

# Narratives

## Executive Summary

Executive Summary:

Under the Governor's Initiative, 40 AmeriCorps members will provide in-school and after-school tutoring, mentoring, and wrap-around support services in 16 Orlando community centers and public schools. Each year, 600 students will receive services, and 75% of program completers will improve academic performance. This project will focus on the CNCS focus area of Education. The CNCS investment of \$466,032 will be matched with \$198,277.

## Rationale and Approach

### 1. PROGRAM DESIGN

#### a. Need

Orlando-Partnership for School Success (O-PASS) is a collaborative partnership between the Florida Governor (FG), City of Orlando (CO), Orange County Public Schools (OCPS), City Year Orlando (CYO) and After-School All-Stars (ASAS) submitted under the Governor's and Mayor's Initiative. Governor Rick Scott identified education as a priority for the state and, after careful consideration, selected Orlando Mayor Buddy Dyer as his partner for this initiative, with the City of Orlando serving as lead agency. The mission of the project is to expand academic and social supports for at-risk youth in 5 high poverty neighborhoods during the school day, after school and in the summer time, to move the needle on their academic performance.

Over 56,000 children residing in the City of Orlando live in poverty. These children attend Orange County Public Schools (OCPS), the 11th largest district in the nation and classified a high need local education agency by the U.S. Department of Education. The neighborhoods and schools targeted in this application contain a substantial number of Orlando's most impoverished and low performing students as evident in their school performance. Data on the targeted schools (all Title-1) is as follows: Catalina ES (99.1% free/reduced lunch, 97% minority, D school grade, 53% scored 3 or higher in FCAT reading, 59% scored 3 or higher in math); Nap Ford ES (94.4% free/reduced lunch, 99% minority, A school grade, 49% scored 3 or higher in FCAT reading, 51% scored 3 or higher in math); Carver MS (90% free/reduced lunch, 98% minority, D school grade 44% scored 3 or higher in FCAT reading, 33% scored 3 or higher in math); Howard MS (77% free/reduced lunch, 69% minority, B

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school grade, 65% scored 3 or higher in FCAT reading, 67% scored 3 or higher in math); Jackson MS (88% free/reduced lunch, 86% minority, C school grade, 63% scored 3 or higher in FCAT reading, 58% scored 3 or higher in math); Jones HS (93% free/reduced lunch, 99% minority, C school grade 19% scored 3 or higher in FCAT reading, 57% scored 3 or higher in math). Differentiated Accountability Classification of the schools is as follows: Catalina ES (Focus/DD), Carver MS (Focus/DD), Jackson MS (Prevent), Jones HS (Focus/DD). Those classified as SI 1003a SINI status (targeted as Plan of Involvement Schools, Partnership Schools, or Schools of Concern) are Jones HS, Carver MS, Catalina ES, and Nap Ford.

The Florida Literacy Coalition reports 74% of Orange County adults have received a high school diploma and/or higher education but in the communities targeted in this application only 55% of adults have received a high school diploma. These statistics represent a climate of low performance that surrounds the target students. If intervention is not provided the odds are that these children will continue the cycle of low performance.

Another important factor in student learning is mobility rates. Low income children face housing instability, moving from home to home during the school year. Frequent transfers make it difficult for students to complete credits, pass tests and meet graduation requirements, resulting in a higher dropout rate. In OCPS, students moved in and out of public schools nearly 80,000 times last year - a turnover rate that would be the equivalent of about 37% of the district's total enrollment. For the target schools in this application, student mobility is even higher (e.g. 48% at Jones High School), underscoring the need for stable housing.

The City of Orlando serves over 4,000 children daily, year-round, at 34 sites including recreation centers, schools, and non-profit partner locations. Since 2006, we have systematically enhanced our children's programs to reduce juvenile crime and improve academic performance citywide. The biggest limitation we face is lack of staff to 1) engage older youth during out-of-school hours in high crime neighborhoods; and 2) provide intensive academic support to the large number of academically-struggling youth who attend our programs. By deploying 40 AmeriCorps members (32 full time and 8 reduced half time) to sixteen (16) city, school and non-profit locations in five (5) of the Orlando's lowest income neighborhoods, O-PASS will make it possible for the City to have a greater impact on the academic and social performance of youth.

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### b. AmeriCorps Members as Highly Effective Means to Solve Community Problems

Essential Duties and Responsibilities. AmeriCorps members will utilize evidence-based and evidence-informed practices to 1) engage older low-income youth in programs; 2) offer social and academic support to low income youth from kindergarten through high school graduation, as well as opportunity youth who have dropped out of school, and low income youth who aspire to go to college but, as the first generation in their families to attend college, encounter substantial barriers to navigating the complicated testing, financial and application processes. AmeriCorps members will be assigned to one of the following roles: City Year Orlando members (10); City of Orlando/After School All Stars Student Advocate members (28); and Heart of Florida United Way Family Economic Stabilization members (2).

City Year Orlando members. CYO will deploy a team of 10 members (9 first year members and 1 Team Leader) to provide targeted interventions to 3rd to 5th grade students at Catalina Elementary School. Monday through Thursday, members will implement City Year's full-time in-school and after-school education program, called Whole School Whole Child (WSWC). During a typical 10 hour day, corps members spend 1 hour conducting attendance initiatives; 4 hours providing tutoring and in-class academic support; 20 minutes of mentoring during lunch for students identified in need of attitude, behavior or motivation coaching; 30 minutes for lunch; 30 minutes for whole-school programming; 1 hour of planning and documentation time with teammates and/or teachers/specialists; 1 hour of afterschool homework support; and, 90 minutes of afterschool enrichment activities. On Fridays, members participate in training and reflection, service planning and documentation, and post-AmeriCorps career planning. 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).

City of Orlando and After-School All-Stars Student Advocate members. CO and ASAS will deploy a team of 28 members (20 full time and 8 reduced half-time) to the following sites in groups of 1 to 6 members per site: the Orlando Downtown Recreation Center, Urban Think! Foundation Page 15, New Image Youth Center, Dr. J.B. Callahan Neighborhood Center, John H. Jackson Community Center,

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Dr. Sylvester I. Hankins Neighborhood Center, Nap Ford Community School, Howard Middle School, Carver Middle School, Jones High School, Engelwood Neighborhood Center, Rosemont Community Center, Langford Park Neighborhood Center and Jackson Middle School. Each member will be assigned up to 25 children for whom they will be responsible for promoting academic, social and personal success, using a service delivery model adapted from Harlem Children's Zone, which includes: development of Academic Success Plans; meetings with students' schools, teachers and parents; one-on-one/small group tutoring/advising; low-interference classroom observations; facilitating access to wrap-around enrichments (e.g. field trips, athletics, community service projects, events, STEM activities, the arts; college tours, youth employment opportunities); facilitating enrollment in magnet programs; and completing career surveys and college portfolios. In addition, members assigned to the Engelwood, Rosemont, Hankins Park and Langford Park sites will support program development to attract and engage older youth at the sites including community service projects, youth events, athletics, field trips, youth advisory committees, and so forth, all interwoven with academic supports to promote high school graduation and college-going among engaged youth. In addition to the Harlem Children's Zone model, when members tutor youth, they will follow the 21st Century Community Learning Centers model, wherein they utilize the curriculum of the child's school which, in Orange County Public Schools, varies from school to school.

United Way Family Economic Stabilization Members. An important factor in student learning is mobility rates. Low income children face housing instability, moving from home to home during the school year. This results in frequent absenteeism and transfers from school to school, make it difficult for students to complete credits, pass tests and meet graduation requirements, resulting in a higher dropout rate. To reduce mobility and absenteeism among O-PASS students, two (2) full time HFUW Family Economic Stabilization members will support homeless prevention and/or re-housing for 60 O-PASS families with school-age children at risk of homelessness or already homeless. Members will work under the supervision of HFUW staff and provide O-PASS families with assistance in obtaining housing, budgeting, self-sufficiency planning; re-housing/stabilization services; emergency assistance with housing/utilities; and referral to other community-based organizations for services that are not provided through the program. These services are particularly critical in the target neighborhoods, where the percentage of students qualifying for free/reduced lunch ranges from 77% to 99.1%. Because of the higher concentration of poverty, longer-term support (six to nine months) will be provided by AmeriCorps Family Economic Stabilization members, and additional financial resources

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will be provided by HFUW to promote families' sustained stabilization. Members will also facilitate the donation and distribution of basic needs items to children at sites throughout Parramore and Holden Heights, including food, clothing, toiletries, and so forth, and will deploy volunteers to O-PASS sites recruited via HFUW's Volunteer Resource Center.

### c. Evidence-Based / Evidence Informed and Measurable Community Impact

Examples of how O-PASS employs evidence-based/evidence-informed practices are as follows: 1) Extending the school day via out-of-school time programming that is both recreational and tightly intertwined with school curricula produces a one-half letter grade improvement in reading and math (Chicago Community Schools Initiative); 2) An experimental evaluation of 21st Century programs found the program effective in increasing parental involvement, frequency of being tutored and fewer afternoons spent watching TV. Dynarski, M., et al (2003); Zief, S.G. (2005); 3) A rich base of evidence supports the efficacy of tutoring programs to extend the learning day or school year and promote/sustain academic achievement, and strong evidence exists on the positive effect of tutoring on academic achievement for low-performing and high-risk students (e.g. Baker et. al., 2000; Landberg et. al. 2006; Morris et al., 1990; Vadasy & Sanders, 2008); 4) Components of the American Youth Policy Forum publication entitled "Success at Every Step: How 23 Programs Support Youth on the Path to College and Beyond" (2009) are embedded in every step of O-PASS programming, including initiatives that increase learning opportunities during out-of-school time; ensure that youth who drop out have opportunities to reconnect to education; build the capacity of staff so they have a commitment to high expectations for all youth and the skills to provide high-quality services to young people; and ensure that the full range of education and youth service providers are involved as partners in college and career readiness; and 5) City Year's Orlando Whole School Whole Child program provides targeted interventions in attendance, behavior and tutoring in English and math based on 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). 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.

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In addition to the national research, O-PASS has developed its own evidence. The plan includes scaling up several of the City's already successful service models including Parramore Kidz Zone, modeled after the Harlem's Children Zone, and the Department of Education's 21st Century Community Learning Centers (21st CCLC). In both instances results have been impressive. By 2012, PKZ was cited by the White House Council for Community Solutions as one of 12 "Needle-Moving Collaboratives" in its 2012 report Community Solutions for Opportunity Youth, with evaluators documenting an 82.3% decline in juvenile arrests for Parramore youth. As well as increases in the percentage of students proficient in reading and math in elementary (+15% / +18%), middle (+4% / +15%) and high school (+8% / +21%). Similarly, ASAS experienced noteworthy success since the launch of its 21st CCLC program and as such was recognized as a model 21st CCLC program site for the past three years by the Florida Department of Education. During this time the program increased student academic achievement and school attendance while dramatically reducing student behavior problems and juvenile crime for the middle school sites in which it operates. ASAS / FL-DOE 21st CCLC cumulative report shows increases in: average GPA (+.7), percentage of students with a 2.0 GPA or higher (+23%), percentage of students with a 3.0 GPA or higher (+17%), percentage of students with a 4.0 GPA (+13%), FCAT reading scores of 3 or higher (+21%), FCAT math scores of 3 or higher (+23%), FCAT science scores of 3 or higher (+22%), percentage of students missing 3 school day or less (+15%), percentage of students with perfect school attendance (+19%) and 8th grade graduation rate (+23%). The report also illustrates decreases in: school suspensions (-95%), school expulsions (-93%) and juvenile arrests (-100%).

### Overall Change and Demonstrable Impact:

At the end of three years, members will have provided over 193,000 hours of interventions in language arts, math, attendance and behavior to at-risk students to help them stay in school, successfully complete grade levels and eventually graduate. During the 2013-14 grant year, O-PASS anticipates enrolling 600 youth. Members will develop Academic Success plans for students, provide targeted tutoring in literacy and/or math, mentoring for attendance, social skills and behavior concerns, connection to wrap around support and enrichments, and 60 of the children will receive family economic stabilization to alleviate conditions that negatively impact school attendance and performance. Of those enrolled, 75% will successfully complete the program and of those 75% of will increase their reading and math skills as demonstrated by FCAT scores and Benchmark scores and 75% will maintain acceptable levels of school attendance (fewer than 25 days absent per year) as

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demonstrated by OCPS attendance records. Student progress will be assessed every nine weeks against these criteria.

Measurement Tools: Impact will be measured by analyzing student level data including baseline provided by the district at the start of the school year and summative data (assessment data, overall attendance and behavior data) provided at the end of the grading or assessment cycle. Reporting

Capacity: O-PASS will collect data on student enrollment, interventions, and baseline performance three times a year, and summative reports at mid-year (January) and year-end (July). Reports will be submitted to Volunteer Florida following the quarterly reporting schedule.

Performance Measure Selection: O-PASS will opt into two aligned Tier 1 AmeriCorps national standardized performance measures: Academic Improvement, ED5 with ED1 and ED2 and School Attendance ED6 with ED1 and ED2.

### d. Member Recruitment

CO, CYO, ASAS and HFUW will collaborate to recruit and select AmeriCorps members, building upon City Year's best practices in applicant recruitment, and City of Orlando's broad local communications capabilities and strong relationship with traditionally underrepresented populations. These capabilities are described below.

City Year Orlando's Capabilities. City Year recruitment follows a standardized Recruitment Manual which includes steps, processes, and resources developed by City Year Headquarters. These practices will inform not only City Year corps member recruitment efforts, but also provide best practices and referrals to other O-PASS partners. City Year outreach, which will be carried out in collaboration with O-PASS partners, includes alumni engagement, info sessions, open houses, classroom presentations, and tables at colleges and career fairs. Advertising for City Year includes emails/mailings, student media, nationally broadcasted television and radio PSAs, local newspaper, social media, and lead cards. To the extent possible, joint advertising will occur with other O-PASS partners. For City Year, applications will be submitted through their on-line system or in hardcopy. For other O-PASS partners, positions will be posted on the AmeriCorps portal, with applications accepted on-line or in hardcopy.

City of Orlando Communications Capabilities. O-PASS will leverage the City of Orlando's

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communications capabilities, including social media outlets, the Mayor's weekly newsletter, public awareness events featuring the Mayor and City Commissioners, and information dissemination via the City's Neighborhood Relations staff.

Recruiting from the Community Served/Engaging Underrepresented Populations.

City Year strives to create an applicant pool that is reflective of the community to be served. In Orlando, City Year's candidate pool consists of: 50% college graduates, 20% some college, and 30% high school graduates; 40% Caucasian, 25% African-American, 20% Latino-Hispanic, 5% Asian, and 10% Multi-racial or Other; 50% male/female. At least 26% of applicants come from Florida through state and local college campuses such as Florida State University, University of Florida, and University of Central Florida, local area high schools, and other community based partners, including representation from the disability community. The City of Orlando will enhance the diversity of the candidate pool further by recruiting from the neighborhoods served by this grant, relying upon the City's strong relationship with neighborhood residents, who are overwhelmingly low income, youth from disadvantaged backgrounds, and persons of color. The City's Families, Parks and Recreation Department, which will administer the grant on behalf of the City, has a long and distinguished record of hiring individuals from low income populations, opportunity youth, and persons of color, and these individuals have ultimately risen through the ranks of the organization to become its managers and leaders. The City's strong capabilities in this area are largely due to the longstanding (50+ years) presence of City facilities and youth programs in Orlando's low income neighborhoods. Finally, all partners will ensure that disability and reasonable accommodation is available to any and all members upon request.

### e. Member Training

Orientation/Prohibited Activities: O-PASS members will receive a pre-service reading outlining the service model, mandatory trainings for AmeriCorps and an on-site orientation to their assigned service location (i.e. school, community center or non-profit site). During orientation, they will be trained, receive a handbook, and sign a Member Service Agreement with the prohibited activities included.

Training Topics/Service Skills: CO, ASAS, HFUW and CYO will maximize opportunities to combine trainings on shared topics. The partners will review existing training assets available to each entity and

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plan opportunities for all O-PASS AmeriCorps members to attend trainings offered by any or all of the 4 core partner organizations. Examples of training opportunities available to members include: ASAS operations, curriculum knowledge, classroom instruction, behavior management and modification, technology and data entry; City Year's national Member Development Curriculum Map training on the Whole School Whole Child (WSWC) model (a 36 week training program in which members receive 31 topic-based trainings in ELA service delivery, 15 topic-based trainings in math delivery, 32 topic-based trainings social-emotional learning and 6 topic-based trainings in WSWC cross indicators, for approximately 34 days or 300 hours of training). Additional training available to the O-PASS team include disaster preparedness and response (CPR/First Aid), City Year's guided leadership development curriculum (called the Idealist's Journey), community asset mapping, state of education in America, in Orlando and in the target schools, 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. Training sign-in sheets will document member participation.

### f. Member Supervision

#### Plan for Adequate Support:

The 28-member CO/ASAS team will have individual supervisors at their assigned locations, all overseen by the O-PASS Program Manager. The 10-member CYO team will have a dedicated City Year Program Manager (PM) to provide day-to-day supervision. The 2-member Heart of Florida United Way team will have a program supervisor at its location. The City of Orlando PM, CYO PM and HFUW supervisor will conduct daily team check-ins, hold weekly team meetings, and conduct 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.

#### Supervisor Selection & Training:

Both the O-PASS and CYO Program Managers are to be hired. They will submit resumes and be interviewed by senior CO/CYO/ASAS staff respectively. Qualifications of the O-PASS Program Manager are presented in the section of this application entitled Organizational Background and Staffing. The CYO Program Manager will be a City Year alumna and/or have experience in the education and/or service field. CYO staff members participate in City Year's Summer Academy that

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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:

The Director of the City of Orlando Families, Parks and Recreation Department will provide direct oversight of the O-PASS Program Manager. CYO's Senior Impact Manager will provide direct oversight over the CYO Program Manager.

### TUTORING: Member Qualifications:

All O-PASS members must meet AmeriCorps eligibility requirements, have a high school diploma, receive requisite AmeriCorps and OCPS criminal history checks, and successfully complete either CYO's Basic Training Academy or CO/ASAS orientation program.

### Member Training:

Orange County Public Schools administrators and staff will provide direct instruction and training to corps members providing tutoring at schools sites. All pre-service and in-service trainings will be district approved and include topics such as school operations, curriculum, tutoring methods and classroom management. They will also conduct regular observations throughout the year to assure corps members are maintaining standards in content and academic achievement. O-PASS will utilize ASAS' academic training model that was created in partnership with OCPS as part of the 21st Century Community Learning Centers program. The pre-school-year and monthly trainings are taught by each participating school's administrators and academic coaches. The trainings focus on the general topics mentioned previously but are also specifically geared toward each individual school's needs and academic philosophies according to their School Improvement Plans. In addition, CYO members receive regular observation and coaching on tutoring delivery from City Year staff through their Site Literacy Capacity Program. This program includes multiple training opportunities, accessible training materials/tools (online resources, videos), and site based support.

### Tutor Supervision:

Orange County Public Schools administrators and staff will provide additional supervision to corps members who are tutoring at schools sites. The school principal, assistant principal or other qualified

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designated school staff will provide direct oversight of the tutoring program for the school. School staff will meet regularly with program supervisor and individual staff to review student progress, corps member performance and overall effectiveness of the program.

### g. Member Experience

Components to Support Civic Participation & National Service: CYO members will participate in City Year's leadership development program. Through this structured program, members will develop the knowledge and skills to be effective and active citizens. By the end of the year, they will understand their own civic identity and roles they can play, develop civic capacity through competency based learning, training and coaching, and self-directed learning, and demonstrate civic action through implementation of direct service. Staff and members are able to assess individual development through performance evaluations and analysis of service data.

CO, ASAS and HFUW will develop and create a new civic leadership program modeled after City Year. Part of the foundation of this new program will be the existing Mayor's City Academy. This 10 week program utilizes the City's unique capabilities to teach and empower individuals to discover their own civic identity. Lessons focus on the role of local government, team-based community problem solving, and personal and social development. The program also includes interaction with elected City officials/staff, introduction to City boards and volunteer opportunities and education on effective public policy trends.

Reflection: The project will utilize personal performance charts/systems, activity debriefings, monthly group discussions with fellow corps members and a graduation ceremony to promote reflection. In addition, CYO members will participate in City Year's Leadership After City Year program and the Idealist's Journey curriculum (includes structured reflection exercises).

AmeriCorps Connection: CO, ASAS, HFUW and CYO members will participate in trainings organized by City Year to create a shared learning experience. Further, the partnership will create a corps member committee in order to connect the members working within the multiple agencies involved in the grant. This committee will also schedule volunteer events and activities that all corps members and agencies will participate in. These activities will be designed to promote the AmeriCorps brand and include invitations for participation from other local or state corps members. By regularly connecting

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a wide array of corps members in engaging and meaningful volunteer activities, O-PASS will foster the AmeriCorps identity and strengthen each corps member's connection to the national organization.

### h. Volunteer Generation

HFUW Family Economic Stabilization members will access HFUW's volunteerism capabilities to lead all O-PASS Volunteer Generation activities. HFUW's Volunteer Resource Center (VRC) matches thousands of volunteers - both groups and individuals - with more than 150 local nonprofit agencies to create exceptional volunteer experiences throughout Orange, Osceola and Seminole counties. O-PASS HFUW members will identify service opportunities within O-PASS that meet the passions and interests of corporate, faith-based, civic, and student groups recruited via VRC. Examples of volunteer activities that will support O-PASS include corporate community service projects (e.g. neighborhood clean-ups/renovation/painting of youth facilities in the target neighborhoods), neighborhood events (e.g. back-to-school events), and opportunities to volunteer at partner locations (e.g. providing afterschool homework assistance to youth at participating City recreation centers). HFUW Family Economic Stabilization members will ensure no volunteers are recruited for or engage in prohibited activities by documentation of participant activities, meetings with O-PASS Program Manager and quarterly reports on volunteerism activities.

### i. Organizational Commitment and AmeriCorps Identification

CO, ASAS, CYO and HFUW will include the AmeriCorps logo on all O-PASS member uniforms, recruitment material, and other collateral information. The logo will be displayed at AmeriCorps member service locations (e.g. bulletin boards, placards, etc.). In addition, the City is uniquely equipped to promote the AmeriCorps program in the media and community through the Office of the Mayor, City Commissioners and Office of Communications. All members are taught the AmeriCorps pledge as part of the swearing-in ceremony.

## **Organizational Capability**

### 2. ORGANIZATIONAL CAPABILITY

#### a. Organizational Background and Staffing

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Founded in 1875, the City of Orlando is home to 243,195 residents. Our mission is to enhance the quality of life in Orlando by delivering public services in a knowledgeable, responsive and financially responsible manner. O-PASS will be implemented by the City's Families, Parks and Recreation Department (FPR). With an annual budget of approximately \$28 million, FPR operates 111 parks, 50 playgrounds, 53 ball fields, 19 recreation centers, 2 senior centers, 11 pools, and a wide range of programs serving citizens throughout the City.

FPR serves over 4,000 children daily, year-round, at 34 sites including 16 City recreation centers, 6 OCPS middle schools, two charter schools, and 10 non-profit and university partner locations. Programs are offered free of charge to low income children resulting in a participant population that is overwhelmingly low income. In the City's afterschool and summer programs, 83.7% and 80.9% of participants, respectively, qualify for food stamps. In 2004, Mayor Dyer launched an unprecedented effort to build community consensus around goals for children, education, crime prevention, and neighborhood revitalization. Residents crafted strategies to solve deeply rooted problems that disproportionately plague certain Orlando neighborhoods, schools and demographic groups. Mayor Dyer used this input to begin the systematic transformation of the City's children's programming to incorporate evidence-based and evidence-informed practices with the goals of reducing juvenile crime and improving academic performance among City children. Examples of efforts launched since 2006 include a prototype place-based Promise Neighborhood called Parramore Kidz Zone (PKZ) that offers a cradle-to-career pipeline of support to youth in the City's highest poverty, highest crime neighborhood (Parramore) in alignment with efforts to improve performance of Jones High School and its feeder schools; a 21st Century Community Learning Centers program implemented by the City's non-profit partner Orlando After-School All-Stars (ASAS) at Title I middle schools; and a Summer Learning Loss Prevention Initiative at City recreation centers located in Orlando's highest poverty neighborhoods.

Results have been impressive. By 2012, PKZ was cited by the White House Council for Community Solutions as one of 12 "Needle-Moving Collaboratives" in its 2012 report Community Solutions for Opportunity Youth, with evaluators documenting an 82.3% decline in juvenile arrests for Parramore youth and across-the-board improvements in their reading and math proficiency at the elementary, middle and high school levels. Similarly, ASAS experienced noteworthy success since the launch of its

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21st Century Community Learning Centers (21st CCLC) program and as such was recognized as a model 21st CCLC program site for the past three years by the Florida Department of Education. During this time the program increased student academic achievement and school attendance while dramatically reducing student behavior problems and juvenile crime for the middle school sites in which it operates. Finally, pilot efforts to extend the school year by deploying teachers to 11 City recreation centers in low income neighborhoods in collaboration with OCPS during summer hours have resulted in strongly improved reading and math proficiency among participating children. FPR focuses heavily upon evaluation of its children's programs, regularly tracking and reporting metrics and utilizing logic models to guide planning and ensure accountability. We are in a strong position to complete an evaluation of O-PASS and/or provide support to an external evaluator should that be desired by CNCS and/or Volunteer Florida.

FPR has the experience, staffing and management structure to plan, implement, administer, evaluate and sustain O-PASS, which will operate out of the FPR Director's Office. The FPR Director, Lisa Early, brings 32 years of experience developing and managing government and grant-funded non-profit youth-serving organizations, working for organizations as diverse as Save the Children Federation, UNICEF, the U.S. Department of State - Agency for International Development, and Arnold Palmer Hospital for Children & Women. During her career, Ms. Early founded, directed and raised and managed grant funds (including federal funds) for numerous innovative children's programs.

The project budget includes funding for a full-time O-PASS Program Manager who will report to FPR Director Lisa Early and oversee all recruitment, training and on-going support for the 28 Student Advocate AmeriCorps members, and sub-granting of the remaining 12 AmeriCorps members to City Year Orlando and Heart of Florida United Way. Since the O-PASS Program Manager position is vacant, a comprehensive recruitment and selection process will be conducted once funding has been awarded. Desired qualifications include a minimum 4-year college degree (Masters degree preferred) in youth development, education, social services, public administration or a related field; at least 5 years of progressively responsible relevant experience including, preferably, experience managing grant-funded programs and working in an AmeriCorps (or similar) program; and aptitude for working with opportunity youth. Once hired, the O-PASS Program Manager will undergo a comprehensive new employee orientation and training program tailored to his/her role, including on-

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going participation in the City's robust series of training programs; one-on-one meetings with key project players including thorough visits to all sites where corps members will be stationed; and on-going participation in Volunteer Florida conferences and training opportunities.

The O-PASS Program Manager will also be responsible for administrative and reporting functions required under the grant, with support provided by the FPR Fiscal Manager, FPR Grants Manager and FPR Grants Accountant who are collectively responsible for managing the Department's \$28 million annual budget, as well as approximately \$4.7 million in grant and donor funds and in-kind contributions that come to FPR each year. Examples of grants managed by this team include Community Development Block Grants (CDBG), 21st Century Community Learning Centers grants, federal summer feeding and after school feeding grants, and an AmeriCorps VISTA program, to name a few.

The 28 AmeriCorps Student Advocates will be deployed to sites under the managerial direction three members of the FPR leadership team who report to the FPR Director: the FPR Children & Education Manager, who is responsible for Parramore Kidz Zone; the Executive Director of After-School All-Stars, responsible for all ASAS operations at partner schools; and the FPR Recreation Division Manager, who oversees operation of the City's community centers. These individuals will ensure AmeriCorps members are properly accommodated at the PKZ, ASAS and Recreation sites where they are stationed, including designating and ensuring training of supervisors of the AmeriCorps members at their respective sites.

The City of Orlando will enter into sub-agreements with City Year Orlando and Heart of Florida United Way to manage their respective components of O-PASS.

City Year Orlando was founded in 2012 following a start-up team in 2011. CYO is part of the City Year, Inc. national network which was founded in 1988 in Boston, Ma. Under this grant, City Year will hire a full time Program Manager responsible for the day-to-day supervision of 10 corps members. The CYPM manages the school relationship on behalf of City Year, tracks members' progress towards team goals and individual member goals for service and professional development, and ensures consistent service delivery. This position is currently vacant. The ideal candidate will have AmeriCorps and/or teaching experience, and experience in team management, working with youth

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and/or other experience in the education sector. Program staff will participate in Volunteer Florida conferences and training opportunities. 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. All City Year sites, including Orlando, operate as part of one 501(c)3 nonprofit organization and adhere to central policies and procedures established by City Year, Inc. To support this grant, the CYO team will receive services through City Year Headquarters' centralized departments for finance, human resources, marketing, and information systems and regional management structures around member recruitment, service implementation, AmeriCorps program management, literacy coaching and site operations.

Finally, Heart of Florida United Way (HFUW) will recruit two (2) Family Economic Stabilization AmeriCorps members to prevent homelessness, facilitate re-housing, support the overall economic stabilization of families of the children served under the O-PASS project, and recruit and deploy volunteers to project sites. Members will work under the supervision of HFUW staff, reporting to HFUW Community Investment Vice President who is responsible for implementation of HFUW's prevention-based strategic direction, Investing in Results, a multi-component community-wide initiative that aims to move the needle on indicators related to education, income and health. HFUW boasts a Charity Navigator Four Star Rating for fiscal accountability and growth; annually manages more than \$24 million in resources, including \$15 million in support of 95 health and human service programs; operates the largest 2-1-1 Information/Referral call center in Florida and a Volunteer Resource Center that matches individuals and companies with projects for 120 local non-profit programs. HFUW is experienced at managing AmeriCorps programs, already operating a robust VISTA program, the Inter-Faith School Turnaround Pilot (IFSTP) Program.

### Sustainability

O-PASS counts on our community's leaders, including the Mayor, to ensure the program's financial sustainability through a combination of City general revenues, fund-raising and grant writing. The intent is that the City will provide leadership and funding to found and sustain the initiative, while at the same time engaging partners in jointly funding the effort, including private charitable foundations, corporate and individual donors, and local, state and federal governments. The overriding public policy strategy has been that, in order to effectively tackle the most pressing problems facing Orlando's children, including educational achievement and juvenile crime, all sectors

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must join in a common strategy with all oars rowing the boat in the same direction. An important part of the framework for funding, sustaining and scaling up the City's children's efforts is our ability to administer City funding while at the same time leveraging grants and private donations. As an example of how we do it, in the case of PKZ, the Orlando City Council created a vehicle for engaging donors by establishing a special fund at the Community Foundation of Central Florida. Since then, a wide range of public and private donors and grant makers have contributed approximately \$2,000,000 to the fund to help support the program including the Robert Wood Johnson Foundation, AT&T, Bank of America, Darden Restaurants, Dr. P. Phillips Foundation, Edyth Bush Charitable Foundation, Kiwanis of Orlando, the Orlando Magic, PBS&J, Staples, Track Shack Foundation, Universal Orlando, Florida Hospital, Walt Disney World, Wayne Densch Charities, Orlando Utilities Commission, the Ounce of Prevention Fund of Florida, and others. Most notably, Orlando Mayor Buddy Dyer has personally raised over \$1 million for PKZ via his signature fundraising event, CityKidz! Buddy's Benefit for Children. This will facilitate the long term sustainability of O-PASS.

### c. Compliance and Accountability

O-PASS will implement a comprehensive quality assurance program to assess all areas of programming including program objectives, data analysis, operations, curriculum, service delivery, and staffing. Staff will take part in weekly meetings, site monitoring visits and audits conducted internally and by Volunteer Florida. The O-PASS Program Manager will meet weekly with supervisors to discuss issues and program effectiveness. A monthly report will be made to the City's FPR Director, Recreation Department Director. City of Orlando utilizes standardized rubrics, desk audits, automated systems (e.g. payroll) and site visits to ensure the program is being implemented as designed. The program supervisors are on campuses or at community centers daily and will meet weekly with corps members to ensure high quality service is being provided and no members have engaged in prohibited activities.

Within schools, the daily presence of the CYO Program Manager or O-PASS Program Manager allows for immediate detection and prevention of potential prohibited activities. Issues of non-compliance are reported to the direct supervisor of the individual responsible. Violation of CYHQ policy or City of Orlando policy is documented on performance plans and can lead to dismissal or termination.

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### Demonstrated Compliance:

City of Orlando is not a current or past grantee of an AmeriCorps grant program. However, one of the partnering agencies, City Year Orlando, has a strong track record of completing and submitting required AmeriCorps documents within the specified timeframe. In addition, Volunteer Florida has conducted two on-site technical assistance visits with CYO in 2012. Enrollment and Retention: Not applicable as a new grantee, however, under the State Competitive grant (#10ACHFL0010004), in 2012-13, City Year Orlando enrolled 98% of 50 MSY and successfully converted the remaining slot to two half time slots in the first year of full-operation. As of January 29, 2013, City Year Orlando has retained 100% of members enrolled.

### Service Locations:

CYO: Catalina ES; ASAS: Jackson MS, Carver MS, Howard MS, Jones HS; CO (PKZ): Orlando Downtown Recreation Center, Urban Think! Foundation Page 15, New Image Youth Center, Dr. J.B. Callahan Neighborhood Center, John H. Jackson Community Center, Nap Ford Community School; CO (Recreation): Dr. Sylvester I. Hankins Neighborhood Center, Engelwood Neighborhood Center, Rosemont Community Center, Langford Park Neighborhood Center; and HFUW: Heart of Florida United Way.

### Selection Process:

All service sites were selected in conjunction with input from CO, ASAS, CYO, HFUW and OCPS. When determining the school sites for selection the following criteria was reviewed: required to be Title-1 eligible, contain large low-income and minority populations, score well below the district and state averages on the FCAT, did not meet Adequate Yearly Progress, displayed a pattern of low-performance during the past three years, sustainability, program support, quality of leadership and community involvement. The selection committee also took into account the AmeriCorps regulations 45 CFR 2522.475 and 2522.450. In addition, these schools and sites received endorsement from elected City officials, OCPS administration and community leaders.

## **Cost Effectiveness and Budget Adequacy**

### 3. COST EFFECTIVENESS AND BUDGET ADEQUACY

#### Cost Per MSY:

The City of Orlando respectfully requests a grant award of \$466,032 at a cost/MSY of \$13,300. In our

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first year of operation we will provide a 30% match commitment. Our 2012-13 diversified revenue plan supports 40 corps members and we have identified 100% of our match sources required of which \$129,122 will come from City of Orlando, \$62,000 from City Year Orlando funding (from the Florida Department of Education), and \$7,155 from Heart of Florida United Way. The budget submitted in this application is contingent upon our receipt of additional public and/or private funding for the City's cash match. Percent of Budget: The proposed project accounts for less than 2% of the City's 2012-13 FPR Department total operating budget of \$30,384,000. Percentage of Operating Budget: In the 2013-14 fiscal year, the CNCS grant will account for 70% of the costs to run the project. CNCS 5 Year Support: City of Orlando FPR Department has not received CNCS support in the past 5 years.

### Fundraising Experience:

During the 2011-12 fiscal year, the City of Orlando FPR Department raised \$4.7M in additional funding to support its community based programs. These funding sources included; local, state and federal grants, corporate grants, foundation grants, large scale fundraisers, in-kind donations and individual donations. The department partners with dozens of non-profits, faith based organizations, local corporations and/or community members in all fundraising and program initiatives.

### Match Secured to Date:

As noted, we have identified and/or secured 100% of match sources. To date, the City of Orlando has committed \$101,172 in cash and up to \$27,950 of in-kind resources, specifically usage of facilities, standard and web based curriculum software, and student enrichment supplies and/or materials.

### Plan for Remainder:

City Year Orlando is submitting an application to the Florida Department of Education to secure funding through the state-wide Race to the Top line item. The application is due the week of January 28th and notification on the grant award is expected in February.

### Return on AmeriCorps Investment:

In all phases of the O-PASS initiative there is substantial return on investment. Typical high level intensive tutoring programs in the Central Florida area cost on average \$40/hour per staff and when using this figure to calculate services for the O-PASS population it would cost over \$2M annually to

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operate. O-PASS's proposed rate is less than \$7.50 per tutor and will be provided at a fourth of the annual cost of a private sector program. In Orange County, the average cost for a student to attend both a high quality after-school and summer program is between \$2,800 and \$3,200 a year. O-PASS will allow students to enroll in these programs at no cost and provide enhanced academic and support services to all participants. Finally, according to the Alliance for Education's brief on "The High Cost of High-School Dropouts", "the impact on the country's economy is less visible, but cumulatively its effect is staggering. If the students who dropped out of the Class of 2011 had graduated, the nation's economy would likely benefit from nearly \$154 billion in additional income over the course of their lifetimes." The state of Florida produced 83,516 dropouts in the class of 2011 which would amount to around 9.5 billion dollars of income and economic impact lost.

### B) BUDGET ADEQUACY:

#### \*CLARITY, REASONABLENESS, & ALIGNMENT OF BUDGET:

The proposed budget includes costs necessary to run the program as described. Each partner prepared and submitted cost estimates to the lead agency. All costs were reviewed by the City of Orlando as necessary and appropriate to the services provided. The budget includes two full-time staff positions (one to manage the project and the City Year Program Manager) and requisite benefits, corps member living allowances (set at \$12,127 for full-time members, \$15,372 for one Team Leader and \$4,840 for the Reduced Half-Time members), member benefits (FICA/health insurance), corps member background checks (staff checks will be conducted by the hiring agency), training, supplies and uniforms, student expendables, general office and program supplies, use of City community centers and administrative offices, administrative support and management, data management services, transportation services for volunteer projects and/or training, and standard and web based curriculum software. No equipment will be purchased using grant funds or match. Member training costs will be spread across partners. City Year's total training costs are included in CYO's operating budget but are not captured within this grant budget.

### Evaluation Summary or Plan

#### EVALUATION PLAN:

Under this application, the O-PASS project will participate in the state-wide evaluation of AmeriCorps partnerships organized through Volunteer Florida. The evaluation plan includes annual surveys of service and community partners who will interact with the O-PASS project to inform on the strength

## **Narratives**

of the partnerships and integration of the AmeriCorps program into the community.

### **Amendment Justification**

Not applicable.

### **Clarification Summary**

Not applicable.

### **Continuation Changes**

Not applicable.