

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 06-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC124858	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHMA0010003														
5. APPLICATION INFORMATION																
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: Sandra Burke TELEPHONE NUMBER: (617) 927-2407 FAX NUMBER: (617) 927-2510 INTERNET E-MAIL ADDRESS: sburke@cityyear.org															
ADDRESS (give street address, city, state, zip code and county): 287 Columbus Avenue Boston MA 02116 - 5114 County: Suffolk																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 222882549	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Service/Civic Organization Community-Based Organization National Non-Profit (Multi-State)															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTE <input checked="" 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):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: City Year Boston															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Boston and Cambridge Suffolk & Middlesex Counties	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 07/01/11 END DATE: 06/30/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>MA 008</u> b.Program <u>MA 008</u>															
15. ESTIMATED FUNDING: Year #: <u>3</u>	16. IS 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															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 1,764,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 1,764,000.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 3,528,000.00</td> </tr> </table>	a. FEDERAL	\$ 1,764,000.00	b. APPLICANT	\$ 1,764,000.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 3,528,000.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 1,764,000.00															
b. APPLICANT	\$ 1,764,000.00															
c. STATE	\$ 0.00															
d. LOCAL	\$ 0.00															
e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 3,528,000.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Evelyn Barnes	b. TITLE: CFO	c. TELEPHONE NUMBER: (617) 927-2373														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 01/06/11														

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Executive Summary

In 2011-12, City Year Boston is a full-time, team-based AmeriCorps program serving 7,800 low-income students in 14 public schools in metropolitan Boston. Our 180 AmeriCorps members, ages 16 -- 25, provide targeted and school-wide interventions in literacy, math, attendance and behavior to 3rd-9th grade students identified as at-risk to drop out. We will enroll 700 below-grade level students in our Academic Program and 50% of those completing will demonstrate significant academic improvement.

Rationale and Approach

a) COMMUNITY NEED

The majority of children attending Boston's public elementary schools need increased academic support and expanded out of school opportunities to achieve grade-level success in school. Just 32% of Boston Public Schools 3rd graders are reading at a proficient level according to the 2007 English Language Arts MCAS scores, compared to 59% across the state. More than 80% of children attending Boston Public Schools in grades K-8 in Roxbury, Dorchester, Jamaica Plain, South Boston, Roslindale, and East Boston neighborhoods are low-income, primarily from African American, Hispanic and Asian communities. In 2007, nine of City Year Boston's 10 elementary school partners were designated, as an entire school, to be in need of improvement and/or corrective action based on Annual Yearly Progress ratings.

These early struggles have far-reaching consequences. BPS is one of the 100 largest school districts in the country, and as many as a third of its students drop out of school each year. African American and Latino youth comprise 70% of Boston's dropouts and most are from low-income families. Students don't decide to drop out overnight but experience significant academic, social and/or emotional difficulty often several years prior to their departure ("The Invisible Dropout Crisis in Boston and America", Boston Private Industry Council, May 2006). Research from Johns Hopkins University also concludes that predictors of high school failure can be spotted as early as 6th grade (Nield, Balfanz, Herzog, "An

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Early Warning System", Educational Leadership 2007).

Participation in after-school programs is nationally recognized as an effective means of increasing school success for at-risk students, and among 6-14 year olds in Boston's public schools after school program enrollment has more than doubled over 8 years. Nearly 50% of BPS' 37,000 elementary and middle school students participate in after-school programs, and 55% of parents whose children are not currently participating are interested in having their child participate in an after-school program. (Mass. Special Commission on After-School and Out of School Time, 2007). The need to provide increased in-school and after-school program support is clear but the Boston Public School District, managing a downturn in Title I funds and subsequent budget shortfall of \$12.8 million as of January 2008, has in fact decreased per student expenditure.

City Year Boston (CYB) is a full-time, team-based AmeriCorps program focused on improving school resources, after-school programs, and civic engagement opportunities for Boston's most disadvantaged children and youth. In 2009-2010, entering its 21st year serving Boston communities, CYB proposes to field 150 full-time, diverse, 17-24 year-old AmeriCorps members to meet these needs, in alignment with the Corporation for National and Community Service's strategic priority of ensuring a brighter future for all of America's youth.

b) ACTIVITIES AND MEMBER ROLES

CYB's approach to long-term school success is organized around a research-based, "Whole School Whole Child" (WSWC) service model. Teams of 8-11 members are placed for a full academic year in partner Boston Public Schools and members provide targeted tutoring and informal mentoring, implement after-school programming, facilitate positive peer interactions and opportunities to serve, and offer students consistent connections with a caring adult throughout the school day. The WSWC

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approach utilizes a tiered intervention structure such that children and youth with greatest need receive targeted support, those with less need receive group support, and the rest of the school population benefits from school-wide activities. Through these interventions, CYB members a) help to develop students' ability to thrive socially and emotionally in school and after-school, b) improve literacy skills of students with the greatest academic need and the school-wide learning environment in general and, c) increase student and adult civic membership in the school and neighborhood.

Locations and Typical Day: This year, members are serving at the following K-5th grade and K-8th grade Boston Public Schools (BPS): Trotter, Agassiz, Hennigan, Tobin, Ohrenberger, Haley, Lucy Stone, Shaw, and Condon, and a new pilot partnership with the Neighborhood Charterhouse School. CYB expects to renew the majority of these partnerships and add two more in 2009-10. A typical day for members will include the following activities: 4 hours of small group tutoring and classroom assistance, 1 hour of homework assistance after-school, 1.5 hours of after-school enrichment activities, 1 hour of planning, preparation, documentation of service, and communicating and co-planning with school staff, and 1 hour of informal mentoring. Mentoring occurs before school and during recess, plus the school's choice of either "Lunch Buddies", a daily small group lunchtime mentoring program, "Do The Right Thing", an anti-bullying curriculum occurring twice each week, or regular small group support for targeted students with behavior challenges. An additional .75 hour is spent debriefing with the team.

Structure: CYB's program year aligns with a typical academic calendar. From August to June, 150 members will serve five days a week 8:30AM -- 5:30PM. Four days are dedicated to direct service delivery and Fridays are reserved for member development, including content area trainings, civic leadership, corps-wide service days and other volunteer events. The CYB corps will be divided into 14 teams, each supervised by a staff Program Manager and led daily by an experienced Team Leader. Team Leaders are members who have demonstrated leadership capabilities and receive extra training in order

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to lead the team. Eleven WSWC teams (110 members) will be placed in BPS schools. Two teams (20 members) will be responsible for all aspects of CYB's youth volunteer programs called "Heroes" and one team (9 members) will organize and implement all CYB civic engagement initiatives (detailed in Community Outputs). Members are trained to conduct full-time activities and evaluation directly related to these outcomes and are closely supervised to ensure adherence to goals as represented in this proposal.

Literacy Tutoring: In coordination with BPS classroom curricula, CYB will use the Harcourt School Publishers research-based instructional materials for literacy tutoring. The materials focus on developing students' basic early literacy skills, namely phonological awareness, alphabetic principle, accuracy and fluency with connected text, vocabulary and comprehension. Members will work with K-3rd grade students primarily in small group settings. Each teacher assigns five targeted students for an individual member to work with daily as well as support the class as a whole. Teachers and/or school Reading Coaches select students for tutoring who are reading below benchmark based on start of year DIBELS scores (Dynamic Indicators of Basic Early Learning Skills). Members collaborate closely with them to adhere to Harcourt's learning methodology and to track student progress. A total of 525 students will consistently receive tutoring. Members will also facilitate read-alouds and other group activities for non-targeted students through Literacy Centers, as requested by teachers.

After School Programs: WSWC team members will recruit 600 3rd-5th grade elementary school students, utilizing a 1:6 member to child ratio, to participate in enrollment-based after-school programs Monday-Thursday from 3:00-5:30 PM. Programs will be operated at all 11 partner schools to provide continuity for students and to ease transition periods. Members typically implement City Year's standardized service-learning after-school program (Starfish Corps) or recreation-based programs (T-Mobile After-school Programs), on alternate days. All programs incorporate 1 hour of homework help,

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utilizing proven resources such as Harvard After-School Initiative (HASI) trainings and materials linked to state curriculum standards. As a result children are engaged in learning that is connected to their school day academics. CYB partners with BPS' Department of Extended Learning Time, After-school, and Services (DELTAS) to access best practices and trainings; CYB also collaborates with Boston community-based organizations like New England Scores and Sports4Kids to help members create and run structured, age-appropriate recreational activities during the after-school programs.

Camps: During BPS' winter and spring school vacations, a team of WSWC members operates four week-long "camps". They are located in CYB partner school facilities and in neighborhoods with a concentration of school partners (South Boston, Dorchester, Roxbury and Roslindale). The Camps offer elementary school students a low-cost, safe, accessible and structured alternative during school vacation weeks. More than 600 students are enrolled in each session, and activities include external facilitators, field trips, carnivals, and age-appropriate service projects. Members plan, recruit participants for and lead all aspects of Camps, as well as recruit and deploy 70 non-CYB volunteers and 150 CYB staff and corps, for each session.

Positive School Climate: WSWC teams will support the general school climate through 8 specific events per school that benefit the school community as a whole, such as Teacher Appreciation Days, Family Engagement nights, and Opening Day/Graduation events for the Starfish program. Teams will also support innovative projects of students' design to build a new school capacity (examples include school-wide service projects, forming a student council, or launching a safety and welfare campaign). Together with informal mentoring activities and recess support, these events help the corps foster a safe, welcoming and respectful school environment, as well as build trust among students, parents and teachers. These activities will serve more than 3,000 students.

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Value added: CYB's AmeriCorps members add unduplicated value to existing school resources. They are uniformed, ethnically and educationally diverse young adults who function as a team. They are trained as energetic role models who demonstrate good conduct, respect, teamwork and the importance of serving others. Members' age proximity and accessibility helps students see them as friends and not simply authority figures (Public/Private Ventures, '97). Effective tutoring programs have a high dosage level (frequency and length of session), which can only be achieved by deployment of corps serving in a full-time capacity. Serving in schools with children all day, members have increased opportunity to develop trust with children and to forge an identity within the school. For at-risk students, this kind of relationship may be critical. According to the Boston Private Industry Council dropout study research, the relationship between students and caring adults, whether positive or negative, is the most important factor in students' school experience.

Prohibited activities: Members are trained in Prohibited Activities during pre-service orientation and sign a Member Contract with the activities included. Prohibited Activities are included in each school's Service Partner Agreement and reviewed at the start of year with partners. Service will be routinely monitored by CYB's Program and School Partnerships Directors.

c) MEASURABLE OUTPUTS AND OUTCOMES

1) Literacy Tutoring: 525 students will receive targeted small group literacy tutoring. On mid-year and year-end surveys, at least 70% of approximately 80 teachers will agree or strongly agree (4/5 on a scale of 1-5) that members have improved students' abilities as capable and committed learners, as evidenced by multiple survey questions on student motivation, academic performance, and academic confidence. CYB also expects that as an end outcome, 60% of tutored students will perform at or beyond adequate growth measurements in fluency, comprehension and/or vocabulary, based on BPS periodic assessments of individual student development (such as DIBELS).

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2) Out of School Time Programs: 600 elementary school age children will participate in CYB's enrollment-based after-school programs. CYB Camps will serve at least 600 students twice each year. Please note that CYB's weekend student volunteer program "Heroes", discussed under Community Outputs, also has specific outputs and outcomes as provided in Heroes 2009-2010 Performance Measure.

CYB will utilize the following systems and tools to measure outputs and outcomes:

- Scaled, standardized mid-year and end-year teacher and principal surveys administered in November and May, aggregated and analyzed by City Year's national Research and Evaluation Department using SSPS software;
- DIBELS or other BPS-designated periodic literacy assessments per child, administered up to three times during the year by teachers;
- City Year's Impact Database, a web-based data collection system launched in 2008 to archive programming, participants, volunteers, and events. WSWC teams collect, review and enter data monthly;
- Team Activity Trackers, completed daily by members and including program rosters and daily attendance forms.

WSWC teams will also administer a new pre/post youth survey, designed for 3rd-5th grade students to measure changes in student academic behavior, sense of connection with school, and level of trust and

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confidence in CYB members. This survey is being piloted at BPS partner schools in 2008-09. Further external evaluation of the effectiveness of the WSWC model will be implemented in 2009-2010. Please see Evaluation Summary for detail.

d) PLAN FOR SELF-ASSESSMENT/ IMPROVEMENT

CYB's WSWC Director and Senior Manager oversee related data collection, reporting, review and program design adjustment. They visit each school at least once per month, and meet quarterly with BPS administrators to obtain information on curriculum development, facilities and system-wide areas of focus, and to review program successes and challenges. Program Managers, who have front-line responsibility for team goal achievement, meet weekly with WSWC leadership staff to problem-solve and assess progress towards output and intermediate outcome goals. Team Leaders gather feedback from members during daily team debriefs; Program Managers lead a goals progress review monthly with their teams. Results from principal, teacher and youth surveys are reviewed in January and July and shared with CYB's staff, Board, BPS officials, school principals, and other stakeholders. Results from DIBELS data will be assessed as soon as they become available and shared with all stakeholders. CYB's WSWC leadership staff work to continually adjust and improve all school services in real time and for the following year, based on these varying levels of feedback.

e) COMMUNITY INVOLVEMENT

Planning process: CYB developed the concept, design and ongoing implementation of the WSWC model and its components based on input from BPS officials, principals, teachers, students, parents, CYB's Board of Directors, local and national thought leaders, corps, staff, alumni, sponsors, and partner Boston service organizations. In 2006, CYB launched a process to define and standardize the full-day, full-team model in schools and to begin to alleviate the early problems that lead to Boston's high drop out rates. In 2007, under the direction of new Superintendent Dr. Carol Johnson, BPS developed a

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"Focus on Children" campaign targeting better core instruction, more individualized academic support, and improved family and community engagement. Since then CYB has met at least quarterly with BPS leadership, including Dr. Johnson and Assistant Superintendent Marilyn Decker, to identify how CYB can integrate with BPS priorities and to establish a team of colleagues. CYB works with the following key officials: Elementary Academic Superintendents Mary Nash and Vickie Batista; BPS Chief of Staff, Anand Vaishna; Chief Accountability Officer, Frank Barnes; and Deputy Superintendent of Teaching and Learning Barbara McLaughlin.

Management consultants Bain & Company conducted an intensive 5-year strategic planning process for CYB from January -- April 2008 on service design, impact and site operations. More than 250 community members and stakeholders were involved through one-on-one interviews, focus groups, and surveys. The resulting plan, approved by CYB's Site Board of Directors, outlines monthly, quarterly, and annual goals for CYB's service reflected throughout this proposal.

Ongoing roles: BPS officials and school staff will continue to influence CYB's service focus, through feedback on effectiveness of corps initiatives and interventions in schools and partnership in data collection and corps supervision. By March 2009, BPS expects to have identified a new reading curriculum. Dr. Johnson has expressed her commitment to involving CYB in these decisions, noting how important it was to her that CYB is prepared to support BPS' selected methodologies (November 2008). CYB and BPS are now in collaborative negotiations with a local private funder to comprehensively re-evaluate and streamline BPS' multiple student academic assessment tools over the next three years. A key condition of the partnership is to develop the capacity and systems to share student achievement data with CYB at a district level, and in a timely fashion. In addition, CYB conducts a full RFP process for prospective and current partner schools each spring, with questions designed to show how schools are prepared to support an aligned program model.

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f) RELATIONSHIP TO NAT'L/COMMUNITY SERVICE PROGRAMS

CYB partners with other Boston-area AmeriCorps programs to improve the quality of after-school programs and mentoring services offered to BPS students. Sports4Kids coaches train the CYB corps on how to run safe and effective games, teach sportsmanship, and manage behavior for children who often have no experience with sports. In return CYB supports Sports4Kids after-school homework sessions and recruitment. The Mass Mentoring Partnership (MMP) works with CYB to develop structured curricula for CYB's in-school mentoring initiatives and provides training and ongoing coaching, while CYB offers space and computers for MMP trainings. To help ensure non-duplication of services, CYB participates in the Full Service Schools Roundtable, a local non-profit coalition that integrates community resources with BPS goals. CYB also runs an annual non-profit service fair. In 2007, 21 organizations participated and more than 400 people attended to network and inform public awareness of local resources. CYB collaborates with other AmeriCorps programs to help make its February and April school vacation camps and spring Serve-a-thon successful. Last year, more than 100 members from other programs contributed their expertise as volunteer team leaders.

g) REPLICATION

One of the key recommendations of the Bain & Company strategic plan is to standardize CYB's school-based service to allow for scaled growth. The WSWC model used in all partner BPS schools centers on comprehensive, full-school partnerships made up of replicable components; i.e. placing 1-2 members per classroom; a student:member ratio of 6:1 for literacy tutoring interventions; organized and enrollment-based after school programming; and a roster of specific positive school climate initiatives designed to meet BPS goals for student and family engagement in school communities. CYB's after school program is already standardized and documented in a manual that details how to plan, implement and resource the program. All CYB teams are required to preserve historic knowledge

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through "legacy binders" at the end of each year.

Organizational Capability

1. a) PROGRAM/ FISCAL OVERSIGHT

History: City Year was founded in 1988 in Boston, Massachusetts as a 50-person summer pilot and today is an international youth service program operating in 19 U.S. cities and in Johannesburg, South Africa. All City Year sites such as CYB operate as part of one 501(c)3 nonprofit organization and adhere to central policies and procedures established by legal applicant City Year, Inc. All City Year sites share the same mission, vision, and basic goals: to provide children with the skills, values and experiences they need to grow into self-confident, educated, engaged civic leaders for the common good..

Experience: For the past 20 years City Year has worked to develop a replicable program while responding to local needs, priorities, and assets. In 1993, City Year was selected as one of eight demonstration models for AmeriCorps. City Year, and all operating sites including CYB, has implemented its mission entirely through full-time, team-based AmeriCorps members since 1994. Since 2000, CYB has graduated 930 full-time and 35 half-time AmeriCorps members. CYB members have intensively tutored 2,114 students since CYB's literacy program was launched in 2005. Of 77 teachers surveyed in 2008, 93% reported that members helped to improve students' academic performance and 89% that members helped increase students' confidence as learners, a percentage that has steadily increased over the past three years. Since 2002, 1,126 middle and high schools students have participated in CYB's member-led Heroes programs, with 924 graduating and earning President's Volunteer Service Awards for serving at least 75 hours. For the past 8 years, CYB members have recruited an average of 3,700 youth and adults annually to volunteer at citywide service events, benefiting Boston's public schools, parks, social service agencies and other community-based organizations. Collectively these volunteers have provided over 228,000 hours of service.

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Capacity to Manage Federal Grants: City Year has managed over 130 federal grants since 1992. City Year currently receives AmeriCorps funds through multiple other State Commissions (California, Florida, Louisiana, Illinois, Michigan, New Hampshire, New York, Ohio, Rhode Island, Pennsylvania, South Carolina, Texas, and the District of Columbia) and has continuously operated through National Direct support since 1994. CYB became an AmeriCorps program with the generous support of the Massachusetts Service Alliance in 1994.

Staff Experience: CYB has a diverse, professional staff, 74% are AmeriCorps alumni, who have experience in corps leadership, as well as AmeriCorps compliance and mission dedication. At the HQ level, City Year's 4-member Government Relations staff represents more than 35 years combined experience in working with the National and Community Service Trust Act, Regulations, and interpretation of the OMB circulars for the City Year program. CYB regularly meets all required reporting deadlines, including 30-day member enrollment and exits, progress and fiscal reports, and responds promptly to all requests for information from MSA.

Fiscal Structure and Systems: City Year, Inc.'s FY09 operating budget is \$60.6M of which CYB's total budget represents 7.8%. CYB benefits from shared fiscal, program and management resources as part of the City Year network. All accounting, payroll and fiscal management functions are centralized at City Year's Boston-based Headquarters (CYHQ) and maintained by an experienced 12-member Finance Department led by CFO Evelyn Barnes. Ms Barnes has 26 years of nonprofit management experience. City Year's comprehensive financial policies follow OMB Circular A-122 Cost Principles to ensure reasonableness, allowability and allocability of grant costs. Appropriate internal controls are used to provide safeguards for all grant property and assure that it is used solely for authorized purposes. These controls include the following: division of staff duties related to asset custody and payroll procedures; expenditures assigned by cost category in accordance with approved budgets and consistently supported

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by source documentation; monthly budget to actual reconciliations; appropriate invoice approval; compliant document retention policy; and timely deposit of cash receipts. Audits are conducted annually by the independent accounting firm, KPMG, in accordance with the provisions of OMB Circular A-133. Fiscal 2007 Financial Statements and A-133 Audit show no significant findings or material weaknesses (FY08 is due March 31, 2009). CYHQ also manages the following: insurance and legal services; a \$6 million line of credit; and technology and infrastructure support, which includes a website and web-based data management systems.

Program Oversight: HQ provides centralized program support for the following operations: development of and support for City Year's standard operating calendar; comprehensive program policies and procedures; staff and member handbooks and performance evaluations systems; service research and development; standardized branding and collateral materials for recruitment and media; internal evaluation tools and service impact analysis; staff training, including guidance on compliance requirements for member eligibility, activities and files; and management oversight. CYHQ staff in each department work closely with CYB's program staff to ensure adherence to all operating goals, policies and procedures through bi-monthly conference calls, regularly scheduled meetings, and as-needed support.

b) BOARD OF DIRECTORS, ADMINISTRATORS, AND STAFF

Legal Applicant City Year, Inc.: City Year is 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 meets quarterly with separate committee meetings (Finance/Audit, Program, etc.) scheduled on a quarterly basis. The Board is led by Chair Stephen Woodsum, Founding Managing Partner, Summit Partners, and Vice Chair Ilene Jacobs, Executive Vice President (Retired) Fidelity Investments. City Year continues to be led by co-founder and CEO Michael Brown, as well as

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COO James Balfanz who has 10+ years of youth service-based nonprofit management experience.

CYB Site Board: CYB is directly overseen by a Site Board of Directors comprised of stakeholders from Boston's public, private and nonprofit sectors. Together with CYB's Executive Director Sandra Lopez Burke, the Board is responsible for CYB's strategic planning, revenue and sustainability, program focus and key personnel decisions. CYB's Board, comprised of 27 members, meets quarterly and is divided into issue-specific subcommittees that oversee development, finance, executive and program areas. The CYB Board has been chaired for the past five years by community leader and local philanthropist Corinne Ferguson. Other Board members include William Berutti, Senior Vice President, PTC; Dianne Ledingham, Partner and Director, Bain & Company, Inc.; Kevin Casey, President, Comcast North Central Division; Michael Kineavy, Chief of Policy & Planning, Boston Mayor's Office; Cary Levinson, Partner, Pepper Hamilton LLP; Will Muggia, President and CIO, Westfield Capital Management; Larry Neiterman, Principal, Deloitte and Touche LLP; John Reilly, Senior Vice President, MFS Investment Management; Andrew Spellman, Partner, Fireman Capital Partners; Monique Burns Thompson, Co-Founder, New Leaders for New Schools; and Steve Tompkins, Chief of External Affairs, Suffolk County Sheriff's Department.

City Year Boston Staffing: CYB staffing is made up of four functional areas: Executive and Operations; Program and Service; Recruitment; and, Community Outreach and External Affairs. Each functional area's staff reports into the Deputy Directors. For 2009-12, CYB proposes a staffing model of 25 full-time positions excluding development, of which 18 are captured fully or in part in this budget. Staff positions include the following: Executive Director; Deputy Director (3 positions, for External Affairs, Program, and HR/Training); Program/Service Director (4 positions, for WSWC School Partnership, Heroes, Corps, and Physical Service/Civic Engagement), Program Manager (10 positions); Senior WSWC School Partnership Manager; Senior Recruitment Manager; Outreach /Admissions Manager (3

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positions); Events Manager; and Training Coordinator.

Executive Director: Responsible for overall site direction, management, fundraising and operations; and meeting all quarterly goals for revenue, recruitment, service and retention, SANDRA LOPEZ BURKE joined CYB as Executive Director in 2006. Prior to CYB, Sandra served with City Year for 7 years as Vice President for the Executive Office as well as other capacities. Sandra worked as VP for Boston 2000 with Boston's Mayor Menino after spending a decade in national and international sport event management in San Antonio, TX.

Deputy Director of Programs: LISA FORTENBERRY is in her 7th year with CYB. She has served as Program Manager for Heroes, Director of Recruitment and Deputy Director as of 2006. She oversees leadership training and service experience for the corps, manages CYB's relationship with BPS and CYB's service product development, and oversees development and delivery of CYB's Heroes program.

WSWC Senior Manager. ERIN VANDEVEER joined CYB this fall as WSWC Senior Manager. Her responsibilities include maintaining service partner contracts, WSWC data analysis, completing AmeriCorps reporting, and training staff and corps in basic research and evaluation data collection procedures, expectations, and reflection. A former TFA teacher, Erin attended the University of Maine (B.A. 2003) and has a Masters in Public Administration from the University of North Carolina Wilmington (2008).

Corps Director. CHRIS PLUMMER has served for 5 years with City Year, including two years as a corps member and three years as a Program Manager for teams serving in Dorchester. As Corps Director, Chris plans and implements all corps training, facilitates leadership development using the Idealist's Journey curriculum, manages corps human resources and administration, oversees compliance with

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AmeriCorps regulations, and is CYB's primary liaison with MSA.

Program Managers (10). Ten school-based Program Managers each provide daily supervision of 10-20 members. Responsibilities include the following: team goal setting and project planning, communicating daily with service partners, meeting with team and members on individual basis to track progress, evaluating members and reporting on teams' accomplishments, and supervising team projects and initiatives. The Heroes Program Manager is also responsible for implementing the Young Heroes program and team oversight (10 members). The Civic Engagement Manager is responsible for all aspects of service event production, including volunteer engagement, resources and service partnership development, and oversees the Civic Engagement team (9 members).

Heroes Director. NICOLE YONGUE oversees all aspects of the Heroes programs including corps selection, planning, partnership development, participant recruitment, student/parent satisfaction; She also directly supervises the City Heroes team (10 members). NICOLE YONGUE is now in her 5th year working with CYB's Heroes program.

Senior Recruitment Manager: CHRISTIAN CORREA is responsible for quarterly recruitment goals, all recruitment events and outreach, admissions and selection, and creating and implementing a strategic plan and partnerships with feeder organizations. Christian is in his 3rd year with CYB's Recruitment Department.

Fiscal Management. Grant Accountant LINDSEY NOECKER provides fiscal support services that include budget preparation, allocations, forecasts, and actuals to CYB ; she will complete all fiscal reporting for these funds. Lindsey is in her 2nd year with City Year and brings 8 years of for-profit/nonprofit finance experience to her position, and earned her MBA from the Tuck School of

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Business at Dartmouth.

c) SELF ASSESSMENT AND IMPROVEMENT

CYB uses multiple management tools and feedback mechanisms for continuous improvement as an organization: 1) CYB relies upon an Annual Operating Plan to manage quarterly goals and track progress against recruitment, retention, service management, employee retention, revenue and collections. Progress against goals, successes and challenges are reviewed by CYB leadership staff quarterly, and with CYB's Board at quarterly meetings; 2) The 5-year Strategic Plan completed for CYB by Bain & Company includes monthly milestones with clear deliverables in programs, people, resources, relationships, and implementation. This agenda is being managed by CYB's Executive Director on an ongoing basis; 3) Each CYB department conducts a Retreat in August and at midyear to review data and surveys from teachers, principals and service partners; 4) and staff and Team Leaders participate in monthly Village Meetings to receive specific information and present on initiatives, partnerships and provide operational feedback to CYB leadership.

d) PLAN FOR TECHNICAL ASSISTANCE

Staff Training Retreat: CYHQ leads program orientation and basic training for staff and Team Leaders through City Year Summer Academy, a week-long summer training program for all City Year staff and Team Leaders, as well as departmental training conferences and workshops held throughout the program year. The summer program focuses on fundamental program goals and organizational objectives. Special workshops are conducted on the following topics: team building, goal setting, compliance issues and member performance management, planning high impact service, volunteer engagement and management, local financial management, fundraising goals and strategies, leadership skill development for members and other topics as requested by field staff.

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Ongoing Training and Support: During the year, CYB's staff utilizes City Year's national network of resources to troubleshoot recruitment and retention issues, support IT, fiscal and other administrative needs, as well as train incoming staff on policies and procedures. Cross-network twice-monthly conference calls organized around job function provide ongoing opportunity for City Year staff to share best practices. Where possible, City Year sites rely on information sharing through Intranet and databases to flag and solve local site problems. CYB program and fiscal staff also attend MSA-sponsored trainings, including fiscal orientation sessions. CYHQ's Grant Accountants and Government Relations department reviews changes to fiscal rules, regulations and/or reporting protocol as they occur.

2. SOUND RECORD OF ACCOMPLISHMENT

a) VOLUNTEER GENERATION AND SUPPORT

CYB Alumni: CYB formally launched a 7-member Alumni Board in 2005. The Alumni Board's purpose is to create opportunities and outreach to CYB's 3,000+ alumni to volunteer at service projects, mentor and network with current corps members and participate in City Year events. In the past two years CYB alumni have raised \$263,000 to support CYB's capital campaign and alumni outreach across the country. CYB's Alumni Board meets quarterly, hosts alumni events, connects with City Year's national Alumni Association, and supports CYB efforts to reach goals in all key departments -- recruitment, service, program and development.

Visitor's Program: The purpose of CYB's Visitor's Program is to educate and inform the Boston community about CYB's work in the community and national service. Visitors tour either the CYB office or school and participate in a roundtable discussion with staff and corps. In 2008, CYB hosted 387 visitors, including potential recruits or recruitment champions (24%), current and potential sponsors (49%), prospective service partners (18%), as well as alumni, elected officials and media. CYB expects to engage 400 visitors each year.

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b) ORGANIZATIONAL AND COMMUNITY LEADERSHIP

City Year has been recognized with numerous awards as an organization. City Year was featured in Time Magazine's first two Annual National Service Issues, "A Time To Serve: The Case for National Service" (September 2007) and "21 Ways to Fix Up America" (September 2008). For the second consecutive year, City Year received Charity Navigator's 4-Star rating. Princeton Review honored the organization as a "Best Entry-Level Job." CEO and Co-Founder Michael Brown wrote a September Op/Ed in the Boston Globe, with Johns Hopkins researcher Robert Balfanz, that put forward national service as a viable solution to the growing national high school dropout crisis. CYB's major events such as Opening Day, MLK Day, City Year camps, the annual gala and Serve-a-thon regularly receive coverage in major print and television outlets. Members of CYB's staff, corps and programs take active roles in the Boston community. Two middle school Young Heroes participants were selected to sit on the Mayor and Governor's youth councils. Executive Director Sandra Lopez Burke serves on the board of the Sportman's Tennis Club, an organization that serves low-income residents of Dorchester. Rick Jakious, Deputy Director, along with a senior corps member, Stephanie Mendes, are active participants in the Transit Police's Community Advisory Board. Deputy Directors Lisa Fortenberry and Rick Jakious are alumna and current participants of the UMass Boston Emerging Leaders Program.

c) SUCCESS IN SECURING MATCH RESOURCES

CYB has raised \$8.4 million in non-AmeriCorps dollars in this grant cycle, bringing in 61% of total budget as non-federal revenue. CYB has also assumed a greater share of its AmeriCorps budget in each year of the current grant cycle. In 2007, CYB matched at 46% (\$1,708,455); in 2008, CYB matched at 46% (\$1,712,252); and in 2009, CYB will match at 47% (\$1,746,633). CYB begins raising operating funds at least six months in advance of a new fiscal year. CYB has already secured 54% (\$955,222) of 2008-09 match commitments in written and verbal pledges and collections.

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3. SUCCESS IN SECURING COMMUNITY SUPPORT

a) COLLABORATION

CYB collaborates with more than 70 community partners in a year, including local government and city agencies, faith-based and community-based organizations, and more than 20 private sector sponsoring organizations. CYB's partnerships typically balance all sectors: 28% Schools/Education, 20% Community-Based Organizations, 12% Local Nonprofits, 12% Local Government/Public Sector Agencies, 5% Faith Based Organizations, 13% Corporations, and 8% Foundations. Partnership roles vary, from "flagship partners" with whom CYB places teams, such as schools and community centers, to local nonprofits for whom CYB organizes occasional service projects, to ongoing relationships with government agencies such as parks and recreation departments. As noted throughout this proposal, CYB has worked to strengthen its partnership with BPS at the district level. BPS School Superintendent Carol Johnson and other BPS officials support a systematized approach to securing City Year's service in the schools, for example negotiating a fee for service structure, and working with CYB to develop overall service impact goals and evaluation strategies. CYB continues to deepen its collaborations with individual flagship school partners, which range in duration from 1 to 10 years (50% have continued for more than 4 years, and 3 of 10 are in their 10th year).

b) LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS:

CYB's Team Sponsor program proves to be a significant and renewable source of income with multiple benefits for both CYB and the sponsor. With many co-branding opportunities ranging from their logo on team T-shirts to speakers to event banners, the sponsor, typically a foundation or corporation, benefits from good public relations, increased brand recognition, employee engagement, civic engagement, and customer engagement. Eight out of 10 of CYB's current team sponsor organizations have supported CYB annually since 1998 or earlier. They are Bain & Company, Bain Capital, Bank of America, Johnson &

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Johnson, MFS Investment Management®, Comcast, CSX, and The Timberland Company. As examples of deepening investment, Bank of America and Bain Capital both established endowments to support part or all of their annual contributions. Seven team sponsors have each significantly increased their annual contribution, in some cases by \$50,000, since 2006. Overall, CYB's team sponsorships generated \$1,123,738 in FY08 and increased 33%, to \$1,498,141 in FY09. Many of these partners take personal interest in the corps, such as Deloitte, Bain Capital, Target and Johnson and Johnson, and host professional development workshops and career networking opportunities for their benefit.

CYB corps and staff have benefited for years from multiple in-kind donations, such as the Timberland uniform and T-Mobile devices. The Massachusetts Bay Transit Authority (MBTA) and CYB have also partnered for over a decade through the Ambassador Program, which provides all CYB corps and staff with a monthly subway pass in exchange for representing the MBTA well. This partnership is valued at approximately \$91,750 annually.

c) WIDE RANGE OF COMMUNITY STAKEHOLDERS

CYB's wide range of stakeholders can be categorized into three broad sectors: private, public, and community-based. The private sector stakeholders include CYB's team and event sponsors, foundations, and a growing pool of high-net-worth individual donors. Public sector stakeholders include BPS leadership and administrative staff, local principals, and teachers. Community-based stakeholders include CYB's program participants and recipients, parents who support Heroes, and multiple nonprofit service partners. The CYB Board is made up of a wide variety of people representing multiple sectors of the Boston area community, 100% of whom have supported CYB financially and with their time and resources.

Mayor Thomas Menino is an example of a stakeholder who has broad impact as a champion for CYB.

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The Mayor has supported CYB's service efforts over the past decade, by speaking at multiple program opening ceremonies and service days. Aside from event attendance, the Mayor also participates in a roundtable with CYB members annually. Recently CYB's Heroes teams partnered with the Mayor's Youth Council to co-host summits and workshops, and in return the Youth Council newsletter dedicated a section to the Heroes program reaching over 7,000 youth. As the Mayor has noted, "Our city depends on the City Year corps to teach children, improve our community and inspire citizens to civic action. We need City Year for generations to come."

Cost Effectiveness and Budget Adequacy

1. a) COST PER MSY

For 2009-10 CYB respectfully requests a grant award of \$1,890,000 at a cost per MSY of \$12,600. These funds will be used to support member costs and a portion of staff and operating costs. CYB is proposing an overall match share of 47% (\$1,679,949) exceeding its Year 7 match requirement of 38%.

b) DIVERSE NON FEDERAL SUPPORT

CYB utilizes several different "Pillars", or streams of revenue that each site raises annually to ensure that each site has a diversified funding base. CYB's target funding diversification assumes 28% Team Sponsorships; 22% foundation grants; 17% event sponsorships; 14% Annual Dinner (corporate sponsors, foundations and individual tickets); 10% city government (e.g. city grants and Massachusetts Bay Transportation Authority); 7% earned income and, 2% Major Gifts.

For 2009-2010, CYB has secured or is in process of seeking renewal of \$75,000 - \$100,000 commitments from the following corporate sponsors: CSX, Johnson & Johnson, The Baupost Group, MFS Investment Management®, Comcast, Bain Capital, Bain & Company, and Target; and from private foundations including Anonymous, The Balfour Foundation, The Boston Foundation, the Charles Hayden Foundation, the Red Sox Foundation and Sherry and Alan Leventhal Family Foundation. CYB's

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funding model also permits co-team sponsorships and event sponsorships at levels ranging from \$37,500 - \$50,000, for which CYB will seek renewals from PTC, Microsoft, Summit Partners, Westfield Capital Management, and the John W. Henry Foundation.

In January 2009, CYB will launch a new, four-year \$10 million funding campaign to leverage the 20th milestone anniversary. The following are key strategies: upgrading team sponsorships with increased price points, securing multi-year foundation support to build staff and corps training capacity, expanding individual giving through enhanced marketing and tiered donations, and working with BPS to secure fee-for-service funding. Based on the success of this campaign, CYB hopes in Years 2 and 3 to expand its BPS school partnerships. The demand for CYB's services continues to exceed capacity. In 2009, CYB received 20 questionnaires and 13 full applications from BPS schools for 9 available team slots. If CYB's funding campaign meets its benchmarks, CYB hopes to increase the corps by 25+ members each year and providing tutoring, mentoring and youth volunteer service opportunities to 15% more children each year at no additional federal cost beyond the education awards.

2. BUDGET ADEQUACY

City Year's fiscal year runs from July 1 -- June 30. CYB will continue to operate cost-effectively, and, as a centralized national organization, strive to achieve economies of scale. The proposed budget includes benefits for all corps, and the following overhead costs: telecommunications; supplies; internal evaluation; corps and staff attendance at our national conference; and requisite limits on administrative costs. City Year runs only one program, AmeriCorps, and therefore all costs directly support the implementation of the proposed service activities, related outputs and outcomes. Corps benefits include full-time stipend, health care, FICA and worker's compensation. Of the total requested amount of \$1,890,000, 46% (\$864,059) will support member benefits (Budget Section 2).

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CYB 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 costs, are included here. Staff members are paid at a competitive rate 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 are shared across all City Year operating sites. A portion of these costs is included in the Administrative section (III). Federal funds will be used only for allowable direct costs in this category.

Evaluation Summary or Plan

INTRODUCTION

City Year's approach to evaluation is developmental, participatory, and utilization-focused. We view evaluation as part of best practice in our services and consistently measure our performance against goals, while using performance data to refine and adapt our services and our evaluation practices. We measure both process (the extent to which our programs conform to the WSWC model and standards; the ways students and service partners experience the program) and outcomes (both short-term indicators and long-term goals). We consider the extent to which particular characteristics of students, schools, communities, and sites may moderate the attainment of our goals, which can also help us to best modify our training and practices. Our evaluation activities are thus both formative and summative. We seek to capture multiple perspectives and to use multiple research methods, both qualitative and quantitative, to best measure multiple facets of our service and impact.

EVALUATION OF WHOLE SCHOOL WHOLE CHILD MODEL (revised for 2010)

City Year's evaluation efforts are designed to achieve the following objectives:

- To assess student progress in academic skills (e.g., literacy)

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- To measure fidelity to the model
- To demonstrate our overall impact on outcomes of academic skills and school climate
- To provide a model of ongoing evaluation and data-driven approaches to school-based national service that is replicable to the national City Year network

OVERVIEW

In FY08, City Year's Evaluation Department hired a Director of Evaluation, Dr. Gretchen Biesecker and contracted Brett Consulting Group as an external evaluator to develop a Theory of Change for Whole School Whole Child at the elementary school level (available upon request), working with City Year Program and Evaluation staff.

In FY08 as City Year developed its Theory of Change, it recognized several evidence-based constructs that help keep students on track for success. These constructs or outcomes were derived from research and a panel of education experts, or "WSWC Thought Leaders," assembled by City Year. The outcomes are: Capable and Committed learners (aligned with learning experience of youth); Connectedness to school (aligned with ability to thrive socially and emotionally in the school and after-school setting); Community-minded (aligned with youth membership in the school and neighborhood community). There is an assumption of some interactivity among these, but each is distinct in what it is trying to measure. Additionally, City Year and BCG identified some subcomponents of each construct:

- Capable and Committed learners: completion of assignments, use of good study habits, learning as fun, understanding of importance of learning, interest in learning, belief in ability to learn
- Connectedness to school: participation in school activities, feeling safe in school, feeling like they belong, liking school, feeling cared about

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-Community-minded: students cooperate with each other, students are respectful to each other, students learn and apply strategies for monitoring their own behavior, students help make the school a better place, students believe they can make a difference

Focusing on these outcomes, Brett Consulting Group developed an evaluation plan that formulated key evaluation questions, worked with staff to align service activities to this model and goal outcomes, and developed and piloted survey tools to measure student and service partner perceptions of City Year's outcomes on students and schools. A key goal of instrumentation was to move towards creating more robust scales to measure performance and outcomes rather than reliance on individual items. Surveys piloted in FY08 and FY09 showed high internal reliability and useful scales to look at students' attitudes and commitment to learning, feelings about school climate, connection to school, and community-mindedness among elementary and middle school students. Additionally, the CY internal team members continued to develop use of a database to capture output data from school-based teams. An executive summary report from FY09 by BCG accompanies this application.

In FY10, Brett Consulting Group (BCG) continues its work, refining the Theory of Change for the elementary and middle school levels, adapting it to be developmentally appropriate for high school, collecting data from linked pre- and post- student surveys for students in grades 3-8, collecting mid year and end of year data from service partners, and piloting survey instruments at the high school level. Survey instruments this year have also been adapted into different versions for elementary vs. middle/high school service partners, to more accurately reflect issues for those grades and our service.. Last, BCG will leverage data collected by all WSWC teams entered weekly in our enterprise-wide outputs database, cyImpact, to be able to look at CY dosage and characteristics of teams in relation to WSWC outcomes, and will use some student-level data on literacy and attendance as well.

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WHOLE SCHOOL WHOLE CHILD EVALUATION QUESTIONS

1. As in FY09, a set of key questions guides the evaluation work in FY10:
2. What metrics are available at the school and district level that can be used as indicators to measure key outcomes of WSWC: attendance, behavior, and course performance? How can these be standardized across schools/districts for comparison purposes?
3. What challenges remain in terms of data collection--access, numbers, quality?
4. What is the nature and extent of the delivered program? How many students are being served, in what ways, and to what extent (by site and by overall grade level?) Are teams meeting their targets?
5. How well prepared and supported are corps members and teams for their work in WSWC? How well-trained, prepared, and supported are corps members for their different roles (e.g. literacy training, attendance improvement) in WSWC schools at the different levels? What aspects of training and support are most related to CMs feeling ready at the different levels?
6. What is the quality of corps member and team performance in WSWC schools?
7. What is the extent of perceived impacts from City Year's work at the student, classroom, and school levels, especially impacts related to enhancing the overall learning environment?
8. What student level outcomes are being realized, including those related to the attendance, behavior, and course performance? How do outcomes differ according to exposure to City Year? How do they

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differ according to other demographic and contextual factors?

9. What factors are related to differential outcome levels by teams, including a) quality of the team's performance and leadership; b) training and preparation; c) specific facets of the program being delivered; d) school support; e) contextual factors related to the school and school community; and f) student demographics.

STRATIFIED APPROACH TO OUTCOMES

As City Year more clearly outlined its WSWC model in FY08 and FY09, we were able to define three levels of intervention: Level 1: those receiving the full City Year program in a school: regular one-to-one or small group academic tutoring during class time AND regular participation in a City Year sponsored after school program; Level 2: those receiving individual or small group assistance OR participating in a City Year after school program; and Level 3: all other students in a school where City Year is present and, therefore, receiving the benefits of City Year school-wide interventions, such as special events, lunch clubs, family engagement, and school physical improvements.

NEXT STEPS

The FY10 WSWC Evaluation Plan builds on the FY09 goals of testing, understanding, and strengthening the model to assure that it is replicable and scalable. City Year is gearing up to full network implementation of the model by 2010 and sharpening its program across grade levels. Because WSWC is not yet a stable program, it is not yet "evaluable" in the traditional sense (through use of external comparison groups or more elaborate research designs). Thus, the emphasis continues to be on defining metrics, exploring factors that appear to contribute to or hinder success, and developing site level

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capacity for strong evaluation. As previously, an emphasis is placed on capturing information from a variety of stakeholders.

Specifically, the goals for FY10 WSWC Evaluation are:

- 1) Achieve additional clarity and focus regarding metrics to assess both performance and outcomes, including indicator and scale development.
- 2) Continue to refine ways to collect unique student or class level data from school districts on key outcomes related to Attendance, Behavior, and Course Performance and to aggregate across measures.
- 3) Refine our Theory of Change (TOC) for the high school grades.
- 4) Complete the development of new tools, instruments, and methods to collect information on both implementation and outcomes from a variety of stakeholders, including principals/school liaisons/after school coordinators, teachers, students, covering grades 3-9.
- 5) Continue to increase the quality of information collected by sites (higher response rates, more thorough and accurate information).
- 6) Develop a deeper understanding of how WSWC operates in the field.
- 7) Explore ways of creating more real time feedback on success for sites and encouraging appropriate data driven responses to both student level data and around CM preparation.

Beyond FY10, BCG and other external evaluators at key sites will continue to explore the questions noted above, using refined surveys and other evaluation tools that yield robust scales, and that can be further linked to student-level and other data.

For examples of past work by external evaluators for City Year, please refer to our website at:

<http://www.cityyear.org/researchstudies.aspx>

Amendment Justification

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N/A

Clarification Summary

City Year, Inc. -- City Year Boston Application ID 11AC124858

This application is under consideration for a grant in the amount of \$1,764,000, 140 Member Service Years (MSYs) and 140 member positions.

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

Budget Clarification Items:

- (1) Please revise the budget to equal the funding and MSY amount listed above: Updated.
- (2) E. Supplies: Please itemize supplies inclusive of program supplies and general office supplies at total cost of \$51,134: Cost lowered to \$38,840 (\$21k in office, \$7.3k in program, \$3.2 for MLK Day, \$4k for Opening Day, \$3.4 for WSWC Activity Kits).
- (3) H. Evaluation: Please clarify daily rate: \$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.
- (4) I. Other Program Support Costs: Criminal history checks must be conducted on all members, employees or other individuals who receive a salary, education award, living allowance, stipend or

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similar payment from the grant, regardless of whether these costs are coming from federal or non-federal share. Criminal history background checks include a search of statewide criminal history repositories and the National Sex Offender Public website for all members and employees as described above. And FBI check is also required for members, employees or other individuals with recurring access to vulnerable populations. A detailed description of the requirements can be found at <http://www.nationalservice.org/criminal-history>. Please verify that criminal history checks will be conducted on all members, employees and other individuals described above. You may revise the budget to include these costs, if necessary but may not exceed the level of funding for which you are under consideration:

- Costs for staff criminal background checks have been included in this line item.

(5) I. Other Program Operating Costs: Provide justification for telecommunications at \$9,600: Lowered to \$6k. \$1,500 each for local, long distance internet & cell. Services include Wide Area Network, a "hub and spoke" network where all telecommunications flows from HQ, with centralized administration and management to achieve cost efficiencies. Cellphones are distributed to all staff and corps members in order to effectively communicate with other team members or staff at their home point about information needed, contact students if not in school, and as a tool to quickly look up information or to be informed by people not on site. The cellphone plans and equipment are donated to City Year by national sponsor T-Mobile.

(6) I. Other Program Operating Costs: Justify under printing and copying \$3,000 for internal communications: Removed internal communications expense and lowered printing costs by \$6k.

(7) I. Other Program Operating Costs: Provide break down of equipment and space rental for days of service at \$7,200. Also, provide justification for BTR space rental: Equipment/ space rental lowered to

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\$5600 = \$80 x 140 CMs. BTR space rental lowered to \$7k = \$50 x 140 CMs. BTR (Basic Training Retreat) is held off-location and is an overnight event for the corps.

(2) E. Supplies: Please itemize supplies inclusive of program supplies and general office supplies at total cost of \$51,134.

Complete -- see attached.

(3) H. Evaluation: Please clarify daily rate

\$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.

(4) I. Other Program Support Costs: Criminal history checks must be conducted on all members, employees or other individuals who receive a salary, education award, living allowance, stipend or similar payment from the grant, regardless of whether these costs are coming from federal or non-federal share. Criminal history background checks include a search of statewide criminal history repositories and the National Sex Offender Public website for all members and employees as described above. And FBI check is also required for members, employees or other individuals with recurring access to vulnerable populations. A detailed description of the requirements can be found at <http://www.nationalservice.org/criminal-history>. Please verify that criminal history checks will be conducted on all members, employees and other individuals described above. You may revise the budget to include these costs, if necessary but may not exceed the level of funding for which you are

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under consideration.

City Year conducts a registered sex offender check (nsopr.gov), state repository criminal checks through all applicable states, and an FBI fingerprint check on all newly hired AmeriCorps members and all organization staff.

Programmatic Clarification Items:

No Clarification Items Identified.

Performance Measure Clarification Items:

Civic Leadership Performance Measure:

This will be removed in eGrants as recommended.

Volunteer Generation Performance Measure:

This will be removed in eGrants as recommended.

National Performance Measure ED 5: Please clarify the output targets as they are different. Is it that 700 students will be enrolled but only 560 will receive at least 20 hours of tutoring?

We have updated our National Performance Measure target in accordance with the revised number of MSYs. We have also moderately adjusted our performance measure targets based on results over the past 9 months working with the National Performance Measure Pilot for the Education Corps.

When we submitted our Continuation application in January, we had not yet gathered enough data to

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determine if revision was necessary. We revised our target for enrolled students [ED1] to align with the number of unique students per corps member who, according to our current experience and research, can be expected to consistently receive the tutoring program in English Language Arts or Math. We have also revised our completion rate [ED2] to more accurately reflect the amount of tutoring needed (a minimum of 15 hours) based on a Response to Intervention model and factoring in student mobility. Finally, we are revising our expected percentage of 3rd-5th grade students who show improvement from 60% to 70%, comparing student-level data collected across two points during the academic year (start of year, mid-year, or end of year depending on when the student is enrolled). For middle school students, we will work towards 50% of students achieving a full letter grade improvement. [ED5]

In summary, we expect to enroll 630 3rd-9th grade students; of these, 441 (60%) will complete a minimum of 15 hours of tutoring provide by corps members, using ELA interventions selected in partnership with BPS next year. We expect that of those who complete, 70% of 3rd-5th grade students and 50% of 6th-9th grade students (261) will show improvement across summative assessments.

2010-2011 CLARIFICATION SUMMARY -- CITY YEAR BOSTON

BUDGET ITEMS

1. Revise budget to reflect 140 MSYs -- see Budget Narrative.
2. Role of Program Managers: CYB has adjusted the number of Program Managers from 10 to 9, to align with the reduction in proposed corps size from 160 to 140. The nine Program Managers provide direct day-to-day supervision of the school-based teams (128 members). These key individuals oversee daily team performance in each school or initiative, and are responsible for team goal setting and project planning, communicating daily with service partners, meeting with team and members on individual

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basis to track progress, evaluating members and reporting on teams' accomplishments, and supervising team projects and initiatives. PMs supervise one to two teams of 10 members each, with more experienced PMs assigned to two teams, and directly overseeing 20 members.

3. Calculation of \$2000 to CNCS-sponsored meetings -- see Budget Narrative.

4. Calculation for \$700/event -- see Budget Narrative.

5. Corps mileage justification -- We have removed this erroneous line item. Corps members utilize vans and rental cars for transportation to service projects, camps, trainings and other events, but do not drive their personal vehicles and are not eligible for mileage reimbursement. City Year Boston benefits from an in-kind donation from rental car agency Zipcar, and corps occasionally need to use these vehicles instead of vans. Car rentals have now been included in with the van rental line item in CYB's match share.

6. Breakout of program supplies -- see Budget Narrative.

7. Breakout of uniform costs -- see Budget Narrative.

8. Senior Corps Members -- These 25 members (ages 17-24) are Team Leaders who have at least a year of previous service or leadership experience either with City Year or with another AmeriCorps or nonprofit program. They provide a serve a critical function as role models and mentors for first year members, provide orientation and guidance throughout the year on school partnership management, and are typically responsible for key team performance metrics, such as service goals achievement. As team leaders, they also support member retention and help first year members engage in personal and professional development opportunities. Fifteen Team Leaders are dedicated to school-based teams. Ten Team Leaders are responsible for planning CYB's year-long physical service events, volunteer outreach/ recruitment, visitor's programs, as well as supporting service evaluation, data collection and related trainings. All Team Leaders participate in City Year's annual week-long staff training "Summer Academy" in Boston, MA. They serve 48 weeks (mid-July through June) and receive all standard corps benefits, plus a higher living allowance of \$13,200, based on their experience and increased level of

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responsibility.

9/10. Evaluation: City Year allocates the cost of centralized internal evaluation of school-based service for all 20 City Year operating sites, including City Year Boston, on a per capita basis at \$150/member. City Year's internal evaluation is overseen and implemented at the Boston headquarters through our Research and Evaluation Department, led by Dr. Gretchen Biesecker and supported by three full-time staff. This department conducts annual survey development, distribution, aggregation and analysis, for City Year's 1500-member corps (3x per year), principals and teachers in over 250 schools (2x per year), and for thousands of students (1-2x per year), processing over 20,000 surveys each year. The department is responsible for designing and maintaining data collection tools and databases, including a web-based system to house student level data. The department works with sites to track and analyze data in specific education programs such as per student dosage, completion and assessment results, and provides City Year sites with timely and expert interpretation of results. Information from periodic corps surveys is used to identify areas for continuous improvement, and assess member satisfaction and progress through the leadership development components of the City Year program in real time. In addition, this department supports all external evaluation efforts of City Year's education-based work, coordinating City Year's network-wide external evaluation efforts and assisting operating sites in evaluation provider selection, definition of focus and questions, and report review. Please see "Evaluation Summary" for further detail.

11. Cost of staff background checks -- see Programmatic Clarification Items.

12. Equipment rental line item -- see Budget Narrative.

13. BTR Space Rental -- Please note that the food expense is included because Basic Training Retreat (BTR) is a residential training that occurs off-site at Camp Beckett, over a three-day period. Please see Budget Narrative for further detail.

PROGRAMMATIC CLARIFICATION ITEMS

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1. Plan for Retention: City Year Boston's corps member retention rate (currently at 98.6%) has increased by over 10% compared to this time last year, due to the impact of improvements in obtaining and using member feedback, training, and Human Resources.

City Year Boston has allocated funding and staffing in its FY11 budget to maintain these corps member services as they have proven to be very effective this year.

Obtaining and Using Feedback:

- * The Corps Council - a forum for all corps members to provide suggestions to their peers and site leadership
- * Meet the Leaders - sessions where members can ask questions of the senior leadership team of the site
- * Corps-Wide Mid-Year Survey - used to gauge overall climate and team-specific concerns; results are shared with the site and used to modify mid-year training and feedback for staff
- * Mid-Year Team Roundtables - conducted to identify challenges with service partners, site operations, and team dynamics

Training:

- * Service-Specific Training - has better prepared members for the challenges they face in service
- * Basic Training Academic - includes alternate days of training with practical observation in schools
- * External Experts - increasing the number of external trainers to provide the highest caliber support

Human Resources:

- * Employee Assistance Program - continue to utilize this new partner and increase communication to corps about the services provided

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* Trinity Pastoral Counseling Services - continue to offer counseling sessions at no cost to corps members; also provide on-site support for our Basic and Advanced Training Academies and lead Wellness Workshops during ATA.

2. Staff Criminal Background Checks: City Year conducts National Sex Offender Public Registry and criminal background checks on staff at time of hire/enrollment or if there is a break in their employment or term of service that is longer than 30 days. Staff checks are completed by City Year Headquarters' human resources staff. Costs are not captured in the AmeriCorps budgets but are allocated to other private or public sector funds.

PERFORMANCE MEASUREMENT

* Performance measures have been entered to align with the Education Priority Corps and the National Performance Measure Pilot for 140 MSYs. City Year Boston will opt into ED measures 1, 2 and 5 for Improved Academic Performance.

* City Year Boston will retain additional measures for Member Development measure (titled Civic Leadership) and Volunteer Generation.

* To accommodate a reduction from 160 to 140 MSYs, and maintain our commitment to the Boston Public Schools to place teams in 10 schools next year, CYB has decided that it will not run Young Heroes in the 2010-2011 program year. Accordingly, CYB has removed the performance measure related to Heroes. CYB members will continue to actively recruit middle and high school youth to participate in after school programs led by CYB teams and including service learning components; and to participate in physical service days (including 15 team sponsor days, Opening Day, and all national service days).

* Total MSYs in Education Corps: Please note that City Year Boston's MSY Grid for the Education Corps (119) does not equal the total budgeted MSY for the grant application (140). The 130 members who

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support in-school services spend approximately 85% of their time implementing the Education program and participating in service skills trainings, 10% of time in other training and 5% of time in volunteer and physical service related projects. In addition, 10 corps members captured under "Other" in the MSY Grid focus on capacity building and volunteer outreach.

* The MSY percentages derive from City Year's basic program design and emphasis on leadership development, as represented in City Year Boston's 2009-2010 Recompete proposal. Ten school-based teams implement education programming Monday through Thursday in their assigned schools. On Friday all members participate in training and physical service projects in the communities where schools are located. Ten members will support non-school based services, such as building the capacity of our programs through community outreach, and planning and implementing large-scale service projects to engage volunteers in service in their school communities. For example, these members will organize 15 full-day physical service projects that engage 1,200 community and corporate sponsor volunteers, on Fridays and on National Service Days such as Martin Luther King Day of Service, and Global Youth Service Day. In addition to providing service skills training, City Year provides professional and personal leadership development such as resume writing, interview skills, and teambuilding techniques for all members.

Continuation Changes

YEAR 3 CONTINUATION: 2011-2012 PROGRAM YEAR

PROGRAM CHANGES

NEW SITE LOCATIONS: In 2011-12, City Year Boston (CYB) respectfully requests 180 MSYs representing an expansion of 40 MSYs over our current corps of 140 full-time members. Our proposed expansion will build on our partnership with the Boston Public School District (BPS) by placing teams in 14 schools, up from 10 in 2010-11. All school partners will be located in our primary neighborhoods,

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Dorchester, Jamaica Plain, Hyde Park, Hyde Square, Mission Hill, Roxbury and the South End. We plan to return to 7 school partners next year, which include 5 BPS low-performing or turnaround schools (Tobin K-8, E. Greenwood Elementary, Orchard Gardens K-8, Blackstone Elementary, and Burke High School) and 2 public charter schools (Neighborhood House, Boston Renaissance). Together with BPS we are evaluating seven additional partners with selection to be finalized in April 2011. Criteria will focus on the level of reform needed within the school, as defined by its status as a designated turnaround school or on the cusp; federal School Improvement Grant (SIG) recipient or inclusion within Boston's \$250M Race to the Top portfolio; as well as school leadership willingness to work with conditions for success for CYB (such as school financial capacity, teacher culture, and commitment to sharing student level baseline and grade data). Selection will be recommended by BPS and completed through individual school negotiations.

NEED: Massachusetts recently completed an "early warning indicator index" of 21,000+ eight-graders in urban school districts. Within Boston, the state identified 40% of 8th graders at risk of not earning a diploma with their classmates in 2014; and that just 19% of this fall's 9th graders were on track academically, reviewing several years' data and grades (Boston Globe, "Thousands Called Dropout Risks" 11.29.10). MA Commissioner of elementary and secondary education Mitchell Chester called the findings "an alarming call to action," and the report recommends that school districts improve dropout prevention strategies such as bringing in more human resources to provide individualized support and build connections to the school experience. Twelve of BPS' 135 schools were designed as turnaround schools by the state, including two high schools with four-year graduation rates of 41.1% and 54.2% in 2009. The majority of BPS students are already at an economic disadvantage: in 2009-2010, 74% qualified for free or reduced lunches according to BPS. The 2010 Massachusetts Comprehensive Assessment System (MCAS) exams show how far behind Boston's students fall: in English Language Arts assessments, 37% of 3rd graders, 44% of 6th graders, and 58% of 8th graders tested at proficient

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levels compared to scores across Massachusetts that were at least 20% higher.

For two decades, CYB has partnered with BPS to provide academic support and mentorship for at-risk students. Led by Superintendent Carol Johnson, BPS continues to deepen investment in CYB, providing \$200K in 2009-10 and \$600K in 2010-11 with stated intention to sponsor City Year teams at \$100K per school going forward. In May, BPS launched an ambitious agenda to raise Boston's student graduate rate from 61% to 80% by 2014. As part of this "New Academic Achievement" framework, BPS has positioned CYB as a key human capital resource and a consistent, replicable program that can deploy quickly and return clear results within a 3-year period. BPS incorporated CYB within its package of reforms under Race to the Top and BPS' Chief Accountability Officer Frank Barnes continues to work closely with CYB to access data and assess per student impact. At a public event in November, Dr. Johnson stated that, "City Year is the only organization supporting BPS students for the entire school day, including after school." Our track record demonstrates our program's efficacy: in 2010 survey results from 74 teachers in 10 schools, 88% agreed that CYB corps members helped increase student time spent on learning tasks, 86% agreed that the corps helped improve the academic performance of students they tutor, and 91% agreed that the corps helps foster a positive environment for learning. As a sample of per-student results, in a Dorchester K-8 school 75% of students gained 20 or more new math skills and 71% of 1st-6th graders read at or above grade level benchmark by the end of the school year.

MEMBER ACTIVITIES:

CYB's 40 expansion members will continue to implement the Whole School Whole Child model as discussed in our original proposal at all four schools new to CYB next year. With a goal of assigning 5 students to every member, 36 additional first year members (plus 4 seniors as Team Leaders) will result in 180 more students who are assigned to year-long focus lists and receive targeted interventions. All CYB members will also implement one of two City Year mentorship programs for focus list students in

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grades 6-9 that promote positive behavior and connection to school, called Lunch Buddies and 50 Acts of Leadership. For Jeremiah Burke High School, and potentially Boston's other turnaround high school, English High, CYB will continue to implement a portion of the Diplomas Now collaborative. In complete form, Diplomas Now unites Talent Development (from Johns Hopkins University), City Year, and Communities in Schools to provide comprehensive and appropriate interventions to at-risk students in high-need schools. Interventions range from targeted academic support and attendance checks, to professional social services. The model utilizes "focus lists" of students in grades 6-9 who have demonstrated key off-track indicators, and CYB members work with a cohort of students throughout the year. The Diplomas Now model was recently selected through a highly competitive process for a \$30M, i3 Validation Award by the Department of Education, meaning that the model is being tested over a 3-year period using a comparison group approach. All CYB school-based teams' member activities will support CNCS' national Academic Improvement performance measure. Applicable changes for 2011-12 are noted in the Performance Measure Changes section.

ORGANIZATIONAL CAPACITY: CYB has planned for expansion to 180 members by securing funding, identifying staffing, training and logistical needs, and assessing prospective school partnerships with BPS schools well in advance. CYB has demonstrated organizational capacity to manage and sustain growth by a consistent track record of enrolling 100% of slots in 2009 and 2010, and achieving a 96% retention rate in 2009-10 (up from 81% in 2008-09). We are pleased to report 100% current retention as we reach our 6-month mark in our program year. We plan to add six Program Managers to ensure that each school has a dedicated CYB staff manager, drawing from a strong pool of current interested Team Leaders. We have also included a Recruitment Director who will ensure our ability to meet our overall goal of 6 applications for every position, within our target demographics, and expect at least 60+ first year members to apply for Team Leader positions in 2011-12. We have also increased the number and frequency of professional and skills-based development trainings for the corps, utilizing BPS

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teacher trainings, other external literacy and math specialists, and with significant funding from the Wal-Mart Foundation.

To improve our ability to collect and report on student-level data, we have negotiated an agreement with BPS that allows us to work with teachers and specialists to identify student focus lists, using Early Warning Indicator data. BPS has permitted CYB to collect and analyze DIBELS data from 3rd-6th grade students and collect assessment data from ANET. The per-school Program Manager staffing model, plus a new Service Operations Coordinator position will help ensure our capacity to report student level results. Finally, we have outlined a broad and diverse funding foundation for 2011-12. BPS leadership has invested funding of \$75K per school in 2010-11, which we expect to increase in 2011-12 to at least \$100K per school, or a total of \$1.2M. Combined with \$350K in secured funding commitments from Bain Capital, Comcast, National Grid, and two family foundations, plus (corporate and individual sponsors); \$1.125M in renewable funding from 14 corporations and foundations who have all been multi-year team sponsors; and continued in-kind donated support from The Timberland Company, T-Mobile and the MBTA, we are well positioned for sustainable growth. In addition to the match sources outlined, CYB has hired a fundraising team to focus on securing multi-year leadership gifts to support additional program enhancements and financial sustainability. No fundraising costs are associated with the grant request.

BUDGET CHANGES

CYB respectfully requests a cost per MSY of \$13,300 and a total award of \$2,394,000 to support 180 MSY. The CNCS Share increases from 2010-11 by \$630,000, while CYB will assume a greater share of costs by increasing match percentage from 47% to 50% and Grantee share by \$829,700. The budget changes are as follows:

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Section 1: Program Operating Costs: Total Section I costs increased from \$1,421,956 in 2010-11 to \$1,644,009 in 2011-12 (\$222,053 increase). Changes in this section include:

- Entire Section: reducing the CNCS Share by 7% (from 59% to 52%)
- Sec.A: increasing personnel expenses by \$209,765 primarily by the addition of 6 Program Managers and 2 Service Directors. One position has been eliminated (Heroes Director). Total FTE increases from 18 to 25.
- Sec.B: increasing personnel fringe benefits by \$55,051 primarily due to the increased staff benefits calculation from 18% to 20% based on actual costs and the addition of positions listed above.
- Sec.C: increasing member travel commensurately with corps size, by \$28,320.
- Sec.E: increasing supplies by \$12,193 based on increase number of corps members.
- Sec.E: decrease in uniforms by \$27,960 due to an adjustment to uniform cost. Timberland in-kind value increased to \$250 from \$200 per member, together with a decrease from \$550 to \$178/member cost for uniform purchase from Aramark. All uniform costs are in Grantee Share.
- Sec.G: increasing staff training by \$1,750 due to increase in staff size.
- Sec.G: increasing corps member training by \$2,000 due to increase of SCMs from 22-33.
- Sec.H: increasing evaluation by \$6,000 in line with the increase of corps members
- Sec.I: the cost of criminal background checks for all members and staff increased from \$30 to \$60, resulting in a total increase of \$7,560.
- Sec.I: decreasing other program operating costs by \$72,626 primarily by decreasing rent by \$19,800, telecommunications expenses by \$12,892, and utilities and repairs by \$40,994 and an increase of \$1,060 in postage.

Section II: Member Costs: Total costs increased from \$1,527,359 in 2010-11 to \$2,599,962 in 2011-12 (a \$1,072,603 increase). Changes in this section include:

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- Sec. A: increasing the member living allowance rate from \$9,365 to \$12,631, for a total increase of \$962,480.
- Sec. B: increasing FICA costs by \$73,629 in line with the increase of the member living allowance.
- Sec.B: increasing health care by \$31,200 due to an increase from \$70 to \$100 per corps member.
- Sec.B: increasing by \$5,294 worker's compensation in line with increase of member living allowance.

Section III: Administrative/Indirect Costs: This section was increased by \$165,044 as a result of the increase in the cost-per-MSY and total grant budget.

INCREASE IN COST PER MSY

CYB respectfully requests a \$700 increase in cost per MSY from \$12,600 to \$13,300. Under the leadership of City Year's National Board of Trustees and CYB's Site Board, we intend to raise living allowance for our first year members to the AmeriCorps minimum and raise the Team Leader rate commensurately in order to improve the quality of the corps experience and attract harder to reach cohorts. Specifically, we will raise the living allowance by \$3,526 per member for our first year members (rate: \$12,126) and by \$1,680 per member for our Team Leaders (rate: \$14,880). The combined average member living allowance will increase from \$9,365 to \$12,631, or by \$3,266/MSY. The \$700 increase in cost per MSY represents less than 5% (\$126,000/\$2,599,944) of our total member support costs. Besides the living allowance, per member costs for health insurance, worker's compensation and criminal background checks have increased by \$100/member.

The \$700 increase from AmeriCorps further provides a critical component in our fundraising strategy, as it demonstrates federal approval and federal backing for cost of living increases in program operating

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costs.

ENROLLMENT

In program year 2009-10, CYB filled 100% [140/140] of member slots in our State Competitive grant (06ACHMA0010003). In program year 2010-11, CYB has also recruited 100% of slots (140/140).

RETENTION

In program year 2009-10, we achieved a retention rate of 96% [134/140] for our State Competitive grant. This is a significant improvement from the previous program year. Corp Members who left the program early either left due to compelling personal circumstances, resigned due to job opportunities, or were dismissed for not adhering to program standards. So far, 6 months into program year 2010-11, CYB has maintained a 100% retention rate. To continue to maintain this successful rate, CYB will:

- Move toward a one team per program manager staffing structure to increase supervision and coaching;
- Continue to hold mid-year roundtables with teams and Corps Director/Deputy Director in January to receive feedback on program and service improvements;
- And continue to use the corps council to provide members with a space to discuss challenges and give feedback to site leadership

COMPLIANCE

We are pleased to report 100% compliance for enrollments and exits for 2009-10 and 2010-11 to date.

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PERFORMANCE MEASURE CHANGES

2010-11 versus 2011-12

Improved Academic Performance:

- * Student age range is expanded to cover grades 6-9.
- * Student ELA and math course grades and/or course scores will be utilized as our primary assessment tool for per student improvement in grades 6-9.
- * Student selection will be based on DIBELS baseline assessment data for all students through 5th grade. For 6th-9th grade students, Early Warning Indicator data (attendance, behavior, course performance in English and Math) will be used to establish focus lists.
- * Tutoring methodologies utilized by members conform to requirements (research-based, incorporating one or more of the five basic elements of instruction as recommended by the National Reading Panel) and are all currently being implemented. Methodologies include Reading Streets (grades 3-5), Harcourt (grades 3-9), TERC Math (grades 3-9), and TD Strategic Reading (9th grade).
- * Expected dosage level (amount of time members spend with students to complete academic support) has been set at 20 hours per student, to reflect actual experience this year.
- * Number of students enrolled in CYB Education programs will increase from 525 to 700; number completing from 420 to 560; and number improving a level from 252 to 336.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None
 Geographic Focus - Urban
 Geographic Focus - Rural
 Encore Program

Priority Areas

- | | | | |
|--|-------------------------------------|---|--------------------------|
| <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"/> Environmental Stewardship | | <input type="checkbox"/> Veterans and Military Families | |
| <i>Selected for National Measure</i> | <input type="checkbox"/> | <i>Selected for National Measure</i> | <input type="checkbox"/> |
| <input type="checkbox"/> Economic Opportunity | | <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 119

Service Categories

Tutoring and Child (Elementary) Literacy
Other Education

National Performance Measures

Priority Area: Education

Strategy to Achieve Results

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

In partnership with Boston Public School (BPS) principals and teachers, CYB will provide intensive tutoring in literacy and math for 3rd-9th grade students. Members will be assigned a minimum of 5 students each for 1:1 or small group tutoring, four days per week during class time, throughout the school year. Student selection will be based on DIBELS baseline assessment data for all students through 5th grade. For 6th-9th grade students, Early Warning Indicator data (attendance, behavior, course performance in English and Math) will be used to establish focus lists. Tutoring methodologies utilized by members conform to requirements (research-based, incorporating one or more of the five basic elements of instruction as recommended by the National Reading Panel) and are all currently being implemented. Methodologies include Reading Streets (grades 3-5), Harcourt (grades 3-9), TERC Math (grades 3-9), and TD Strategic Reading (9th grade). Each student will receive a minimum of 15 hours of instruction. Baseline, midyear and year end assessments administered by BPS staff will indicate adequate growth measurements in fluency, comprehension and/or vocabulary per student. Assessments will vary by school and may include DIBELS, DRA, TRC, Fountas & Pinnell, and Reading Streets unit tests. Student ELA and math course grades and/or course scores will be utilized to capture on-time course completion per student improvement in grades 6-9.

Result: Intermediate Outcome

Result.

Students who complete City Year Boston's AmeriCorps Education program will improve their academic performance, as evidenced by literacy assessments and on-time course completion.

Indicator: (PRIORITY) ED5: Students w/ improved academic performance.

Target : 261 students will improve academic performance in literacy.

Target Value: 261

Instruments: Various assessments as selected by BPS: including DIBELS, Fast R, Rainforest, DRA, TRC, Fountas and Pinnell Benchmark Assessment, Reading Street (unit tests), Pearson's Pretest; and course grades (to be used only to show on-time course completion).

PM Statement: 261 students improve their academic performance as evidenced by literacy assessments and on-time course completion.

Result: Output

Result.

Students will receive the minimum number of hours of tutoring to complete City Year Boston's Education program.

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

Target : 441 students will receive at least 15 hours of tutoring.

National Performance Measures

Result.

Target Value: 441

Instruments: student logs for entry into cyImpact database

PM Statement: 441 students will receive the minimum number of hours of tutoring to complete City Year Boston's Education program.

Result: Output

Result.

Students will be enrolled in City Year Boston's AmeriCorps Education program, to receive tutoring in literacy.

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

Target : 630 students will be enrolled.

Target Value: 630

Instruments: students logs for entry into cyImpact database

PM Statement: Members will enroll 630 3rd-9th grade students into City Year Boston's AmeriCorps Education program to receive tutoring in literacy.

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable