560 full-time positions. In addition, CYM manages a 5 member VISTA grant and received 11 MSY at a cost/MSY of \$12,200 to field a start-up team to City Year Orlando. *FUNDRAISING EXPERIENCE: Since 2008, City Year Miami has raised \$9.3M through corporate contributions and private grants (\$6.2M), state and local government grants (\$2.8), and CYHQ allocations (\$300K). *MATCH SECURED TO DATE: City Year Miami has secured \$525K for 2013-14 to date from Comcast (\$100K), CSX (\$100K), The Children's Trust (\$275K) and the Brad and Cori Meltzer Family Foundation (\$50K). *PLAN FOR REMAINDER: Above the secured match, we have identified an additional \$3.5M in potential match sources. We will receive \$2.3M in service partner match from the Miami-Dade school district for deploying teams to 19 schools (contract finalized in early summer 2014). \$60K will be generated through Miami Board giving; \$435K in donations from 3 private foundations (Braman, Abraham and Knight) and 4 businesses (Publix, Macy's, Deloitte and Chase) that have supported CYM for a minimum of 3 years each; and, \$225K through renewal of multi-year team sponsorships with AAR Corp, Miami Marlin's and Wells Fargo. We are in the process of securing \$200K through the Chowdhury Family Foundation and raising \$200K through a challenge grant. *RETURN ON AMERICORPS INVESTMENT: Our cost-effective program design significantly multiplies the value of the federal investment. The holistic set of services each corps member provides per day represents an ROI of nearly \$7 to every \$1. For example, our members serve as tutors, academic coaches, mentors, and afterschool/extracurricular activity facilitators. If separate providers were engaged for each, the annual cost per student would exceed \$8,270: \$1,700 for tutoring (cost to school for Sylvan's ACE It! tutoring program, 34 hours/year at an average rate of \$50/hour per

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student), \$4,320 for afterschool programming (\$24 - \$33/hour per student, Cost of Quality Out of School Time Programs, Wallace Foundation, 2009), \$2,250 for academic coaching (Student Organizational Services charges \$95 - \$110 per 50 minute session). The additional academic and behavior whole class supports members provide would cost schools an average of \$15 per hour (with benefits) or need to be secured through less consistent volunteer time valued at \$21.79 per hour by the Independent Sector. Using these market values, each day, the 12 member team at Madison Middle School will provide \$7,550 in services to students. Over the course of an entire school year, the team will serve approximately 130 days in Madison bringing the total market value of the services the team provides to over \$982,020. The average member on the team will provide \$82,000 in services over their term--6.7 times greater than our cost/MSY (\$12.2K). *EXTENT INCREASING GRANTEE SHARE: As a whole, City Year's expansion and growth strategy presumes increasing levels of investment per member and per team from the school district, the private sector, and individuals. Our cost planning uses our baseline AmeriCorps structure to leverage maximum community investment in our outcomes and build sustainability. For example, our contract with M-DCPS is scaled so that the commitment from the district increases as we add teams and/or corps. In addition, City Year seeks to achieve economies of scale such as shifting core capacities to a regional structure. For example, we are shifting to a regional recruitment strategy through which we will reduce cross-site redundancy in applicant processing while increasing applicants to the City Year network as a whole from the state. As a result, work conducted by many of the recruitment staff cannot be attributed to a specific local grant and therefore the recruitment staff are not included in the AmeriCorps budget as either grantee share or match.

B) BUDGET ADEQUACY: *CLARITY, REASONABLENESS, & ALIGNMENT OF BUDGET: The budget presented here was built off of historical costs and includes benefits for all corps, staffing levels that we know from experience will set us up for success. It includes requisite personnel costs for 28 staff and 240 corps, essential overhead costs (e.g. office space, telecommunications, postage and shipping, and photocopier leases), supplies (member uniforms and program materials for use in service activities), criminal history checks including FBI fingerprinting and state checks, internal performance measurement evaluation for member service activities, member and staff travel to our national training events and annual service summit and CNCS and/or Commission sponsored events, staff and corps training costs (Summer Academy, Basic and Advanced Training Academy), and requisite limits on administrative costs. Staff benefits are calculated at 7.65% for FICA, 10% for Health Insurance and 1.35% for Workers' Compensation based on the 2011-12 site usage rate. Section II:

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Corps benefits include full-time stipends, health care, FICA and worker's compensation. Of the total requested amount of \$2,928,000, 67% (\$1,959,901) will support Member Costs. Section III: Administrative functions performed by City Year, Inc. are shared across all City Year operating sites and a portion of these costs are included. Federal funds will be used only for allowable direct costs in this category. *SUFFICIENCY TO SUPPORT PROGRAM ACTIVITIES: City Year runs a single program (AmeriCorps) and therefore all costs directly support the implementation of the proposed service activities. In 2012-13, the average cost to City Year to field a single corps member is \$39K. The attached budget represents 63% of the average per-member cost ($\$12,200 \times 2 = \$24.4K$). Forty-one percent of the \$39K is related to direct and variable expenses for the corps (stipend, benefits, uniform, travel, telecom). 23% is related to local staff focused on service delivery (Program department staff). 11% supports recruitment staff, activities and resource development. 7% supports occupancy costs (office space). 2% supports program expenses (materials and supplies). 3% supports events and development costs. 13% represents shared national expenses such as the IT infrastructure, payroll, accounting and administrative services, program design research, marketing, regional operations management, service implementation support and evaluation. Approximately 25% of the \$39K is excluded from the budget because either the costs are unallowable costs, such as development, or cannot be associated with a specific grant at the time incurred, such as recruitment, or are allowable but are part of the shared national expenses above the 5.26% cap.

Evaluation Summary or Plan

Through our grant with the Knight Foundation, City Year Miami completed independent evaluations through the external evaluation firm Research For Action (published: first report 2009, second 2011). City Year Miami participates in the Volunteer Florida state-wide evaluation of service partnerships and we are currently participating in a five-year randomized experimental study conducted by the research firms MDRC and ICF and funded through a \$30 million Department of Education Investing in Innovation (i3) grant to test and validate the impact of the Diplomas Now model.

Amendment Justification

Not applicable.

Clarification Summary

Not applicable.

Continuation Changes

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Not applicable.