

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction	
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE: 20-JAN-11		STATE APPLICATION IDENTIFIER:	
2b. APPLICATION ID: 11AC124385		4. DATE RECEIVED BY FEDERAL AGENCY:		FEDERAL IDENTIFIER: 10ACHFL0010002	
<b>5. APPLICATION INFORMATION</b>					
LEGAL NAME: City Year, Inc. DUNS NUMBER: 622374122			NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Saif Ishoof TELEPHONE NUMBER: (786) 406-7900 FAX NUMBER: (786) 406-7939 INTERNET E-MAIL ADDRESS: sishoof@cityyear.org		
ADDRESS (give street address, city, state, zip code and county): 287 Columbus Avenue Boston MA 02116 - 5114 County: Suffolk			7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Service/Civic Organization Community-Based Organization National Non-Profit (Multi-State)		
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 222882549			9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>		
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input checked="" type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION            B. BUDGET REVISION C. NO COST EXTENSION    D. OTHER (specify below):			11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: City Year Miami 11.b. CNCS PROGRAM INITIATIVE (IF ANY):		
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.006 10b. TITLE: AmeriCorps State			14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MA 008"/> b.Program <input type="text"/>		
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): City of Miami and Miami-Dade County, Florida			16. IS A APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372		
13. PROPOSED PROJECT: START DATE: 07/01/11    END DATE: 06/30/14			17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO		
15. ESTIMATED FUNDING: Year #: <input type="text" value="1"/>					
a. FEDERAL		\$ 817,400.00			
b. APPLICANT		\$ 817,400.00			
c. STATE		\$ 0.00			
d. LOCAL		\$ 0.00			
e. OTHER		\$ 0.00			
f. PROGRAM INCOME		\$ 0.00			
g. TOTAL		\$ 1,634,800.00			
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.					
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Evelyn Barnes		b. TITLE: CFO		c. TELEPHONE NUMBER: (617) 927-2373	
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:				e. DATE SIGNED: 12/10/10	

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### Executive Summary

City Year Miami is a full-time, team-based AmeriCorps program serving low-income children in public schools in neighborhoods throughout Miami-Dade County. Our AmeriCorps members, ages 17-24, provide targeted and school-wide interventions in literacy, math, attendance and behavior to at-risk students in grades 3-9. We will enroll below-grade level students in our Academic Programs and those completing will demonstrate significant academic improvement.

### Rationale and Approach

#### a) PROBLEM (NEED)

Miami-Dade County Public Schools (M-DCPS) is the 4th largest school district in the country, serving over 350,000 students annually who are predominantly from low-income and minority populations. In 2010, nineteen of its schools were identified as being among the lowest performing 5% of schools in Florida and eligible for the School Improvement Grant (SIG) program issued under the U.S. Department of Education. Schools qualifying under SIG funding are typically Title 1 schools characterized by below state and national averages in graduation/grade promotion rates, reading and math testing scores and attendance rates. Research completed by the Johns Hopkins University in 2006 indicates that students exhibit Early Warning Indicators (EWI) as early as 6th grade that predict the student's likelihood to drop out. These EWI include student attendance, behavior and course performance in English and math.

At the behest of the District's Education Transformation Office and the Assistant Superintendent for M-DCPS SIG schools, in 2011-12, City Year Miami will partner with 10 designated SIG high schools and 1 SIG elementary school to provide academic support and mentoring services to students exhibiting off-track indicators. These schools all have graduation rates under the State average of 79%

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and the District average of 72.1%. Six fall between 61% and 65%, three between 67% and 69%, and the highest performing school has a rate of 71.9%. The elementary school, Pine Villa, is in the feeder pattern for Miami Southridge High School (63%). Academically, students at these schools are struggling. In 2009-10, less than 25% of students were reading at or above grade level, less than 44% of students were making a year's worth of reading gains, and less than 58% of students were at or above grade level in math at each of the 10 high schools. Feeding into Southridge's 25% reading score, 56% of Pine Villa elementary students were reading at or above grade level the same year. Behavior and attendance fairs no better. Each year, M-DCPS issues around 50,000 suspensions. In 2009-10, Miami Central Senior High issued 2,724 suspensions and Miami Jackson issued 3,059 -- just two of M-DCPS' 52 high schools make up 10% of District suspensions. Average daily attendance at SIG high schools falls below the state average of 94%. At Homestead High School, the school achieved only an 89.8% ADA in 09-10 and over 1,000 students have 10 or more absences. Southridge and Edison achieved 90.6% and 90% respectively and over 54% of students at each school missed 10 or more days.

All data comes from the 2009-10 Florida Department of Education ([schoolgrades.fl DOE.org](http://schoolgrades.fl DOE.org)) or from M-DCPS ([www.dadeschools.net](http://www.dadeschools.net)).

### b) SOLUTION: MEMBER ROLES & RESPONSIBILITIES

Why AmeriCorps: The AmeriCorps program provides a cost effective way to bring full-time near-peers into the school setting to provide on-going and consistent tutoring and mentoring that is specifically designed to address all of the Early Warning Indicators for targeted students. Unlike many school-based volunteer programs where individual volunteers may only serve youth for a few set hours a

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week and only provide one type of intervention, our full-time model provides consistent daily interactions and an intervention response system that adjusts as individual students' needs naturally develop and change over the course of the year.

Member Slots: In 2011-12, City Year Miami (CYM) requests to field 125 full-time corps members, of whom 114 will implement and support the Education Program and 11 will implement volunteer engagement and outreach programs. 106 will serve in high schools (10 teams), 8 will serve in an elementary school (1 team), 6 will implement the Young Heroes volunteer program (1 team), 3 will serve as office-based Project Leaders and support outreach and school service training and evaluation efforts, and 2 will serve as office-based Service Leaders and implement one-day volunteer service projects. Each of the 12 teams will be led by a Team Leader (typically a member serving a second year).

Member Activities: Monday through Friday, the school-based members will be at their assigned schools implementing our full-time in-school and after-school education program called Whole School Whole Child (WSWC). Direct service occurs five days a week with Friday afternoon dedicated to member training, reflection, service planning, and post-AmeriCorps career planning. One Friday a month, members attend a site-wide training conference. Through the WSWC framework, all member activities are designed to address one of the Early Warning Indicators of attendance, behavior, and coursework in English and math. Each member maintains a 'focus list' of students receiving specific interventions.

\* Attendance: to address attendance, members run morning greeting to welcome students into school, provide homework assistance to discourage absenteeism based on not being prepared, facilitate after-school student interest clubs and Starfish Corps curriculum to encourage attendance, and conduct

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phone-calls home if a student is absent.

\* Behavior: to address behavior, members provide in-class behavior coaching during whole-class support, conduct lunch-time mentoring focusing around behavior and attitude issues, conduct behavior check-ins with students, and run recognition and incentive programs to encourage positive behavior.

\* Coursework: to address academic performance, members provide small-group targeted tutoring in English using M-DCPS methodologies, provide whole-class support in English and math classrooms (answer questions, keep students focused on task, and address behavior issues) and provide homework assistance.

Sample day for High School teams:

\* 6:30 -- 7:20 AM: team check-in, prep for the day and drop-in morning homework club

\* 7:20 -- 8:00 attendance initiatives and morning greeting

\* 8:00 -- 12:00: 2 hours of tutoring and 2 hours of whole-class support (includes transition and set up time)

\* 12:00 -- 2:30: individual lunch-time behavior mentoring in school cafeteria, phone calls home, team planning and meetings, documentation of service

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\* 2:30 -- 4:00 PM: supplemental tutoring (assigned students), homework assistance (drop-in), and member facilitated student interest clubs (e.g. improv/acting club, Spanglish club, etc.)

Tutoring Methodologies: In the elementary school, members will implement the Voyager tutoring methodology and in high schools, members will implement the REWARDS program, Reading Excellence: Word Attack and Rate Development Strategies. Both programs have been selected, approved and are supported by M-DCPS for use in the SIG schools. M-DCPS is in the process of identifying and securing additional methodologies for the high school grades. Both Voyager and REWARDS focus on oral reading fluency, one of the 5 domains of reading identified by the National Reading Panel, and include benchmark oral fluency assessments. Both are implemented in small-group format (push-in or pull-out) and Voyager is implemented 4x a week for 30 minutes each session for the full year and REWARDS is implemented 2x a week for 45 minutes each session in 10 week intervals (members run two small group sessions daily).

Diplomas Now: At least one high school will be selected for participation in a collaborative school reform initiative called Diplomas Now (DN). Through DN, CYM will partner with Talent Development (TD) and Communities in Schools (CIS) to implement the WSWC service model and coordinate efforts with TD and CIS staff to ensure that teachers and students are receiving the right mix of services from all DN partners.

Staff Displacement: Our Director of School Partnerships works with M-DCPS district and school staff to define the roles and expectations of the members to ensure activities do not displace staff.

### c) MEMBER SELECTION, TRAINING & SUPERVISION

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Recruitment: CYM's 11-12 Recruitment Plan has set a goal of receiving 700 complete applications by May 15, 2011. This represents a significant increase in applications over the 2010-11 program year (475 applications for 82 member slots). To accomplish this, we have organized a cross-state Recruitment Champion Advisory Committee (RCAC) which includes representatives from 12 of Florida's colleges and universities -- two of which are designated Historically Black Colleges & Universities and one which serves a large Latino and Hispanic population.

Each year, CYM strives to recruit a corps that is diverse by creating an applicant pool that is: education: 50% college grad, 20% some college, and, 30% high school grad; ethnicity: 40% Caucasian, 20% Hispanic, 25% African-American, 5% Asian-American, and, 10% Other; gender: 50% male/female. Corps are between 17 and 24 years of age. Recruitment activities follow a standardized Recruitment Manual which includes steps, processes, and resources developed by City Year Headquarters. Recruitment occurs at area high schools and Florida colleges and includes: info sessions, open houses, classroom presentations, and tables at 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.

Selection: All members will meet AmeriCorps eligibility requirements, be cleared through the National Sex Offender Public Registry, and receive a criminal history check through the FBI and City Year's alternative service provider Asurint for state checks. Selection is based on submittal of a complete application including 3 essays, 2 references, and 2 interviews using standardized questions. These are used to create a Candidate Profile, which includes a standardized rubric that ranks key characteristics

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around capacity to serve and frame of mind on a 5 point scale. All strong candidates are reviewed by a staff Selection Committee.

Local Communities: In addition to the RCAC, CYM set targets for applications generated from local high schools and local corps and staff conduct outreach presentations at their alma maters. Through our national sponsorship with ARAMARK, we advertise state-wide in school cafeterias serviced by ARAMARK using electronic billboards and table tents.

Disability Communities: CYM attends the monthly meetings of the Association of Agencies Serving Persons with Disabilities and maintains partnerships with the Miami-Dade College MEED/ACCESS program and CCDH, Inc.'s All Children Together Resource Network. Through these, we distribute recruitment materials, accept referrals, provide shadowing opportunities and access specialists for training our staff and corps on disability inclusion.

Orientation: Members receive a brief Orientation on Registration day prior to signing the Member Contract and receive operations based trainings such as program standards, benefits and timesheet completion, and the history of national service training within the first week.

Service Training: CYM's provides up to 340 hours of trainings that are designed to develop professional skills and the knowledge, skills or attitudes necessary for successful and effective implementation of our program. The training calendar includes a 5 week Basic Training Academy (BTA) with a 3-day retreat at the start of year, a one week mid-year Advanced Training Academy (ATA), a monthly Civic Leadership Conference Program, and three Fridays a month the Program Managers will deliver a 2-hour training to their team at their service site. The Friday trainings will

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alternate on service improvement, tutoring techniques, the Idealist's Journey (City Year's civic leadership curriculum for members), and Life After City Year training. The Training Manager will arrange for external specialists, e.g. child behavior specialists, to deliver select trainings. Please see section (h) for description of tutor training.

\* BTA/ATA: During BTA and ATA members participate in workshops, experiential learning exercises, and observations. BTA training topics include: operations, disaster preparedness and response (Red Cross hurricane preparedness, shelter operations, etc.), our leadership development program, community asset mapping, diversity awareness (inclusive leadership, multiple intelligences, disability communities), team building, school observations, mandated reporting, classroom management, lesson design, tutoring (by M-DCPS contractors and multi-part City Year program), and individual, team, and site AmeriCorps goals.

\* CLCP: In 2010-11, we revised our civic leadership program. This new Civic Leadership Conference Program (CLCP) is a series of 9 mini-conferences held one day a month, October to May, which focus on a quality of life issue in Miami-Dade County. Other local AmeriCorps programs and individuals are invited to attend. The CLCP follows a standardized format and is organized by our Training Manager. The day includes an opening program, a presentation on the day's topic, a keynote address from an external content expert, a panel discussion of experts, and breakout sessions.

Reflection: At start of year, members complete an individual development plan that is used to measure progress on their mid- and end-of-term performance evaluations. Members complete Leadership After City Year plans which include an on-going community engagement component. Four hours a month (2 two-hour blocks), members participate in City Year's Idealist's Journey

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program which includes structured reflection exercises. Upon completing projects and service events, we conduct debriefs and review pluses and deltas. Our mid-year ATA includes a reflection component and graduation at the end of the year provides closure to the year.

Supervision: CYM Program Managers (PM) provide day-to-day supervision of corps members. Each PM is assigned a team (8 - 12 members). One PM supervises both the Elementary School team and the Heroes team. The 5 Project and Service Leaders are supervised by CYM's office-based staff. Managers conduct daily team check-ins, hold weekly team meetings, and conduct monthly 1-on-1s with each member of their team to track progress towards goals, service quality and address emerging issues. Supervisors support their members in completing individual Performance Development Plan in October and mid-term and end-of-term performance evaluations that outline and track service goals and areas of personal growth.

Supervisor Selection & Training: Program Managers submit resumes, are interviewed by CYM senior staff and are either City Year alumni or have experience in the education or social work field. Staff participate in City Year's annual Summer Academy which provides new and returning staff training on corps management, leadership development, service-based skills and service products (i.e. member activities), prohibited activities, and City Year's standards and policies. The Training Manager instructs staff on how to use the facilitation guides for Friday member trainings.

Staff Management: Program Managers are supervised by one of two staff Program Directors. The Program Director conducts weekly check-ins (10-15 mins) and monthly one-on-ones (1 hr) with PMs and leads a bi-weekly program staff meeting during which staff training is held and progress towards goals, project status, and emerging issues or challenges are discussed.

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Prohibited Activities: Members are trained in Prohibited Activities during orientation and BTA, and sign a Member Contract with the activities included.

### d) OUTCOME: PERFORMANCE MEASURES

Overall 3-Year Change: CYM members will provide services to 4,600 M-DCPS students annually that will help School Improvement Grant schools achieve their 3-year goal: to increase the number of students proficient in Reading by 10%, increase the average daily attendance in each school by 3%, and decrease the number of suspensions in each school by 5%.

Student Selection Process: CYM utilizes a data-informed approach to student selection under the Early Warning Indicators of attendance, behavior and course performance. Our Director of School Partnerships uses student level data provided by the schools to develop focus lists of 3rd -- 9th grade students with whom the corps members provide targeted interventions matched to individual indicators. Assessment data includes average or below average performance on FAIR or FCAT testing, a C or lower in course grades for English or math, less than 80% attendance or more than 10 days absent in prior year, and 3 or more negative marks in behavior.

Measurement of Impact: Student performance and improvement will be measured through the pre/post assessments on oral reading fluency that correspond to the Voyager and REWARDS tutoring methodologies. In addition, we will assess student learning gains on FAIR testing (State of Florida standardized testing), student improvement in course grades, and student attendance.

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Reporting on Impact: CYM maintains an evaluation calendar that includes deadlines for collecting baseline data, mid-year data and end-of-year data on student performance. Student level academic scores and attendance performance is analyzed by CYM's Director of School Partnerships and by analysts in City Year's Evaluation Department. Schools participating in the Diplomas Now collaboration will have student performance data analyzed and reported annually by Talent Development under Johns Hopkins University. In addition, quarterly reports are submitted to Volunteer Florida.

Performance Measure Selection: We are opting into the AmeriCorps national standardized performance measure for academic improvement, ED1, ED2 and ED5. Targets were developed based on conversations with M-DCPS staff and by using a 15:1 student to corps member ratio.

Under this application, we anticipate that 1725 targeted students will be enrolled in small group tutoring of which 1,208 will complete the minimum hours for program completion (30 hours for elementary and 12 hours for high school). Of those that complete, 739 students will demonstrate improvement in academic performance. The variance in completion is due to the different tutoring methodology structures and recommended weekly dosage rates. Completion rates take into account student mobility rate (30- 44% at proposed schools versus 26% for the district) and on student attendance rates being lower in high school than elementary.

### e) VOLUNTEER GENERATION

Since 2008, City Year Miami has engaged 2,360 episodic volunteers through one-day service projects and over 100 middle school students through our weekend based youth program (called Young

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Heroes) that incorporates a service-learning curriculum. In 2011-12, we will recruit 500 episodic volunteers for 2,000 hours of service and 100 Heroes participants for 6,000 hours of service.

Recruitment: Volunteers are recruited through our schools, colleges, community and faith-based groups, and businesses, and include sponsor employees, parents, teachers and principals. Heroes participants will come from middle schools that feed into the high schools that our teams are serving thereby expanding our reach into the community. Recruitment outreach includes presentations, newsletters, online outreach, radio spots, and word of mouth.

Recognition: We recognize volunteers for their service through ceremonies, post-service celebrations and, for select events, promotional materials (e.g. t-shirts). Eligible youth volunteers will receive Presidential Volunteer Service Awards.

Community Needs: Specific service projects and host sites will be identified through our M-DCPS school partners and community partnerships. All service projects and programs are designed to provide a positive volunteer experience to aid in developing a life-long spirit of volunteerism among volunteers.

Volunteer Roles: The one-day service events for episodic volunteers are predominantly physical service activities such as painting, landscaping, light construction (e.g. playground builds) and food sorting. For the Heroes program, participants attend up to 15 structured day-long events that include an education component in the morning and complimentary service project in the afternoon. The curriculum focuses on Miami's social issues such as poverty, the environment, and youth violence.

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Member Roles: Two members (Service Leaders) organize and implement the service events and a team of 6 members will implement the Heroes program. These members are responsible for recruiting volunteers; planning and resourcing service projects; leading volunteers through a standardized curriculum (Heroes or service event briefings) and the service projects; data collection and evaluation; and, facilitating recognition ceremonies. The Heroes team will also run a Heroes Club one afternoon a week (e.g. Wednesday) at two middle schools from which participants are recruited.

### f) PARTNERSHIPS & COLLABORATION

Partners & Stakeholders: CYM's primary stakeholders are our site advisory board, the Miami-Dade School District, our school service partners administration and teachers, local government and city agencies, our funding partners, our corps members, student beneficiaries and their parents. Through Diplomas Now, we collaborate with Communities In Schools (social work) and Talent Development (teacher training) to reach teachers, students, and families and address whole school reform.

Disability Communities: Our Disability Community Development Plan includes partnership agreements that outline our relationship, activities, and goals with our disability partners.

Involvement in Program Development: The M-DCPS Education Transformation Office (ETO) is critical in the development of our education program and our focus on high schools. Through the ETO, we identify and select the schools with which we will partner, identify and are trained in the tutoring methodology utilized, receive support with working with individual school administration and navigating the District offices, receive funding support, and receive student level data from the district. CYM's program staff meet with individual school staff weekly to assess the state of the

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relationship and seek recommendations. Through our Heroes program, we maintain a parent advisory committee that provides input on program development and curriculum topics.

On-Going Engagement: Under the leadership of the City Year Evaluation Department, we administer surveys to our service partners (teacher and principal surveys) and our student beneficiaries (select grade levels) twice a program year and we administer surveys to our corps members three times a year. These surveys inform us on program strengths and areas for improvement and indicate satisfaction with program delivery and quality of service. In addition, CYM participates in Volunteer Florida's state-wide stakeholder survey. At least one of the partnerships identified for participation is from the disability community.

### g) SUSTAINABILITY

CYM creates 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 a national service day event, to \$100,000 Team Sponsorships. In return, sponsors (predominantly corporate partners and foundations) are recognized on collateral materials related to the event or site depending on sponsorship level and on team t-shirts for team sponsors. Sponsors participate in events, e.g as speakers, and volunteer at service projects. To engage private individuals, we maintain Leadership Giving Circles that recognize and promote different levels of individual giving. Through these tactics, CYM has been successful in securing large multi-year commitments from the Children's Trust and the Knight Foundation for whole program sponsorships, multi-year team sponsorships from Comcast, Bayview and Royal

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Caribbean, and 5-year annual commitments from private individuals.

### h) TUTORING PROGRAMS

Member Qualifications: Members are required to have at least a high school diploma or its equivalent and complete tutor training.

Member Training: The M-DCPS approved tutoring programs include training support and Teacher's Guides. Introductory training for REWARDS and Voyager is typically accomplished in a one-day format by M-DCPS contractors. In addition, during the fifth week of BTA, teams participate in M-DCPS professional development trainings alongside teachers at their assigned school. For Whole School Whole Child, City Year Headquarters' National Manager of Literacy Training, Kathryn Robinson, Ed.M, has developed a comprehensive training program built off of the 5 domains of literacy as determined by the National Reading Panel: vocabulary, phonemic awareness, phonics, fluency and comprehension.

Member On-Going Training: For each methodology, M-DCPS has contracted Regional Implementation Specialists to provide on-going training. These specialists provide training to teams at their school sites on Friday afternoons periodically throughout the year. Program Managers will implement portions of City Year's training program including running "refreshers". Advanced trainings on the Whole School Whole Child service model are held during the Advanced Training Academy in Jan/Feb. Throughout the year, members are formally or informally observed while providing tutoring by CYM staff, school staff and their peers in order to provide feedback on technique and tips for improving.

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Member Supervision: In addition to CYM's Program Managers, members receive supplemental supervision from their assigned teachers and from school liaisons.

### **Organizational Capability**

#### a) ORGANIZATIONAL BACKGROUND

Grant Application Contacts:

Primary: Evelyn Barnes, Chief Financial Officer, City Year, Inc.

Secondary: Saif Ishoof, Executive Director, City Year Miami

Organizational History: City Year, Inc. was founded in 1988 in Boston, Massachusetts and now operates in 20 U.S. cities and maintains affiliates in London, England and Johannesburg, South Africa. In 1993, City Year served as a demonstration model for the AmeriCorps program. At each City Year site, teams of corps members serve in schools as tutors, mentors and role models to make a difference in the lives of children and transform schools and neighborhoods in their local community. City Year Miami (CYM) was founded in 2008 with support of an AmeriCorps Planning Grant awarded by Volunteer Florida. In our first full year of operation, we fielded 82 AmeriCorps members to serve in 8 Miami-Dade County Public Schools and implement our volunteer programs.

Program Experience: In our three years since founding, City Year Miami has filled 252 member slots (including 10-11) and 145 Segal Education Awards have been earned to date representing over 240,000 hours of member service. CYM has consistently implemented City Year's Whole School Whole Child and Heroes program models and demonstrated academic improvement in our students served. For example, in 09-10, 77% of the 500 elementary students receiving tutoring from our

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members improved on the Voyager Benchmark Assessments, 81% improved in FCAT Developmental Scale Scores, and nearly half of the students demonstrated "significant learning gains" on the FCAT as defined by the Florida Department of Education. Behavior suspensions at Pine Villa ES dropped from 68 in 08-09 to 41 in 09-10. And, in the first academic quarter of 10-11, the percent of students demonstrating off-track Early Warning Indicators in attendance, behavior and course performance at Miami Jackson High School declined by 17% - going from 60% of the students on our focus lists having one or more off-track indicators to 43% of students on the same focus lists having one or more off-track indicators. Further, Jackson's whole school average daily attendance increased by 1.34%, from 93.88% to 95.23%.

Grants Experience: Since 1994, City Year, Inc. has managed over 200 AmeriCorps State Competitive, State Formula and National Direct grants, Planning Grants from State Commissions, VISTA, and America Recovery and Reinvestment Act grants. In addition, City Year, Inc. has received and managed grant awards from the Department of Education, the Department of Health and Human Services, and the Department of Housing and Urban Development.

Fundraising Experience: As required for Trustee approval to launch a new site, City Year Miami secured 80% of non-AmeriCorps funding necessary to support the first four years of operation through a challenge grant and multi-year commitments. In our first grant cycle, we raised over \$3 million in non-AmeriCorps funding.

Funding Sources: In Miami, our primary sources of revenue are local affiliates of private companies, foundations, individuals and state agencies. City Year's most recent Annual Report lists 2 foundations, 6 individuals, 10 corporations, 2 state agencies and AmeriCorps as our funding sources. In 2010-11,

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we have 29 in-kind and cash sponsors which include (full list available on our website):

\* Corporate: American Express, Bank of America, Comcast, CSX, MetLife, Starbucks, State Farm, Walmart, and Wells Fargo

\* Foundations: Anthony R. Abraham Foundation and The John S. and James L. Knight Foundation

\* Government: The Children's Trust, Miami-Dade Transit, and Volunteer Florida

\* Media: Beasley Broadcasting Group, Univision, and WLRN

Our proposed match sources for 2011-12 are included in Section III, Part A: Cost Effectiveness.

Percent of Budget: As per our 09-10 A-133 audit report, funding from CNCS accounted for 32% of City Year, Inc.'s total funding (includes ARRA stimulus funding). In 10-11 City Year, Inc. has an operating budget of \$71M, of which CYM's total budget represents less than 6%. For 11-12, CYM's attached program budget represents approximately 66% of the total projected Miami operating site budget.

Prior CNCS Funding: City Year Miami is re-competing for the first time. Since our founding, we have been awarded the following through Volunteer Florida:

06AFHFL0010023

07-08 Planning Grant, \$50,000

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06ACHFL0010006:

08-09: 52 MSY, \$618,800

09-10: 52, MSY, \$618,800

10-11: 67 MSY, \$817,400

06AFHFL0010033

08-09: 30 MSY, \$372,000

09-10: 30 MSY, \$378,000

10-11: 15 MSY, \$189,000

AmeriCorps Program 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.

Governance Structure: 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 of Trustees and Board committees (Finance/Audit, Program, etc.) each meet quarterly. The Board is comprised of 29 individuals and led by Chair Steve Woodsum, Co-Founder, Summit Partners. City Year, Inc. continues to be led by Co-Founder and CEO, Michael Brown. City Year's Executive leadership establishes the organization's strategic and annual operating goals and guide their division through delivering on the goals. In addition, each City Year operating site maintains a

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local advisory board, called a Site Board, comprised of local community and industry leaders. These boards review the site's progress toward quarterly and annual operating goals, offer guidance around areas for improvement, support local fundraising efforts, and help develop and implement local strategic plans. 25 local public and private sector leaders serve on CYM's Site Board, which is led by Novelist Brad Meltzer and wife Cori Flam.

Administrative Structure: City Year Headquarters (CYHQ) maintains centralized operating services and systems. Each functional department at the site level (Executive, Program/Service, Recruitment, Development) has a complementary department at CYHQ. In addition, CYHQ maintains centralized departments for finance, human resources, and information systems. Operating sites are managed through a regional management structure with a dedicated CYHQ Regional Director overseeing a portfolio of operating sites.

City Year has developed strong financial systems, and the 09-10 Financial Statements and A-133 Audit shows no findings or material weaknesses. All accounting, payroll and fiscal management functions are centralized at CYHQ and a grant accountant is dedicated to each site. CYHQ also manages insurance, legal, and audit services. MIP is our accounting software and Raiser's Edge software is used to streamline revenue recognition and management. Finance staff participate in CNCS sponsored financial management trainings. Locally raised revenue is allocated and used to fund local expenses. Every City Year site is fiscally protected as part of the larger organization, although revenue surplus or deficit remains attributable to each site over time.

As with administrative functions, City Year maintains centralized program supports including development of and support for comprehensive program policies and procedures, staff and member

## Narratives

handbooks, member and staff performance evaluations 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. All sites complete and submit a Memorandum of Understanding signed by the site Executive Director and Regional Director for each service model to be implemented locally, such as the Whole School Whole Child model and the attendance and behavior initiatives. These MOUs establish roles, responsibilities and expectations for both the local site and CYHQ.

Disability Inclusion: CYHQ's human resources department maintains relationships with our legal counsel and NSIP to support inclusion efforts and provide guidance on reasonable accommodation.

### b) STAFFING

Operating Site Staff Structure: City Year operating sites only run the AmeriCorps program and all site based staff directly support our AmeriCorps program by recruiting the corps, managing the corps program, managing service provided, raising funds, or supporting operations. As such, City Year Miami's 2011-12 staff structure is split into 4 functional departments: Executive & Operations (4 positions), Program & Service (16 positions), Recruitment (2 positions) and Development (5 positions). 17.75 of the 27 positions are captured in the proposed grant budget. All Development and Operations positions, one recruitment position and one service position are excluded from the grant budget. In 11-12, in order to accommodate the growth in corps, we will be adding 9 positions to our staff, of which 8 will be in the Program & Service department.

Key Positions:

## Narratives

Executive Director: Former CEO of FCT Technologies Corp, Saif I shoof provides overall site leadership, raises match funds (25% of time excluded from the grant), and manages strategic planning and site board development to ensure that CYM meets all City Year and AmeriCorps goals.

Managing Director: Dan Yoder has over 8 years experience within City Year including three years in Miami. He leads the Recruitment and Program & Service departments in staying on track with their monthly and quarterly goals and ensures that our program is implemented with fidelity.

Director of School Partnerships: Vivianne Bohorques manages relationships with the school district and the individual school partners, sets annual school-based service goals, and oversees all school service evaluation and reporting. Prior to joining CYM, Vivianne was the Education and Policy Director for the Mayor of Miami and taught mathematics for 7 years in M-DCPS schools.

Program Director (2): One position is filled by Caryn Lavernia. The PD oversees corps management including supervising the Program Managers (5 or 6 each), managing member issues and documentation, serving as the Disability contact, and ensuring a high quality experience for the members. Caryn has 5 years human resources experience at the Biltmore Hotel before joining CYM in 2008 as a Program Manager. CYM will utilize the City Year network, specifically City Year's LEAD training program for high performing Program Managers, to identify a second PD.

Recruitment Director: Noah Youngstrom is responsible for setting and generating the annual goals for recruitment, ensuring a diverse applicant pool, and selecting a high quality corps. Noah has served in Miami's recruitment department for 3 years and has brought in over 250 AmeriCorps members.

## Narratives

Program Managers (11): 5 filled and 6 new. These positions provide day-to-day supervision of teams in service and guide members through their AmeriCorps experience including supporting individual development plans, tracking and documenting team progress towards goals, and serving liaison with the school partners. We expect 4 of the current 5 PMs to return to the position in 2011-12. For the remaining 7 positions, we expect to recruit 4 internally through the City Year network and have 3 external candidates each with an education or social work background. For 10-11, we received 270 applications for the 5 current PM positions of which we interviewed 30 and had 12 finalists.

Staff Orientation: Program orientation and basic training is provided through City Year's Summer Academy, a week-long professionally-led training program for all City Year staff and Senior Corps Members (i.e. Leaders). Academy focuses on fundamental program goals, organizational objectives, and implementation of high impact service around tutoring in English and math and the attendance and behavior initiatives. Additionally, workshops are conducted on teambuilding, compliance issues and member performance management, volunteer engagement and management, local financial management, fundraising strategies, and leadership development.

Staff Training & Technical Assistance: CYM staff participate in cross-network twice monthly conference calls organized around job function that provide updates to the field and peer sharing opportunities and attend training conferences and workshops organized by CYHQ staff and held in Boston or regionally. We utilize CYHQ specialists, CYHQ produced webinars, and our peers at other sites to troubleshoot issues around recruitment, corps management, and program, support IT, fiscal and other administrative needs, and train incoming staff on policies and procedures. With guidance from community partners, such as the M-DCPS Education Transformation Office and our Diplomas

## Narratives

Now partners, professional expertise is identified for specific trainings and feedback. City Year, Inc is in process of upgrading our information systems to include five CRM systems that center around program implementation, service results, human resources, finance and operations, and support (aka Help).

Site Compliance Monitoring: City Year Miami staff participate in Program Director's meetings sponsored by Volunteer Florida. Volunteer Florida conducts annual site monitoring visits. CYHQ's Government Relations department reviews all eligibility documentation for members prior to enrolling members into AmeriCorps including criminal history checks. Desk audits and monitoring site visits are periodically conducted by CYHQ's Service Operations, Regional Operations and Government Relations departments. CYM program staff meet bi-weekly to discuss issues and challenges. The Program Director conducts weekly check-ins with the Program Managers and issues that cannot be solved locally are elevated to CYHQ or Volunteer Florida as appropriate. Program Managers meet with service sites (school staff) weekly to ensure members are providing quality service and are not engaged in prohibited activities.

c) MULTI-STATE (N/A)

d) MULTI-SITE

Service Sites: As an operating site for the City Year, Inc. parent organization, City Year Miami maintains a single local headquarters from which teams of members are deployed to school service sites. As of current discussions with the District, in 11-12 teams will be assigned to Pine Villa Elementary School and ten high schools: Homestead, Miami Central, Miami Carol City, Miami

## Narratives

Edison, Miami Jackson, Miami Norland, Miami Northwestern, Miami Southridge, North Miami, and Booker T. Washington.

Service Site Selection Process: These schools were identified through a series of discussions with District's Assistant Superintendent for School Improvement Grant schools. All schools are designated Title 1 schools and fall within the 5% lowest performing schools in the District.

Service Site Roles/Responsibilities: Through the selection process, we will enter into a contract with the Miami district administration that outlines roles and responsibilities. A standard City Year Service Partner Agreement includes financial commitments (if any), member goals, activities and responsibilities (including listing prohibited activities), agreements around data collection, supervision and monitoring expectations, and space allocation, division of duties between City Year and school staff, and a grievance process.

Prior Experience with Sites: Although the Education Transformation Office is new within the District, we have worked with M-DCPS administration since 2008. In 2011-12, two of the proposed schools will be returning partners, Pine Villa and Jackson. In the summer, our Director of School Partnerships hosts a School Partner Summit to provide an overview of the services being offered in schools for the upcoming school year and provide an opportunity for principals and school liaisons to share best practices.

### e) CURRENT GRANTEES

a. ENROLLMENT: In 2009-10, CYM filled 100% of slots awarded under both State Competitive

## Narratives

[52/52] and Formula [30/30] and have filled 100% of slots awarded in 2010-11 as well.

b. RETENTION: In 2009-10, CYM achieved 86.6% retention [71/82]. In 2010-11 to date, we are operating at 98% retention [80/82].

Explanation: Of the 11 members who exited early without awards in 2009-10, 3 left due to financial hardship; 2 left because they were no longer able to commit to the hours requirements; 2 left to pursue other career opportunities; 1 left due to personal issues that did not qualify as compelling; 1 left due to homesickness; and 2 were dismissed for failure to adhere to program standards.

Retention Plan: In addition to implementing City Year's standard retention strategies around building an esprit-de-corps, providing leadership opportunities, supporting individual and career development plans, and providing structural supports, in 10-11 we made the following changes to our program to improve retention:

- increased the living allowance from \$10,750 to \$11,825 for first year members,
- have planned an increase to \$12,100 for 2011-12,
- restructured activities and revised the Program Manager job description to allow for a more targeted focus on the members they supervise, for example, logistics for school based volunteer service projects have been centralized with two members who run volunteer engagement activities and logistics for member training have been assigned to a new Training Manager position, and,
- to address issues arising from poor fit, we have implemented targeted brand campaigns and revised outreach tactics in order to better educate and attract committed applicants.

f) SPECIAL CIRCUMSTANCES (N/A)

## Narratives

### Cost Effectiveness and Budget Adequacy

#### a) COST EFFECTIVENESS

CYM respectfully requests a grant award of \$1,562,500 at a cost/MSY of \$12,500 and a dollar for dollar match of 50%. We currently operate with a Competitive and a Formula grant. This request combines these two grants and adds 43 new MSY. We are requesting a slight (\$300) increase in the cost/MSY, from \$12,200 to \$12,500, to support an increase in our living allowance from \$11,825 to \$12,100 and new operating costs resulting from additional criminal history check requirements (\$50) and a 2% increase in the calculation for staff fringe benefits from 18% to 20%.

Commitments To Date: Our 11-12 diversified revenue plan strongly supports growth to 125 corps members and we have identified 100% of our match sources required. Approximately one-third of the funding identified for match comes from private sector and foundation funding. We have initiated discussions and/or expect to renew multi-year commitments from our founding and team sponsors, specifically:

- Wexford Equities: renewal of a \$100,000 team sponsorship of which \$87,500 will be allocated to the grant,
- The Children's Trust: renewal of the 3-year grant which generates \$275,000 annually for school service (the RFP was issued and awards will be announced in the spring),
- Comcast: committed \$100,000 team sponsorship and in contract for FY12 and FY13,
- CSX: renewal of a \$100,000 team sponsorship through national leadership sponsorship currently in negotiation by CYHQ and to be formalized in the spring, and,
- M-DCPS: we have received a verbal commitment of \$1,000,000 from the School District through

## Narratives

the line item designated for external providers in the School Improvement Grant program.

In addition to funds specifically identified for match, we have approximately \$300,000 in additional pending renewals from Bayview Financial, Wells Fargo, Royal Caribbean and private individuals. We have also submitted a 2-year, \$1.5M request to the Knight Foundation (one of our founding partners) and will hear back from them in March 2011.

### b) CURRENT GRANTEES:

Grantee Share: CYM continues to exceed the CNCS 10-year match rate. In 08-09 and 09-10, we achieved a 54% grantee share for our State Competitive grant and a 46% grantee share for our Formula grant. In 10-11, we aligned both grants to a 50% grantee share. Although we are requesting significant growth in our grant award, our match share is increasing commensurately from \$1,006,400 to \$1,562,500 requiring us to raise an additional \$556,100 in non-AmeriCorps funds. In program year 10-11, we raised our stipend for our first year members from \$10,750 to the AmeriCorps minimum (budgeted at \$11,825 per member). This \$1,075 per member increase was approved by City Year's Board of Trustees after the 10-11 AmeriCorps grant was approved and therefore has been absorbed entirely within our private sector funding.

### c) SPECIAL CIRCUMSTANCES (N/A)

### d) BUDGET ADEQUACY

We will continue to operate cost-effectively and as a centralized national organization strive to achieve

## Narratives

economies of scale. Our proposed budget 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; essential overhead costs including space rental and telecommunications equipment; supplies; internal performance measurement; corps and staff attendance at our national training events and annual service summit; corps training and transportation costs; and requisite limits on administrative costs. City Year runs a single program (AmeriCorps) and therefore all costs directly support the implementation of the proposed service activities. Corps benefits include full-time stipends, health care for full-time participants, FICA and worker's compensation. Of the total requested amount of \$1,562,500, 71% (\$1,103,162) will support Section II, Member Costs.

CYM staff will work directly and exclusively on the AmeriCorps program, and therefore 100% of site salaries for the noted positions, with the exception of Development expenses, are included here. Staff members are paid competitively based on their professional experience, tenure, and comparable rates in our localities. Staff benefits (FICA, SUI, Group Health & Life Insurance, 401K match and Worker's Compensation) are estimated at 20% of salary cost. Administrative functions performed by City Year, Inc. are shared across all City Year operating sites. A portion of these costs are included in the Administrative section (III). Federal funds will be used only for allowable direct costs in this category.

e) FIXED PRICE (N/A)

### Evaluation Summary or Plan

City Year Miami will continue to participate in Volunteer Florida's twice annual Statewide Evaluation conducted by Florida State University.

In the past 10 years, City Year, Inc. has contracted multiple external evaluations on components of

## Narratives

our service including the Policy Study Associates research study of 2,189 City Year Alumni that demonstrated the impact of our program on increasing alumni civic engagement (published 2007), a comparison study on our Young Heroes program conducted by Theresa Sullivan, Independent Evaluator (published 2006), evaluation of our Whole School Whole Child service model prepared by Brett Consulting Group (published 2009 and 2010), and external evaluations on select components of our service model are underway at our sites in New York, Philadelphia and Miami. In 2010, City Year was included under an Investing in Innovation (i3) grant awarded to the Diplomas Now partnership which pairs City Year with Talent Development (Johns Hopkins University) and Communities in Schools. This 5-year \$30 million grant includes a randomized experimental study to test and validate the impact of the Diplomas Now model.

All completed evaluation reports have been submitted to CNCS and our State Commissions and select reports are available on the City Year website.

### **Amendment Justification**

Not applicable.

### **Clarification Summary**

2011-12 CLARIFICATIONS:

As of 5/16/11: Performance measure phrasing for ED5 adjusted to reflect use of grades solely to demonstrate on-time course completion.

BUDGET CLARIFICATIONS:

Budget revised to 67 MSY at a cost-per-MSY of \$12,200.

## Narratives

### Section I :

A. Personnel Expenses: position descriptions added.

C. Staff Travel: CNCS-sponsored meetings and Florida Volunteer meetings separated into two line items. Academy travel itemized.

C. Member Travel: Academy travel itemized.

H. Evaluation: The \$150 per corps member includes allocated cost of City Year's Internal Evaluation Department's support: annual survey development, distribution, aggregation and analysis, and design and maintenance of data collection tools and databases. This internal evaluation support is not a duplication of the budgeted site employees or corps members' data gathering expenses.

### I. Other Program Operating Costs

Internet: Reduced allocation rate to the grant. Internet costs are for the entire City Year Miami Headquarters and would support the 35+ computers used by staff and corps.

Office Space: Cost basis detail added.

Equipment and Space Rental: Line items separated.

## Narratives

Criminal history checks verification: City Year conducts a registered sex offender check (nsopr.gov), state repository criminal checks through all applicable states, and a FBI fingerprint check on all newly hired AmeriCorps members and organization staff. Costs are included in the budget.

Section II.

Living Allowance: With the budget revisions to reflect the 67 MSY under consideration, the living allowance line item has been adjusted to \$12,922. In Miami, we maintain two living allowance rates. Our first year corps members are budgeted at \$12,126 and our Team Leaders and Project Leaders at \$15,936. Leaders serve an additional two months and have added responsibilities. eGrants only allows for one rate in the Full-Time line item and as a result the \$12,922 reflected in the budget is a blended rate (i.e. average for the number of each corps in each stipend level) for the two stipend levels.

### PERFORMANCE MEASURE CLARIFICATIONS:

Volunteer Generation and Civic Leadership Performance Measures: Removed per recommendation. We will continue to report on these activities in our progress reports to Volunteer Florida.

National Performance Measure (Education):

All numbers revised to reflect 67 MSY. In the application, we identified 10 high schools and 1 elementary school for team placement. This grant will cover 5 or 6 of the schools identified in the application. Specific schools covered by this grant still to be assigned.

## Narratives

City Year's program is designed to support children with staying in school and on-track to on-time graduation from high-school, and remaining at benchmark is critical to on-time grade progression. We target students who are at the low end of benchmark (sliding off-track to graduate) and at the high end of below benchmark (off-track to graduate) with the intent of moving these students up a grade level to benchmark or to make gains within benchmark. Students who are significantly below benchmark require specialized services.

The target for ED5 is set at 50% of middle and high school students and 80% of elementary school students who complete the program [ED2]. Our data indicates that 50% moving up a full grade level for middle and high school is appropriate. We anticipate that 80% of all students will make within grade/level gains. Because we are measuring grade level improvement, we are retaining course grades as one of a selection of tools to identify and track student performance. Current research completed by Johns Hopkins University indicates that grades are predictive measures for identifying students who are at-risk to drop out of high school to receive targeted interventions (Balfanz & Byrnes 2006, Balfanz, Herzog, & MacIver, 2007, and MacIver & MacIver 2009). Further a study by the Chicago Consortium of School Research links grades to student gains on state testing (Allensworth, Correa & Ponisciak 2008). Under the Diplomas Now partnership, City Year has been awarded an Investing in Innovation (i3) grant from the Department of Education to pursue this evidence based practice. This randomized study will include schools served by City Year teams in Miami.

CLARIFICATION FOLLOW-UP ITEMS:

Executive summary revised.

## Narratives

Requested Grant Award Period: July 1, 2011 -- June 30, 2012

Requested Member Enrollment Period Start Date: July 5, 2011

Math Interventions: Although members will provide academic support to students in math classes, we are not including an outcome at this time do to the nature of the type of intervention. Members will provide support to math classrooms (described as whole class support in the application narrative) and support homework completion rather than provide targeted and consistent 1:1 or small group tutoring. Because whole-class support and homework clubs are not enrollment based programs with an expected level of dosage, we do not anticipate the same level of outcome as with our English Language Arts/ELA students who are enrolled and receive consistent tutoring. However, many of the students who do receive math support are also enrolled in our ELA program and their progress will be captured under the academic measure.

Performance Measure: With regard to ED5, we respectfully request an extension for our response regarding use of grades as a measure of academic progress per student. Please note that we have received approval from Lois Nembhard at CNCS to submit by May 13th, for the reasons outlined below.

Briefly, our research around Early Warning Indicators (including course performance in English/Math, behavior and attendance) supported by Johns Hopkins University, verifies that grades are an acceptable means of assessing student progress in a given academic subject. The use of grades becomes particularly important at the middle school level (6-9) because tutoring interventions tend to follow classroom based curricula. By contrast, at the elementary school level interventions are

## Narratives

structured around separate tutoring programs with unique assessments. City Year currently collects comparative grade data for 6th-9th grade students across all 20 operating sites. We seek to align our cross network data practice, protocols and reporting with CNCS measures.

We recognize that we will need time to comprehensively describe our research and findings and confer with external stakeholders at JHU and elsewhere, who will meaningfully inform our response.

Budget: Evaluation: The evaluation costs do not include the day to day gathering of data at our local operating sites to assess progress toward meeting performance measures. The \$150 per corps member includes allocated cost of support to the local operating site from City Year Headquarters' Evaluation Department which includes annual survey development, distribution, aggregation and analysis, student level data aggregation and analysis, and design and maintenance of data collection tools and databases. This internal evaluation support is not a duplication of the budgeted site employees or corps members' data gathering expenses.

### Continuation Changes

Not applicable

## Performance Measures

### SAA Characteristics

- |  |   |
|--|---|
| <input type="checkbox"/> AmeriCorps Member Population - None c | <input type="checkbox"/> Geographic Focus - Rural |
| <input checked="" type="checkbox"/> Geographic Focus - Urban   | <input type="checkbox"/> Encore Program           |

### Priority Areas

- |  |   |
|--|---|
| <input type="checkbox"/> Economic Opportunity                            | <input type="checkbox"/> Environmental Stewardship            |
| <i>Selected for National Measure</i> <input type="checkbox"/>            | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Education                            | <input type="checkbox"/> Healthy Futures                      |
| <i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Veterans and Military Families                  | <input checked="" type="checkbox"/> Other                     |
| <i>Selected for National Measure</i> <input type="checkbox"/>            | <i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 56.95

### Service Categories

Elementary Education

Secondary Education

Tutoring and Child (High Sch.) Literacy

## National Performance Measures

Priority Area: Education

### Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

At 6 schools, members will provide small group tutoring using Miami-Dade County Public Schools approved research-based and age-appropriate tutoring methodologies to 590 3rd to 9th graders. Methodologies currently approved are Voyager for elementary schools and REWARDS (Reading Excellence: Word Attack and Rate Development Strategies) for high schools. Both methodologies focus on developing oral reading fluency, one of the 5 domains of literacy identified by the National Reading Panel. And both methodologies have standardized lesson plans and instructional Teacher Guides. M-DCPS may identify and approve additional methodologies for use in the School Improvement Grant schools. All tutoring methodologies used in Florida's SIG schools must be research based.

Voyager tutoring occurs in 30 minute blocks 4 times a week for the academic year. Students are expected to receive 15 - 30 hours of tutoring for program completion. Students receiving Voyager tutoring will be assigned by the school based on their prior year's performance on the FCAT or FAIR standardized test. REWARDS tutoring will occur in 45 minute blocks every other day for approximately 10 weeks (20 sessions). Students are expected to receive at least 12-15 hours of tutoring for completion. Students receiving REWARDS will be identified by CYM's Director of School Partnership based on their October FAIR test scores and assigned to tutoring by the school. Completion hours requirements factor in student mobility rates and absenteeism for both age ranges. Student performance will be measured using Voyager and REWARDS benchmark assessments. This data will be triangulated with performance on FAIR tests and course grades as related to on-time course completion. Members will receive training in the methodologies by Regional Implementation Specialist contracted by the District. Pre-service training includes a one-day session by the Voyager or REWARDS contractors, professional development by school staff, observations, and participation in City Year's WSWC training program which includes a comprehensive training program on literacy tutoring. In-service training is conducted by the Regional Implementation Specialists and by City Year's Program & Service staff.

Members provide tutoring, record and track student progress, enter data into City Year's service data base, and

## National Performance Measures

Briefly describe how you will achieve this result (Max 4,000 chars.)

review progress with students' teachers and CY staff. In addition, members provide supplemental academic support through whole-class support, homework assistance, and subject-based tutoring. Whole-class support places members in the classroom where they provide specific supports around class-room management and behavior to keep students actively engaged and learning. Members also provide additional adult support during small group work so that teachers may differentiate instruction.

### Result: Intermediate Outcome

Result.

Students who complete the AmeriCorps Education Program will improve their academic performance, as evidenced by performance on literacy assessments (increasing one level or remaining on benchmark) and/or on-time course completion.

Indicator: (PRIORITY) ED5: Students with improved academic performance.

Target :219 students will improve academic performance

Target Value: 219

Instruments: Voyager Benchmark Assessments (elementary school), REWARDS benchmark assessments (9th grade), FAIR standardized tests scores (all grades), report card grades (all grades; to be used only to show on-time course completion).

PM Statement: 219 students who complete the AmeriCorps Education Program will improve their academic performance as evidenced by performance on literacy assessments (increasing one level or remaining on benchmark) and/or on-time course completion.

### Result: Output

Result.

Students will be enrolled in an AmeriCorps Education Program.

Indicator: ED1: Students who start in an AC ED program.

Target :590 students will receive services

Target Value: 590

Instruments: student logs entered into cyIMPACT database

PM Statement: Member will enroll and provide services that promote academic achievement for 590 elementary and high school students.

### Result: Output

Result.

Students will receive the minimum number of hours of tutoring to complete an AmeriCorps Education Program.

Indicator: (PRIORITY) ED2: Number of students who complete an AC ED program.

Target :413 students will complete the AmeriCorps Education program

Target Value: 413

Instruments: student logs entered into cyIMPACT database

PM Statement:

## National Performance Measures

Result.

413 students will receive the minimum number of hours of tutoring to complete an AmeriCorps Education Program.

## Required Documents

**Document Name**

**Status**

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable