

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		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:  12-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID:  11AC125179	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:  09ACHMA0010004														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Jumpstart for Young Children, Inc.  DUNS NUMBER: 963383377  ADDRESS (give street address, city, state, zip code and county): 308 Congress Street 6th floor Boston MA 02210 - 1015 County:	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):  NAME: Karen Domerski  TELEPHONE NUMBER: (617) 542-5867 535  FAX NUMBER: (617) 542-2557  INTERNET E-MAIL ADDRESS: karen.domerski@jstart.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN):  043262046	7. TYPE OF APPLICANT:															
8. TYPE OF APPLICATION (Check appropriate box).	7a. National Non Profit															
<input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT	7b. Historically Black College or University (HBCU) Service/Civic Organization Community-Based Organization Faith-based organization 4-year college School (K-12) National Non-Profit (Multi-State) Volunteer Management Organization															
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: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:  Jumpstart Massachusetts															
10b. TITLE: AmeriCorps State	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):  MA Cities: Boston, Roxbury, Dorchester, South Boston, Jamaica Plain, East Boston, South End, Brighton, Brockton, and Taunton. MA Counties: Suffolk, Norfolk, Briston, Plymouth	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MA 009"/> b.Program <input type="text" value="MA 009"/>															
13. PROPOSED PROJECT: START DATE: 09/01/11      END DATE: 08/31/12	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?															
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>	<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;">\$ 1,057,778.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 902,399.00</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;">\$ 1,960,177.00</td> </tr> </table>	a. FEDERAL	\$ 1,057,778.00	b. APPLICANT	\$ 902,399.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 1,960,177.00	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	\$ 1,057,778.00															
b. APPLICANT	\$ 902,399.00															
c. STATE	\$ 0.00															
d. LOCAL	\$ 0.00															
e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 1,960,177.00															
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:  Lauren Fawls	b. TITLE:	c. TELEPHONE NUMBER:  (617) 542-5867														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED:  05/19/11														

## Narratives

### Executive Summary

#### Executive Summary

During the 2011-2012 program year, Jumpstart Massachusetts will recruit, train and manage 550 AmeriCorps members to serve low-income communities in Boston, Brockton, Taunton and the communities of Lowell and Lawrence (hereafter indicated as Lowell/Lawrence). Corps members will serve 1200 children from 34 preschools in intense, yearlong, individualized relationships. Jumpstart's AmeriCorps members will build the literacy, language and social skills their partner children need to enter kindergarten prepared for school success.

#### 2011-2012 Growth and Expansion

During the 2011-2012 program year, Jumpstart Massachusetts plans to grow to a new geographic area, Lowell/Lawrence, as well as expand its sites at Bridgewater State University and Wheelock College. To accomplish this growth and serve more children, Jumpstart seeks an additional 70 minimum time slots for 550 total minimum time AmeriCorps slots. The slots will be used to support growth and expansion across several neighborhoods in Massachusetts: 45 minimum time slots are for a new Jumpstart site in Lowell/Lawrence, 10 slots to support site growth at the Bridgewater State University (see explanation in Continuation Changes under the section "Site Growths and Transition"), and 15 slots to support site growth at Wheelock College (see explanation in Continuation Changes under the section "Site Growths and Transition").

### Rationale and Approach

#### PROGRAM DESIGN

#### RATIONAL AND APPROACH

#### COMPELLING COMMUNITY NEED

Jumpstart was founded on the conviction that all children deserve the educational services that will empower them to realize their full educational potential. Today in America, 1-in-3 children enters

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kindergarten without the early literacy and language skills they need to succeed. A lack of resources in low-income communities often means that children in those neighborhoods enter school far behind their more affluent peers. Studies show that, "by the time they are in first grade, children in low-income families have gained 5,000 word vocabularies. In contrast, children from more affluent families enter school with vocabularies of 20,000 words" (Meaningful Differences in the Everyday Experience of Young American Children). This is of particular concern in Boston where 9,175 preschool age children live in families with incomes less than 50% of the state median (Boston EQUIP, 2005).

Jumpstart identifies potential partner neighborhoods by researching local census and income data. Jumpstart then engages key community stakeholders including local government officials, community and business leaders, and educational leaders in strategic and programmatic discussions. These discussions help determine if Jumpstart services are needed and if the Jumpstart program is a good fit for the community.

In Massachusetts, Jumpstart currently serves children in the following areas: Roxbury, Dorchester, Jamaica Plain, South Boston, East Boston, Brighton, South End, and Somerville.

Jumpstart's services are particularly focused on the Boston area because of the high level of poverty. This is evidenced in the large percentage of school children that qualify for the city's free or reduced price lunch program. In Boston, 74% of public school students qualify for this program; more than triple the rate for students in Massachusetts as a whole. Additionally, more than a quarter of Boston families with children under 5 live in poverty (Boston Indicators Project, [www.bostonindicators.org](http://www.bostonindicators.org)). According to the 2008 Massachusetts Comprehensive Assessment System (MCAS) results, 71% of Boston's 3rd graders failed to receive a score of "proficient" on the reading section as compared to 44% of 3rd graders across Massachusetts (Massachusetts Department of Elementary and Secondary Education,

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<http://profiles.doe.mass.edu/mcas.aspx>). This is of particular concern since research indicates that children who are not on their way to learning to read and write well by 3rd grade are at a greatly increased risk of school failure. It is in the 3rd grade when children switch from learning to read, to reading to learn. Preschool children who do not learn the precursors of reading and writing are on the track for school failure (Literacy Leadership in Early Childhood Education).

Jumpstart believes the crisis in education is one of Massachusetts most pressing and solvable problems. By bringing together colleges, preschools, families and communities and providing one-to-one, adult-child relationships, an innovative early education program like Jumpstart can help young children overcome the disparity between pre-school children from low-income communities and their peers from more affluent areas.

### DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

Jumpstart delivers an innovative early education program designed to address the skill gap between low-income children and their more affluent peers. Jumpstart recruits and trains college students to serve at-risk children one-to-one. These one-to-one relationships help to improve a child's language, literacy, social and initiative skills, all of which are essential for success in school.

For the 2009-2010 program year, Jumpstart will recruit and train 443 AmeriCorps members to serve low-income preschool children across Massachusetts. Jumpstart capitalizes on the talent and energy of full-time college students who want to serve local communities. 300-hour minimum-time slots allow Jumpstart to recruit large numbers of college students in service to preschool children and their families, while members pursue their studies. AmeriCorps members will serve in one of the following three member roles: Corps member (the majority of Jumpstart's AmeriCorps members), Team Leader (TL) or Volunteer Coordinator (VC).

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During the school year, AmeriCorps members serve at preschool centers for approximately 10 hours/week. Currently, Jumpstart is implementing a new curriculum developed by Jumpstart's education and research department, in conjunction with external assessment and curriculum experts. The curriculum focuses on three key domains (books and print knowledge, phonological awareness, and oral language) and six key skills (alphabet knowledge, meaning and use of print, phonemic awareness, rhyme awareness, vocabulary, and comprehension) which literature demonstrates contribute to the emergent literacy and later reading ability of young children.

The research used to create this curriculum primarily comes from studies of low-income, preschool-age children, similar to the children Jumpstart serves. AmeriCorps members implement this curriculum through twice-weekly, two-hour Jumpstart sessions.

Jumpstart's Education and Performance Management departments consistently assess Jumpstart's curriculum and session model to ensure every minute is intentionally used to bring about growth in children's language and literacy skills. After three years of extensive assessment of its new curriculum, Jumpstart has adjusted the session model. Session elements that had the highest quality indicators of language and literacy interaction were lengthened and one element, small group story time was removed. The Jumpstart session now consists of:

- \* Welcome (formerly "Sign-In and Start the Day Centers"): This element provides children an opportunity to focus on their names and transition into a Jumpstart session
- \* Reading Time (formerly called one-to-one reading): This element uses a series of children's books, called the Core Story Books. It builds oral language and comprehension skills, and exposes children to new vocabulary words.
- \* Circle Time: This element focuses on a set of specific songs, poems, and word activities that build letter

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knowledge and phonological awareness.

\* Let's Find Out About it: This element is designed to build children's conceptual knowledge and content vocabulary through discussions and exploration.

\* Center Time: This element allows children to choose which center(s) they would like to try and move freely from one center to the next. The open-ended nature of Center Time allows AmeriCorps members to have rich conversations with children, and scaffold their emerging language and literacy skills.

\* Sharing and Goodbye (formerly Sharing time): During Sharing and Goodbye, AmeriCorps members have conversations with their partner children about the day's session, focusing on language as a means to recall and talk about their favorite activities and look ahead to upcoming sessions.

In addition to these sessions, AmeriCorps members spend an additional 2-5 hours a week assisting their child's classroom teacher (called Classroom Assistance Time). AmeriCorps members significantly improve the adult-child ratio in the classroom, giving children more frequent interactions with adults.

AmeriCorps members also participate in 2-3 hours of team planning each week. Members use this time to discuss successes and challenges from the previous Jumpstart session and plan for the next session. A Team Leader (TL) leads each planning meeting. TLs support a team of 8-10 AmeriCorps members and are not partnered with a Jumpstart child. Responsibilities include organizing sessions, facilitating team meetings, and coaching members to use developmentally appropriate practices with young children. TLs receive additional training and support at both Jumpstart's regional September Leadership Institute and ongoing weekly Team Leader Meetings.

Additionally, each Jumpstart site also has 1-2 Volunteer Coordinators (VCs) who help expand Jumpstart's mission by recruiting volunteers and organizing Jumpstart service projects.

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AmeriCorps member roles are distinct from staff and volunteer roles. AmeriCorps members directly implement the Jumpstart program. Staff supervise AmeriCorps members, build the program structure, provide evaluation, and ensure member's training and continuous learning. Volunteers engage in episodic or short-term volunteer activities that support and provide materials for Jumpstart children, families, and preschools.

In Massachusetts, Jumpstart currently has partnerships at the following 10 sites: Boston University, Boston College, Emerson College, Simmons College, Northeastern University, Suffolk University, University of Massachusetts-Boston, Wheelock College and Bridgewater State College. Jumpstart is also in conversation with the Colleges of Worcester Consortium and the New England Institute of Art to become a new partner. Jumpstart currently partners with 35 preschools across Massachusetts including, 16 preschools in Roxbury, 7 preschools in Dorchester, 4 in Somerville, 3 in Jamaica Plain, 2 in South Boston, and 1 each in Brockton, Taunton, and Raynham.

In order to ensure Jumpstart meets measurable outputs and outcomes (listed below), Jumpstart provides members with up to 60 hours of training on civic engagement and early education best practices. Jumpstart provides ongoing supervision to staff and AmeriCorps members to ensure high quality programming. Jumpstart's ongoing supervision is discussed further in the Self-Assessment and Improvement section.

Jumpstart ensures that members comply with rules on prohibited service activities by detailing all AmeriCorps member prohibited activities in Corps member contracts. These activities are discussed with Corps members before they sign the contract. Prohibited activities are also reviewed with Corps members during pre-service training.

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An AmeriCorps grant will add value to Jumpstart's activities by increasing the number of caring adults able to provide the individualized attention pre-school children need to succeed. This attention is the hallmark of the Jumpstart program.

### MEASURABLE OUTPUTS AND OUTCOMES

The Needs and Activities measure will show that completion of the Jumpstart program leads to an increase in early literacy, language, initiative and social relations skills for Jumpstart partner children. Children served one-to-one will experience at least 25% gains in the above skills.

The Strengthening Communities measure will show how Jumpstart's Volunteer Coordinators (VCs) plan and implement projects that allow community volunteers to perform service activities to help serve the "whole child." Jumpstart Massachusetts will recruit 600 volunteers, who will perform more than 1200 hours of service. Jumpstart VCs will recruit volunteers, with the support of a Jumpstart Site Manager, to participate in preschool center enhancement projects, classroom materials creation, service days, and community events.

The Participant Development performance measure will show that by participating in Jumpstart, AmeriCorps members will increase their knowledge of early childhood best practices. Additionally, by using national service training content, Jumpstart will educate AmeriCorps members on becoming effective and responsive community members and leaders. Jumpstart will also implement citizenship training so AmeriCorps members develop an ethic of civic engagement and learn how to be effective civic leaders.

Jumpstart has an outstanding track record of building high-quality systems to collect, manage, analyze



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and report data to staff and supporters. Systematically Achieving Measures (SAM) is Jumpstart's primary system for data collection and management. For the past five years, Jumpstart has used this web-based information management system to streamline and centralize data collection for AmeriCorps members (including tracking hours served toward AmeriCorps awards), preschool partners, and higher education partners.

### PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

Jumpstart is dedicated to continuous improvement on all levels and evaluates its progress toward meeting its goals through a process led by Jumpstart's national office. Jumpstart tracks its Needs and Activities performance measure and childhood outcomes through its School Success Checklist evaluation process. Twice a year, Jumpstart administers this proprietary quantitative assessment tool across its network. The Checklist is a 15-item assessment of early language, literacy, social and initiative skills based on the High/Scope Educational Research Foundation's Preschool Child Observation Record ([www.highscope.org](http://www.highscope.org)). The pre-and post-assessment process allows Jumpstart to track a child's progress, measure program impact, and improve content and delivery. The assessment information is entered and analyzed by an online system that was developed for Jumpstart in partnership with "Ready, Set, Grow" a nationally recognized data collection system for child data. The data is entered and analyzed twice a year and compares fall and spring scores to assess the program's impact on children's development. Jumpstart national and regional staff reviews the results each year to ensure continuous improvement.

To ensure Jumpstart meets its community volunteer engagement goal, outlined in the Strengthening Community performance measure, Jumpstart uses several methods. The main method is the Volunteer Feedback Form, which allows Jumpstart to track volunteer numbers and hours, as well as receive feedback on volunteer events.

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To meet the Participant Development performance measure Jumpstart provides 40- 60 hours of pre- and post-service training on these topics. To measure the development of AmeriCorps members' early education and civic knowledge over the course of the service year, Jumpstart members complete a "Corps member Survey." This survey is administered 3 three times a year (Fall, Winter, Spring) and consists of questions on child development, citizenship, leadership, and member future career aspirations.

Jumpstart also ensures continuous program improvement through its quality assurance system. This system is comprised of two main components: Jumpstart's Standards of Quality, which provide definitions of quality for Jumpstart Sessions, Team Planning, Family Involvement and Site Management, and four quality assurance activities. The four quality assurance activities include the following: 1) monthly Site Manager observation and feedback, where Jumpstart staff observe and provide coaching to member teams at their preschool service sites; 2) semiannual Site Manager observation and coaching visits, conducted by Regional Program Directors to support the Site Managers' development and ensure Jumpstart's sites are in compliance with organizational and AmeriCorps policies; 3) yearly standards review to ensure Site Managers are effectively implementing Jumpstart and AmeriCorps standards; and 4) comprehensive reviews, one per site every three years, where Jumpstart staff complete an in-depth, broad review of site performance. At each stage, Jumpstart addresses challenges through improvement action plans.

### COMMUNITY INVOLVEMENT

Jumpstart Massachusetts involves the communities it serves in identifying and addressing local needs by collaborating with the following: educators, government officials, colleges and universities, preschool and Head Start centers, local community members and business leaders. This collaboration helps

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ascertain the neighborhoods most in need of early education support. Jumpstart staff extensively review published statistics on educational performance, poverty rates, crime, and other indicators of at-risk preschool populations. After identifying an area in need of Jumpstart's services, the organization works with its community partners and current preschool partners to reach out to preschools in targeted, at-risk neighborhoods.

In Massachusetts, Jumpstart has strong collaborations with multiple partners, especially preschools and higher education institutions. Jumpstart Massachusetts has partnerships with 35 early care and education centers and 10 institutes of higher education. Each preschool partner provides the space needed to conduct Jumpstart sessions and AmeriCorps member team meetings. Teachers help identify the students most in-need of Jumpstart's services. In addition, Jumpstart seeks ongoing input from preschool staff through twice yearly feedback surveys and partnership meetings, as well as through regular informal conversations occurring at the preschool site.

Each of Jumpstart Massachusetts' 10 higher education relationships was created through a yearlong partnership development process co-facilitated by Jumpstart and key university personnel. Each Jumpstart university partner plays an integral part in the site planning process and provides a faculty advisor, called Campus Champion, who supports integration of the program within the university structure and assists the Site Manager in recruiting and maintaining a high-quality program.

Jumpstart Massachusetts also has deep relationships with the following community organizations and stakeholders: public schools, education and community-based non-profits, foundations, businesses, government agencies and officials, and community leaders. Examples of stakeholder involvement include Jumpstart's partnership with Boston Public Schools to expand Jumpstart's services in tandem with their preschool expansion plans and to develop a longitudinal study of Jumpstart participants.

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Jumpstart also partners with the Black Ministerial Alliance, a coalition of over 80 faith-based and community-based organizations, to develop community sensitivity trainings, recruit Corps members, and select preschool partners. Additionally, Jumpstart's staff has participated in Mayor Menino's School Readiness Action Planning Team and the Schott Fellowship in Early Care and Education.

Jumpstart will continue to engage its preschool, higher education and community partners, and stakeholders during the three-year program period. Each year AmeriCorps members interact almost on a daily basis with preschool teachers and center directors to discuss sessions and ways to improve service. Site Managers engage college partners through Campus Champions and, because Site Managers are housed at the university, they maintain a strong university presence and build ongoing partnerships with key academic departments, centers, schools and administrative offices.

### RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

Jumpstart will build on other national and community service programs in Massachusetts by taking advantage of trainings and collaborative opportunities. As one of the nation's largest part-time AmeriCorps programs, Jumpstart is also able to provide assistance to other national service programs. For example, Jumpstart's Program Directors delivered a presentation on recruiting and sustaining long-term volunteers at the 2007 National Conference on Volunteering.

In addition to trainings, Jumpstart Massachusetts has established partnerships with a number of AmeriCorps funded organizations locally and plans to continue these collaborations over the next three years. Locally, Jumpstart has partnered with City Year by distributing information about their upcoming community volunteer events to Jumpstart's AmeriCorps members. This provides Jumpstart's AmeriCorps members with additional opportunities to serve their community. Jumpstart has also held several staff and member trainings at City Year's Boston headquarters, which has helped Jumpstart with

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cost-savings. Jumpstart also partners with New Sector Alliance's Summer Fellows Program, supported by the Massachusetts Service Alliance, which gives undergraduates the opportunity to complete a strategic initiative for a Boston-based innovative organization. Jumpstart provides a placement for a New Sector Summer Fellow. The fellow works on an important strategic initiative for Jumpstart, while also developing an understanding of the organization and valuable professional skills. In addition, Jumpstart has worked very closely with Generations Inc. to develop a program model focused on older adults.

### POTENTIAL FOR REPLICATION

Jumpstart is frequently recognized as an organization with effective and efficient national replication. It has grown its national network of college affiliate partners by 7-15 partners per year since 2000. Jumpstart's regional Executive Directors identify potential university partners based on a number of factors, including their proximity to communities of need and the university's culture of service. Following multiple conversations regarding Jumpstart's partnership and program model, representatives from potential college partners complete Jumpstart's Higher Education Affiliate Partnership Application. This application requires universities to determine the vision, host department, structure, and estimated budget for the new Jumpstart program. Jumpstart's regional and national staff review each application based on a standard set of criteria, including the availability of work-study funds, proximity of potential preschool partners, and the extent of on-campus support. New sites are selected in the spring prior to the program's launch and immediately introduced into Jumpstart's standardized site management and support structures.

Locally, Jumpstart Massachusetts is a key part of Jumpstart's national growth strategy. Since Jumpstart Massachusetts was established in 1996, the program has grown to 600 members this year. The members are supported by the Massachusetts Service Alliance and National Direct Grants.

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### Organizational Capability

#### ORGANIZATIONAL CAPABILITY

#### SOUND ORGANIZATIONAL STRUCTURE

#### ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

For over 15 years, Jumpstart has been a leader in the social sector. Founded in 1993, Jumpstart began by placing 15 Yale University students at a local Head Start center to work one-to-one with at-risk preschool children. Since then, the organization has recruited 14,000 AmeriCorps members and served nearly 60,000 young children. Nearly 80% of this growth occurred within the last five years. Jumpstart Massachusetts is one of the longest standing programs in Jumpstart's network. Launched in 1996, Jumpstart Massachusetts has grown to serve more than 2,300 children annually.

Jumpstart's Northeast Regional staff oversees Jumpstart Massachusetts. Jumpstart's Northeast Region consists of 2 Program Directors, 2 Development Professionals, a City Manager, and a Regional Executive Director. 2 AmeriCorps VISTAs also support Jumpstart's Northeast Region. Representing one of five regions in Jumpstart's national network, the Northeast is supported by Jumpstart's national office in Boston, Massachusetts. The national office consists of 5 departments including Education and Research, Administration (Human Resources, Finance, Operations, and Technology), Performance Management, Development and External Relations, and an Executive Office. Each focuses on a key area of Jumpstart's program and allows services to be sustainable and of high quality.

Jumpstart has successfully managed AmeriCorps funding for 10 years (including, since 1997, a National Direct grant with as many as 21 sub-grantees). Jumpstart has expertise in raising matching dollars for AmeriCorps funding, managing local government grants (such as Community Development Block Grants), and securing large, private restricted gifts from individuals, corporations, and foundations. Jumpstart monitors its grant management and fiscal position each year through an annual audit

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completed by independent, external auditors. Jumpstart's latest audit demonstrates its ongoing ability to effectively manage multiple grants and sites.

Jumpstart supports and oversees its sites in Massachusetts through an infrastructure of site, regional, and national staff dedicated to ensuring program quality and fiscal compliance. At the campus level, each site is led by at least one full-time Site Manager. Jumpstart's regional and national offices monitor program quality and site compliance with fiscal requirements. The Northeast regional office supports Jumpstart sites in Massachusetts and ensures that those sites maintain Jumpstart's overall mission and AmeriCorps standards. The Regional Executive Director oversees fiscal systems, including budgeting and contracting with university partners, while Regional Program Directors monitor and support the program through weekly check-ins with site managers, observation and feedback of Jumpstart sessions, and annual reviews. Program Directors also play an important role in facilitating connections between Jumpstart sites through bi-monthly regional calls, during which all Jumpstart Northeast sites gather to discuss program issues and share best practices. All of Jumpstart's Program Directors in the Northeast are former site managers and have a deep understanding of Jumpstart and firsthand knowledge of program implementation best practices.

Jumpstart's National Finance Team supports and monitors AmeriCorps fiscal compliance for all sites. Members of the Finance Team conduct regular trainings for regional and site staff and support periodic compliance visits. Additionally, to ensure that each site has the financial controls in place to manage an AmeriCorps grant, Jumpstart requires university partners to submit their most recent A-133 audit to the National Finance Team for thorough review. Additionally, each site, using Jumpstart's online periodic expense reporting system, submits all Jumpstart related expenses to the National Finance Department on a monthly basis. This system allows Jumpstart to monitor expenses monthly, preemptively identify any issues, and implement any necessary improvement plans.

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Jumpstart Massachusetts employs rigorous selection criteria when choosing new higher education partners to ensure they have adequate programmatic and financial capabilities. In addition to identifying university partners that are committed to serving children and families in high need areas, Jumpstart targets universities that demonstrate the following: 1) a campus and community infrastructure that will support the Jumpstart program, 2) a sponsoring program and/or faculty or staff member, 3) support from the university administration, preferably from the president, 4) sufficient financial aid to be allocated to the Jumpstart program, and 5) support and expertise from the university's finance department in administering grants and reports.

Jumpstart uses equally rigorous criteria when determining appropriate preschool and Head Start partners. Jumpstart only partners with centers serving children and families in low-income communities. In addition, Jumpstart looks for centers that meet the following criteria: 1) practice a curricular and educational philosophy that complements the Jumpstart educational approach, 2) have classrooms equipped to host Jumpstart sessions, 3) are either full or half day preschools with space available in the afternoons, 4) are accessible by AmeriCorps members, 5) are willing to participate in Jumpstart's School Success Checklist referral and assessment processes and 6) have staff and teachers who are excited and invested in Jumpstart's success at their centers.

Jumpstart incorporates AmeriCorps criteria into its site selection criteria and priorities, as is listed in regulation 45 CFR §2522.475:

(a) Jumpstart ensures the quality of its national service program through consistent and codified site selection criteria that meet Jumpstart and AmeriCorps standards. Jumpstart's thorough vetting of higher-education partners ensures that the site meets Jumpstart and AmeriCorps selection criteria and ensures a quality program at every site.



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(b) Jumpstart continuously develops innovative pilot programs and assesses the feasibility of replicating these innovations. Pilot programs can take from two to three years to be thoroughly implemented, assessed, and if proven successful, integrated into the rest of Jumpstart's program.

(c) As discussed earlier, Jumpstart ensures sustainability of its national service program by implementing stringent site selection criteria, providing a proven and supportive organizational structure, and generating a diverse funding base.

(d) Jumpstart's national service program is managed by quality leadership and is built upon past programmatic success. Jumpstart's organizational leaders have backgrounds in education, nonprofit management, consulting, and executive management.

(e) Jumpstart engages the communities it serves in the design, leadership, and operation of the program. As part of the site selection process, Jumpstart Massachusetts involves educators, local leaders, government officials, colleges, universities, preschools, and members of the business community in deciding which neighborhoods are most in need of Jumpstart.

(f) In compliance with 2522.450(c)(1) through (5), Jumpstart uses local, state and national data to target distressed communities that suffer adversely from a lack of resources and historical poverty. These areas have high unemployment rates, suffer from environmental abuses and have high percentages of families with low-incomes. Serving predominantly low-income communities is the main factor in choosing Jumpstart preschool partners. As discussed in the Community Need section, Jumpstart serves children and families who live in low-income communities in Massachusetts, particularly Boston, Brockton, Raynham, Taunton and Somerville.

### BOARD OF DIRECTORS, ADMINISTRATORS AND STAFF

Jumpstart is able to achieve key accomplishments in Massachusetts because of the support of its National Board of Directors, National Office, and Senior Management Team. Jumpstart's National Board of Directors consists of 20 members who meet 4 times per year. The National Board of Directors

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is responsible for appointing a chairperson who ensures consistently high Board performance by addressing the following topics: Jumpstart's strategic planning; operations and growth; annual operational priorities, performance standards, and revenue and expenditure levels; programmatic and fiscal performance; employing standing committees that carry out the detailed governing work of the board; and reviewing the President's performance. Jumpstart's National Board provides oversight and support to the Northeast Region.

Jumpstart's National Education Department also supports Jumpstart Massachusetts sites by managing curriculum development, AmeriCorps member training and monitoring, impact assessment, and research and development. Senior Vice President Kim Davenport manages the Education and Research Department. She and her team are responsible for the implementation of Jumpstart's model, including educating and supporting the entire network on Jumpstart's educational approach, training, assessment, research and curriculum implementation. Each year Jumpstart engages in a comprehensive assessment to evaluate the impact of its program on children and AmeriCorps members.

President James Cleveland oversees Jumpstart's operations, leading the Senior Management Team and representing Jumpstart externally. In his career at Jumpstart (over 7 years), James has served as the Executive Director of Jumpstart's Northeast and Central Regions and as the national Chief Operating Officer. James is supported by Benjamin Mahnke, who as Vice President of Finance and Administration oversees the Finance, Human Resources, Operations and Technology departments, and Erin Cox-Weinberg, Vice President of Field Operations, who oversees the implementation and expansion of the Jumpstart program nationally.

Jumpstart's Management Team consists of the President, department heads and all Regional Executive Directors. Quarterly management retreats gather all Jumpstart managers for professional trainings and

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strategic planning. In addition the team meets on a weekly basis to review metrics and organizational topics related to operations. Jumpstart's Northeast Regional staff also holds regional retreats three times each year to assess the program at the local level, ensuring that there is sufficient capacity to implement Jumpstart's program and align goals. Jumpstart staff members attend the Massachusetts Service Alliance Program Director trainings and conference calls to receive technical assistance and share best practices. Jumpstart Program Directors in the Northeast have also delivered trainings on "recruitment and orientation" and "relationship building with partners" at Massachusetts Service Alliance Program Director trainings. Additionally, Jumpstart Massachusetts has shared tools on Corps member management, program partner feedback, and trainings with other programs supported by the Massachusetts Service Alliance. Where needed, Jumpstart also requests support directly from the Massachusetts Service Alliance.

### PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT AND PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE

To further drive quality and local implementation, Jumpstart documents all of its best practices, effective tools and resources in its Site Management Binder, mentioned previously. This online resource library, updated annually, offers guides and tools for program planning, training AmeriCorps members, implementing Jumpstart session elements, developing strong and sustainable partnerships with local preschools, and meeting all AmeriCorps compliance standards.

Jumpstart's infrastructure is designed to provide multi-layer financial and programmatic technical assistance. Each Jumpstart Site Manager is provided with a set of regional and national trainings, technical assistance, and ongoing programmatic support to ensure program quality. Jumpstart's national and regional offices provide orientation to each new Site Manager through a series of self-studies, conference calls, and a 4-day new staff orientation at Jumpstart's headquarters in Boston.

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During the year, all Site Managers participate in weekly check-ins with regional Program Directors, as well as bi-weekly conference calls among local Jumpstart sites. These regular communication tools allow Jumpstart to identify and respond to ongoing training and technical assistance needs; additional trainings and conference calls are provided when requested by Site Managers or regional staff. AmeriCorps compliance is reviewed during check-ins, calls, and visits as needed but always on a monthly basis.

In addition, Jumpstart facilitates technical assistance through yearly trainings with fiscal staff at Jumpstart's higher-education partner. These trainings cover AmeriCorps fiscal regulations, reviews Jumpstart's fiscal systems, including our automated Period Expense Report Systems, and sets expectations for the year in terms of cooperative agreements, source documentation, and appropriate documentation of expenditures.

Jumpstart Site Managers provide a programmatic orientation and technical assistance to each preschool partner. All teachers and families at Jumpstart's partner preschools receive an orientation to the program. Site Managers make at least monthly visits to each preschool and conduct consistent feedback sessions with preschool directors and teachers to ensure that Jumpstart is meeting its partners' needs. Preschools also occasionally ask Jumpstart to provide trainings for families on strengthening literacy at home.

### SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

#### VOLUNTEER GENERATION AND SUPPORT:

Jumpstart recruits and supports a diverse group of volunteers who increase organizational capacity each year. Jumpstart AmeriCorps Volunteer Coordinators (VCs) collaborate with Site Managers to identify a diverse population of volunteers. VCs create trainings and volunteer experiences that build upon

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volunteer's existing interests and knowledge, while connecting volunteers to Jumpstart's mission in meaningful ways. During the past program year alone, Jumpstart Massachusetts has engaged over 500 volunteers in service. By leveraging the expertise of a diverse volunteer population, Jumpstart is able to increase its own organizational capacity and provide additional resources to children, preschools and communities. For example, corporate volunteers from Barnes and Noble held an in-store book drive to benefit Jumpstart children. And, through a partnership with Boston Cares, a well-respected community engagement organization, Jumpstart's program at Emerson College was able to engage community volunteers to create a mural to beautify one of Jumpstart's partner preschools.

Another key volunteer opportunity is Jumpstart's Read for the Record Campaign. The goal of the Campaign is to create national public interest in early education and to engage a larger audience in service. Activities for this event include readings, volunteering at preschool and Head Start centers, book drives and public events where children can read with parents. This past year, Jumpstart Massachusetts recruited 300 volunteers who helped organize and implement 9 events. Every Jumpstart site in Massachusetts took part in this exciting opportunity to reach out to new volunteers.

### ORGANIZATIONAL AND COMMUNITY LEADERSHIP

Jumpstart promotes the growth and development of local and national partnerships by bringing neighborhoods together and fostering connections between community stakeholders. In fact, Jumpstart Massachusetts is regularly asked to present at area conferences about early childhood education and join local committees or consortia that are addressing these issues. By involving key stakeholders in its work, Jumpstart encourages these organizations to work together to address the needs of young children and to help solve the problem of school readiness in low-income communities.

Jumpstart has received multiple awards celebrating quality programming and leadership. Jumpstart has

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won the Social Capitalist Award every year, for the past five years. The award is given to top-performing non-profits based on their social impact, entrepreneurship, innovation, aspiration and growth, and sustainability. In 2007, Jumpstart Massachusetts and its university partners won the Jimmy and Rosalynn Carter Partnership Award for Campus-Community Collaboration. This award is given out once every three years in recognition of an exceptional partnership addressing an area of critical public need involving a Massachusetts college or university and a community group(s). Jumpstart Massachusetts also received the Bank of America Neighborhood Builder's Award in 2008, which recognizes excellence in nonprofit organizations working to improve their communities.

Jumpstart's staff has also shown leadership in the Massachusetts community and the early education field through participation in Boston Mayor Menino's School Readiness Action Planning Team, LeadBoston, the Commonwealth Seminar, the Massachusetts Association for Educating Young Children, and the prestigious Schott Fellowship in Early Care and Education

### SUCCESS IN SECURING MATCH RESOURCES

Jumpstart's university partners, national corporate partners, and local private supporters have enabled the organization to successfully match AmeriCorps dollars each year since 1997. Each of Jumpstart's higher education partners provides a significant amount of financial and in-kind support to the operation of the Jumpstart programs on their campuses. These contributions include time and benefits of faculty and staff members who are involved in the management of the program, as well as office space and supplies for the Site Manager and large rooms for training events. For example, during the 2008-2009 program year, Boston University committed more than \$39,000 of in-kind support and Wheelock College committed more than \$60,000 of in-kind support to Jumpstart, representing a 40% and 50% match rate respectively. In total, during the last program year, Jumpstart's higher education partners provided more than \$400,000 of match support.

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Two of Jumpstart's major corporate partners, American Eagle Outfitters and Pearson Education, provide substantial in-kind contributions (AmeriCorps member uniforms and textbooks) that help fulfill the AmeriCorps match requirement. Moreover, Site Managers solicit in-kind donations on a smaller local scale, such as meals for trainings, books, and classroom materials. In Massachusetts, Jumpstart sites have received in-kind donations from Boloco, Starbucks, Qdoba, Viga, and other local businesses. Jumpstart Massachusetts' private funding comes from both the foundation and corporate sectors and includes support from the following: MFS Investments, Bank of America, The Boston Foundation, The Amelia Peabody Foundation and others. In addition, Jumpstart Massachusetts has implemented a new individual outreach strategy, including, a young professionals host committee, family events that reach donor families, and new awards for corporate partners. In addition, in its third year, Jumpstart is growing its Read for the Record Campaign that has created a new opportunity for on-line donating, cause-marketing for corporate sponsors, and outreach to a vast donor base. With an increased external relations focus, increased brand recognition, and a commitment to be innovative around educating and involving all supporters, the Northeast Region is poised for continued revenue successes and long-term sustainability.

### SUCCESS IN SECURING COMMUNITY SUPPORT

#### COLLABORATION

Jumpstart Massachusetts has built strong collaborations that increase the quality and reach of Jumpstart's services, especially within Massachusetts' educational institutions. For example, the program at Simmons College is in its 10th year of operation, while University of Massachusetts- Boston has been a Jumpstart partner since 2002. Jumpstart Massachusetts is proud to work with 35 Head Start, faith-based, public school, and community-based early childhood centers.

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### LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS AND WIDE RANGE OF COMMUNITY STAKEHOLDERS

Jumpstart's non-financial support from community stakeholders has grown over time because Jumpstart engages a wide variety of stakeholders in its work. In addition to the earlier mentioned items, examples of non-financial support from higher education institutions are as follows: university staff support for Jumpstart Site Managers; access to students or staff members as potential volunteers; advice and counsel on Jumpstart's research agenda; and strategic guidance on the Jumpstart program, its curriculum and delivery. Preschool partners host the Jumpstart program in their centers throughout the year, orient AmeriCorps members to the center and local community, coach them during their classroom service, provide space and resources for Jumpstart sessions, and offer feedback on how Jumpstart can improve its efforts. The scope and breadth of these partnerships differ based on the unique needs and resources in each Jumpstart community.

### **Cost Effectiveness and Budget Adequacy**

#### COST EFFECTIVENESS

Jumpstart is a cost effective program. The cost per member service year will be \$10,030, far below the AmeriCorps maximum and a 5% reduction from Jumpstart's FY09 MSY. Historically, as sites mature, Jumpstart is able to lower their cost per member service year as both the commitment of university partners and the number of AmeriCorps members in service grows. For 15 years, Jumpstart has worked to keep costs minimal and ensure that discretionary expenses are used in direct service with children from low-income neighborhoods.

Jumpstart obtains diverse resources for program implementation and sustainability from a variety of non-government sources, primarily foundations, corporations and individuals. Jumpstart will match Corporation funds at a rate of 39%. In addition, Jumpstart's university partners all contribute in-kind support including staff time, office space and program supplies. As relationships with higher education



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partners strengthen over time, their contributions to Jumpstart typically increase. In all, \$607,370 in committed support will be matched against Jumpstart's request from the Corporation of \$940,497.

The following are strategies that Jumpstart is pursuing; 1) create and sustain meaningful links between Jumpstart's national, regional, and local fundraising efforts in order to grow private giving; and 2) continue growth of Jumpstart's Read for the Record Campaign in Massachusetts. By implementing these strategies, Jumpstart will increase support from individuals and raise awareness of the Jumpstart program and the importance of quality early education.

Jumpstart receives substantial in-kind support from its national corporate sponsors, namely American Eagle Outfitters, Pearson, Sodexo, and Starbucks. All provide in-kind donations of office space and support, AmeriCorps member apparel, toolkits and training guides. Jumpstart also receives substantial in-kind contributions from university partners in the form of staff support, office space, and program supplies. These contributions would typically be used directly on campus, but are instead dedicated toward community service because of the university's relationship with Jumpstart. Corporate funding equals approximately 25% of Jumpstart's revenue. Jumpstart receives support from local and regional businesses across the country, its four national corporate sponsors, and its five additional Jumpstart's Read for the Record Campaign sponsors namely, Hyatt, Penguin, Leap Frog, Sirius-XM Radio and Hanna Andersson. For example, Pearson, which has supported Jumpstart for the last eight years, agreed this fall to a renewed commitment, donating \$1 million each year for the next three years.

Jumpstart's Northeast Region is working towards building diversified funding in several ways. To increase funding from corporations and individuals, Jumpstart will expand current vehicles for corporate and individual involvement and create new opportunities. To increase individual involvement and donors, Jumpstart created a Young Professionals Committee. Committee members, adults from 22

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to 35 years old who are employed by leading Boston businesses, host fundraising events throughout the year. The committee, currently, has 10 members and is expected to raise nearly \$20,000 in FY 2009. Jumpstart plans to expand this committee in future years. This fall Jumpstart also held a kick-off event for its new Family Involvement Program which was created at the request of several of Jumpstart's key donors who wanted to increase their family's involvement in Jumpstart. The Family Involvement Program will provide a variety of opportunities for families to work together to support Jumpstart's services. The Young Professional Committee and the Family Involvement Program also provide opportunities for increased corporate involvement. BNY Mellon sponsored the Young Professional Committee Kick-Off Event, and several other current corporate partners have employee families participating in the Family Involvement Program. Jumpstart's Northeast Region plans on expanding Jumpstart's Read for the Record Campaign to engage new corporate and individual donors. In the Northeast Region, Jumpstart has a proven record of leveraging this campaign to provide new and meaningful ways for our corporate sponsors to engage their employees in Jumpstart's work.

The Northeast Region's emphasis on finding new and unique ways, from events to volunteer engagement opportunities, to engage individuals, families, foundations, and corporations in Jumpstart's work will allow for continued fundraising successes and sustainability.

### BUDGET ADEQUACY

The enclosed budget provides an adequate description of the support required for Jumpstart's program. The budget for each Massachusetts site includes the cost of a Site Manager who is responsible for AmeriCorps member recruitment and implementation of the entire program. In order to increase retention and ensure program continuity, Jumpstart's Site Managers are full-time employees who are eligible for benefits. The budget also includes the cost to train all AmeriCorps members, including trainings provided at institutes held throughout the program year and costs for assessment and

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evaluation activities related to performance measure outcomes. Jumpstart also includes some national staff as part of the AmeriCorps grant, as national staff assist directly in regional and site-based work.

In addition, Jumpstart's program budgets in Massachusetts have undergone increased scrutiny as the region is adopting a new, more intentional, and specific curriculum. The new curriculum requires particular materials that have been researched by the National office. The region is now buying materials in bulk and then distributing to sites in order to obtain the most cost effective and easily manageable strategy. Jumpstart has formed partnerships with vendors in order to achieve the materials necessary in a timely and ongoing fashion. In addition, this past year Jumpstart received the rights to the curriculum that had previously been under the management of the publisher and the authors. With the curriculum at the heart of our school success performance measures, these actions have allowed Jumpstart to run better programs at equivalent or lower costs. In addition, due to the high number of corporate sponsors and university supporters Jumpstart's volunteer program is mostly funded through outside sources. For example, materials for a service day will often be supplied through corporations and in-kind donations. As discussed earlier, Jumpstart's partnership with higher education partners and preschool partners allow for an incredibly cost effective model.

### **Evaluation Summary or Plan**

#### EVALUATION SUMMARY

Jumpstart conducts annual evaluations of program effectiveness using research-based methods and independent consultants. The consultants have worked with Jumpstart's Education and Research Department staff, including the Director of Evaluation, over the past several years to outline the organization's needs for evaluation and the research questions the evaluation will address. As an organization committed to the continuous improvement of its program, Jumpstart uses research and evaluation results, along with other programmatic data and feedback from staff and community partners, to enhance training and program delivery.

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Jumpstart's evaluation of impact on preschool children seeks to assess the percentage gains Jumpstart partner children make on their language, literacy, initiative, and social relations skill development throughout the program year. To assess child gains, Jumpstart modified the High/Scope Educational Research Foundation's Preschool Child Observation Record (COR). Jumpstart's version, the School Success Checklist, is comprised of 15 of the 32 COR items assessing language, literacy, initiative, and social relations skills. The Checklist has high reliability statistics and is a valid observational measure of preschoolers' development.

The results from the 2007-2008 evaluation of Jumpstart Massachusetts indicated the following: Jumpstart provided services to preschool-age children who had been deemed most at-risk of not being prepared for school; Jumpstart participants made gains in overall development, language literacy, and social-initiative relations skills that were greater than the gains of the comparison group children. The majority of the Jumpstart participants had percentage gains on the School Success Checklist total scale, and its two subscales, that exceeded the percentage gains for the comparison group children.

Jumpstart is also committed to evaluating AmeriCorps member development. Members complete a fall, mid-year, and year end survey regarding their beliefs about early childhood education, civic engagement, citizenship, confidence and leadership development, and future education and career interests. Annual results from AmeriCorps member surveys show that at the end of their service members are more comfortable taking a leadership role and have expanded their knowledge about early childhood education and citizenship.

Jumpstart requests all partner preschool centers to fill out an annual Program Partner Feedback Survey. The survey asks about the preschool's satisfaction with Jumpstart's ability to help children develop

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their language, literacy, initiative and social relations skills. In the most recent completed surveys, Program Partner's gave Jumpstart a 3.7 out of 4 for its ability to enhance current educational services at the preschool center and a 3.6 out of 4 for the training and preparation provided to AmeriCorps members' for their service at the preschool center.

### Amendment Justification

N/A

### Clarification Summary

FY10 NEGOTIATION ITEM RESPONSE:

(1) Under Staff Training, the line item for JL1 training does not provide breakout. The last two line items of that section also require breakout (SLI hotel and food for \$6,500 and SLI cost for regional at \$6,000).

-This has been addressed in the budget. All costs associated with the trainings have been broken down to reflect calculations.

(2) Criminal history checks for staff and members are not included in the budget. Please clarify.

#### -BACKGROUND CHECKS

Jumpstart requires each employee, prior to hiring, to pass a criminal background check. Each offer letter given to an employee states it is a conditional hire based on the completion of a CORI. The background check is a standard check and is not budgeting for through the MSA AmeriCorps grant based on a centralized Human Resources department. These costs come from the general operating pool which is funded by other sources of revenue (private: corporation and foundation as well as local government). Currently national expenses (costs associated with criminal history checks on all staff) are not tracked to specific grants.

Additionally, the costs for Corps member criminal history checks are included in the budget in the first

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line item in section E. Supplies.

(3) Please identify source, amounts and types (cash or inkind) of non-CNCS funds.

-Jumpstart receives cash and in-kind match from a variety of sources, including corporations, foundations, and our higher education partners. The specific sources of match are outlined in more detail in the budget narrative.

(4) E. Supplies: There are several \$1,200/team Program Supplies lines. If these are all similar, please itemize the cost one time and indicate that the lines similar. If they are different, please itemize each line.

-This has been addressed in the budget; sites with similar numbers of teams have been combined.

(5) I. Other Program Operating Costs

Other JS Boston College: \$30,000 for work-study costs. Please itemize these costs and explain their purpose as they relate to the program.

- JS Boston College change:

Initially \$30,000 for work-study costs was erroneously included in the budget. A change has been made: the \$30,000 was moved into the living allowance section of the grant. This money is intended to provide an additional 20 stipend slots to potential members at Boston College where students may not have received work-study funding to support their participation in the Jumpstart program.

FY11 NEGOTIATION ITEM RESPONSE:

(1) Section C. Staff Travel. The line items listed do not align with the line item labeled in Jumpstart's budget. However, the line items listed in Jumpstart's Section C. Staff travel of the budget can be

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itemized as follows.

The line item for travel to Commission related events is budgeted at \$0. Travel costs are not itemized in Section C. Staff Travel, but rather can be found under Section I. Other in the line item, Travel to CNCS events (\$2,000). This includes \$408 for mileage reimbursement (800 miles x \$0.51 per mile), \$1,200 for public transportation (\$2 per ride x 600 rides), and \$392 for cab fares.

Local Travel for Observation & Feedback (\$3,000) includes \$250 for staff travel (public transportation, mileage reimbursement, or taxi fare) to each of the 8 Boston sites, totaling \$2,000. For the other 2 sites, Bridgewater State and Lawrence/Lowell, \$500 per site, totaling \$1,000, is needed due to their further distance from Jumpstart's main offices in Boston. Program Directors travel out to preschool sites throughout the year to monitor the quality of the Jumpstart session.

Travel for Site Monitoring (\$5,664) includes \$475 for staff travel (public transportation, mileage reimbursement, or taxi fare) to each of the 8 Boston-area sites, totaling \$3,800. For the other 2 sites, Bridgewater State and Lawrence/Lowell, a significantly higher amount, \$932 per site, totaling \$1,864, is needed due their further distance from Jumpstart's main offices in Boston. Site Monitoring activities include supervision of site managers, Campus Champions- the university representatives, assist with recruiting activities, and to conduct periodic files checks.

Local Travel to Jumpstart Events (\$967) includes travel expenses (public transportation, mileage reimbursement, or taxi fare) for events throughout the year including preschool graduations, Read for the Record events, and university events.

(2) Section E. Supplies. (2) Section E. Supplies. Volunteer Event/Service Day Supplies (\$5,000) includes

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the materials and tools, such as poster board, arts and crafts supplies, laminating paper and signage printing, used in volunteer events throughout the year. Events include Read for the Record, and corporate volunteer events.

Office and Program Supplies for Lawrence/Lowell (\$8,200) costs have been calculated based on the cost per team of Corps members serving in classrooms in Lawrence/Lowell. It is anticipated that each team will need \$1,250 for office and program supplies. For the 6 teams at Lawrence/Lowell, this will result in \$7,500 in costs. The remaining \$700 budgeted is for discretionary supplies, including storage and on-campus partnership initiatives.

Office and Program Supplies for Bridgewater State (\$7,000): costs have been calculated based on the cost per team of Corps members serving in classrooms in the Bridgewater area. It is anticipated that each team will need \$1,250 for office and program supplies. For the 5 teams at Bridgewater, this will result in \$6,250 is costs. The remaining \$750 budgeted is for discretionary supplies, including storage and on-campus partnership initiatives.

(3) Section 1. Other Program Operating Costs. Telecommunications for Bridgewater State (\$3,600), which are being donated by the University, account for all costs surrounding internet, phone, and fax for the Jumpstart site manager, supporting University staff, and Corps members at Bridgewater State. Telecommunications total \$300 per month for 12 months.

(4) I. Other Program Support Costs. Jumpstart complies with all criminal history check regulations for each member, employee and other individual with recurring access to vulnerable populations, as directed by the Commission through the MSA. Jumpstart requires each employee, prior to hiring, to pass a criminal background check. Each offer letter given to an employee states it is a conditional hire



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based on the completion of a CORI. FBI and criminal background checks are included in the MSA AmeriCorps grant. Further background checks are covered by various private grants.

(5) Section III. Source of Funds.

University partner sites: value of university personnel's time in supporting program- 111,858, In Kind, State/Local;

University sites: benefits provided by University to Jumpstart Site Managers- 30,865, In Kind, State/Local;

Preschool Partners: Value of Preschool Teacher's time in support of Jumpstart program- \$50,000, In Kind, State/Local;

University Site Partners: Value of office supplies, program supplies, room rental fees, training materials, and training space provided to Jumpstart programs- \$60,388, In Kind, State/Local;

Corps Member uniforms provided by American Eagle Outfitters- \$4,000, In Kind, State/Local;

Preschool Partners: Classroom supplies provided to Jumpstart for sessions, including art and craft supplies- \$17,500, In Kind, State/Local;

Corps Members toolkits provided by Pearson Publishing; include all pertinent information to members' service- \$25,440, In Kind, State/Local;

The value of University site partners' office space, telecommunication, printing costs, postage provided

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by university- \$140,448, In Kind, State/Local;

Space for Jumpstart Sessions provided by 35 preschool partners and snacks for all children participating in Jumpstart sessions- \$76,512, In Kind, State/Local;

Dorot Foundation grant to support outside trainer fees- \$30,000, Cash, Private

Edith Glick Shoolman grant to support the purchase of Core Story books for children in the Jumpstart program- \$50,000, Cash, Private

MFS: \$50,000 of this grant covers operating costs- \$50,000, Cash, Private

Starbucks: \$30,000 covers match costs pertaining to operations and member support- \$30,000, Cash, Private

Boston Foundation: \$30,000 of this grant covers match associated with operating costs- \$30,000, Cash, Private

Linde Family Foundation: \$20,000 of this grant supports match associated with operating costs- \$20,000, Cash, Private

Deshpande Foundation: \$70,000 of this grant supports operating costs in Lowell/Lawrence.

Jumpstart's Boston Marathon team: \$85,237 raised by runners in the fundraising campaign, and applies

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to operating costs- \$85,237, Cash, Private

Individuals: Jumpstart hosts a Young Professional Host Committee that fundraises throughout the year to provide supplies and support indicated in the budget as match- \$14,150, Cash, Private

Performance Measure Clarification Item: Volunteer Engagement

As suggested, Jumpstart has deleted the Volunteer Engagement Performance Measure from its application. However, the program will continue to track and measure volunteer engagement.

### Continuation Changes

Executive Summary

During the 2011-2012 program year, Jumpstart Massachusetts will recruit, train and manage 480 AmeriCorps members to serve low-income communities in Boston, Brockton, Taunton and the communities of Lowell and Lawrence (hereafter indicated as Lowell/Lawrence). Corps members will serve 1200 children from 34 preschools in intense, yearlong, individualized relationships. Jumpstart's AmeriCorps members will build the literacy, language and social skills their partner children need to enter kindergarten prepared for school success.

2011-2012 Growth and Expansion

During the 2011-2012 program year, Jumpstart Massachusetts plans to grow to a new geographic area, Lowell/Lawrence, by transitioning 40 of its 480 AmeriCorps slots to serve the new area.

2011-2012 Site Growth and Transition

The Massachusetts Department of Elementary and Secondary Education designated ten Massachusetts school districts as Commissioner's Districts. The ten districts: Boston, Brockton, Fall River, Holyoke,

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Lawrence, Lowell, Lynn, New Bedford, Springfield and Worcester face similar challenges in ensuring their students achieve basic educational goals. They serve among the highest percentages of students living in poverty statewide and contain more than 80% of the schools currently designated as Commonwealth Priority Schools. All ten districts also share commonalities of size, demographics, and level of infrastructure. The purpose of this designation is to help organize support and assistance for these districts through the Massachusetts Department of Elementary and Secondary Education's Center for Targeted Assistance.

To align Jumpstart's growth at its current sites in Massachusetts with the focus communities for the Massachusetts Department of Elementary and Secondary Education, Jumpstart will add sites in Lowell/Lawrence. Jumpstart's continued presence in Greater Boston through its 440 AmeriCorps slots will maintain the organization's strong investment in Boston, another Commissioner's District and focus community of the Massachusetts Department of Elementary and Secondary Education.

### Geographic Expansion

#### 2011-2012 New Site Location: The Communities of Lowell and Lawrence

Jumpstart Massachusetts seeks to expand its services into Lowell/Lawrence to meet the significant needs of the children and families in these communities. As stated earlier, both of these districts were designated as Commissioner's Districts. The 2009 American Community Survey 1-Year Estimates reports, 46.5% of families in Lawrence with children 5 and under (6271 children) and 14.6% of the families in Lowell with children 5 and under (8300) live below the poverty line. Therefore, Jumpstart estimates that 1,000 children, annually, could benefit from Jumpstart's services. Additionally, The KIDS COUNT Data Center indicated that from 2005 to 2008 the number of Lowell and Lawrence children living in poverty increased by 8%. The recent economic downturn has only exacerbated the issues of poverty in these cities and increased the number of children in need. Many preschool children from low-

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income families in Lowell/Lawrence do not receive high quality early childhood education. They start school without the foundation skills they need and, therefore, struggle in kindergarten. The educational gap between them and their more prepared peers grows throughout their schooling. Because children are not prepared for kindergarten, they subsequently are less likely to reach their full educational potential by being able to capitalize on later experiences.

To serve the 1,000 children, annually, from Lowell/Lawrence that could benefit from Jumpstart Massachusetts' services, the program seeks to open a new site in Lowell, in partnership with the University of Massachusetts at Lowell. Jumpstart requests the opportunity to engage additional AmeriCorps members in Lowell/Lawrence by transitioning 40 AmeriCorps slots to this new area.

To make certain it has the funder, university and community support necessary to create and sustain a site to serve Lowell/Lawrence, Jumpstart has already developed key partnerships. Jumpstart has secured financial support for this expansion as an initial partner of the Deshpande Foundation's Merrimack Valley Sandbox initiative. The Deshpande Foundation's interest in developing a longer term funding partnership with Jumpstart is heightened, in part, by the opportunity to increase its investment with the additional support of the Massachusetts Service Alliance.

Additionally, the four major institutions of higher education in the area, including Jumpstart's expected site partners, the University of Massachusetts at Lowell, Merrimack Community College, and Northern Essex Community College, are key partners in this initiative. During the initiative's opening conference, UMass Lowell Chancellor Marty Meehan stated that through the new program "students will partner with experienced leaders in business and nonprofits." This new coalition and Jumpstart's long and successful relationship partnership with the University of Massachusetts at Boston will ease the development of a new partnership with the University of Massachusetts at Lowell and the two

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Community Colleges. Jumpstart Massachusetts has 15 years of building strong relationships with preschool centers and organizations, including ABCD, Associated Early Education, and the Boston Public School.

### Enrollment and Retention:

I. Enrollment: During the 2009-2010 program year, Jumpstart Massachusetts enrolled 302 minimum time slots awarded to the program. With the support of the Massachusetts Service Alliance, Jumpstart Massachusetts grew from 302 minimum time members in 2009-2010 to 480 minimum time AmeriCorps slots in 2010-2011.

During this 2010-2011 program year, Jumpstart Massachusetts has enrolled 457 Corps members into the 480 awarded slots. The program has 23 slots remaining to fill. As in the past several years, Jumpstart Massachusetts Tufts University site will run a summer program to continue Jumpstart's investment in several preschool partners after the conclusion of the traditional school year. The summer program will recruit 20 minimum time AmeriCorps members to the Jumpstart Massachusetts program in June 2011. The 3 other 2010-2011 program year slots that are not yet enrolled will be filled by spring recruitment efforts. Jumpstart Massachusetts intends to use every awarded minimum time slot. Spring recruitment allows Jumpstart Massachusetts to engage strong student candidates that were unable to participate in the program during the fall due to restrictive first semester class schedules. These students will be expected to complete all training before beginning in the classroom and will serve the full 300 hours, often extending Jumpstart's presence in the classroom beyond the end of Jumpstart Massachusetts sessions in the spring.

II. Retention: Jumpstart Massachusetts' 2009-2010 program year retention rate was 87.4%, greater than the retention rate from the prior program year. Corps members that prematurely ended their term

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of service with Jumpstart most often had conflicts with their full-time obligations. Several competing factors disrupted the ability of students to commit to the service and/or complete the service requirements. Most of those competing factors are related to financial hardships that students face in the economic downturn: students needing to have a full time job, students required academic coursework with less available course options, students unexpectedly needing to transfer or drop out of universities, students receiving a reduced amount in their work study award, and/or students who previously received work study no longer receiving an award.

To proactively prevent attrition, Jumpstart Massachusetts Site Managers have increased preventative measures. They have upfront conversations about the demanding commitment to Jumpstart Massachusetts. They review students' mandatory class schedule before accepting them into Jumpstart. They provide in-service support to corps members around time management and organization. Additionally, site managers continue to support Corps members through individual graduation plans, monthly hours updates, and relevant resources or referrals to departments on campus for counseling, loans, time and stress management, etc. Jumpstart Massachusetts realizes a student's first priority is schoolwork; in some cases an AmeriCorps member will need to end their service early, despite good intentions. Such challenges stem from the busy nature of college life, as opposed to specific challenges with the program, as well as the difficulty the average student has learning to manage his or her time in such an environment.

Performance Measures:

Jumpstart Massachusetts has incorporated three of the Corporation for National and Community Service created early education-focused national performance measures as Jumpstart Massachusetts' primary service activity.

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### Budget:

The budget reflects the same amount of AmeriCorps slots, 480, as in the previous year. It also reflects Jumpstart Massachusetts' level of investment in its strategic plan. One of the prioritized areas of Jumpstart Massachusetts' work is community engagement. To invest in this vein of the organization's work and enhance Jumpstart's community engagement efforts, Jumpstart Massachusetts requests the financial support needed to hire a program associate which will allow for higher quality and focused management of the Jumpstart Massachusetts community outreach, data management, fulfillment of the strategy's go deep initiative, organization and support of new sites and educational opportunities for stakeholders.



## Performance Measures

### SAA Characteristics

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

### Priority Areas

- Education  
*Selected for National Measure*   
 Environmental Stewardship  
*Selected for National Measure*   
 Economic Opportunity  
*Selected for National Measure*   
 Healthy Futures  
*Selected for National Measure*   
 Veterans and Military Families  
*Selected for National Measure*   
 Other  
*Selected for National Measure*

Grand Total of all MSYs entered for all Priority Areas 101.59

### Service Categories

- School Readiness/Head Start/Early Childhood Education Primary  Secondary   
Community Revitalization/Improvement Primary  Secondary   
Intensive Mentoring (at least 1 hour weekly for 9 months) Primary  Secondary

### Future Teachers and Citizenship

**Service Category:** Intensive Mentoring (at least 1 hour weekly for 9 months)

**Measure Category:** Participant Development

### Strategy to Achieve Results

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

- Pre-service and ongoing Corps member training in early childhood concepts
- Two Future Teacher Institutes to train Corps members on curriculum planning and classroom management strategies.
- Individualized partnerships/adult-child interactions
- Future teacher meetings for regular curriculum planning
- Classroom observation and reflection.
- Observation / Feedback process facilitated by Site Manager
- Coaching visits from site and region staff
- Completion of the Quality Monitoring process each year, using the Jumpstart Quality Monitoring

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

Tool.

**Results**

**Result: End Outcome**

At least 70% of Corps members will report on the end-of-year Corps Member Survey that they expect to engage in education or community/public service in the future.

Indicator: Continued engagement in education or community/public service

Target: At least 70% of Corps members will report on the end-of-year Corps Member Survey that they expect to engage in education or community/public service in the future.

Target Value: 70%

Instruments: Spring Corps Member Survey

PM Statement: Corps members will demonstrate an average percent correct score of 70% or greater on the midyear Corps Member Survey related to key early childhood education best practices. This score will represent a higher score than the percent correct achieved in the fall survey. At least 70% of Corps members will report on the end-of-year Corps Member Survey that they expect to engage in education or community/public service in the future.

Prev. Yrs. Data

**Result: Output**

Each year, 550 Corps members will receive a minimum of 30 hours and up to 60 hours of training related to early childhood education practices, leadership and citizenship.

Indicator: Number of hours of training provided

Target: Each year 550 Jumpstart college students will each receive a minimum of 30 hours and up to 60 hours of training on early childhood education, leadership, and citizenship concepts.

Target Value: 30

Instruments: Corps member Service Records, Corps member Hours Plans, monthly Hours Updates, and training sign-in sheets.

PM Statement: Each year, 550 Corps members will receive a minimum of 30 hours and up to 60 hours of training related to early childhood education practices, leadership and citizenship.

Prev. Yrs. Data

**Result: Intermediate Outcome**

Corps members will demonstrate an average percent correct score of 70% or greater on the midyear Corps Member Survey related to key early childhood education best practices. This score will represent a higher score than the percent correct achieved in the fall survey

Indicator: Increase in early childhood education knowledge

Target: Corps members will achieve an average score of at least 70% correct on midyear surveys related to key early childhood education best practices. This score will represent a higher score than the percent correct achieved in the fall survey.

Target Value: 70%

Instruments: Mid-Year Corps Member Survey

PM Statement: Corps members will demonstrate an average percent correct score of 70% or greater on the

**Result: Intermediate Outcome**

midyear Corps Member Survey related to key early childhood education best practices. This score will represent a higher score than the percent correct achieved in the fall survey. At least 70% of Corps members will report on the end-of-year Corps Member Survey that they expect to engage in education or community/public service in the future.

Prev. Yrs. Data

## National Performance Measures

### Priority Area: Education

**Performance Measure Title:** ED20, ED21, ED24: Early Childhood Education

**Service Category:** School Readiness/Head Start/Early Childhood Education

#### Strategy to Achieve Results

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

- Jumpstart Corps member recruitment and selection activities
- Pre-service and ongoing Corps member training in early childhood concepts
- 2 Future Teacher Institutes to train Corps members on curriculum planning and classroom management strategies.
- Individualized partnerships/Adult-child interactions for 470 Corps members
- Leadership roles to facilitate session and volunteer resource gathering for 80 members
- Jumpstart Sessions include circle time, reading time, Let's Find Out About It, and center time.
- Future teacher meetings for regular curriculum planning.
- Classroom observation and reflection.

#### Result: Intermediate Outcome

Result.

816 of the preschool-age children served by Jumpstart will demonstrate fall-to-spring gains in literacy skills important to school readiness.

Indicator: (PRIORITY) ED24: Children demonstrating gains in literacy skills.

Target : Preschool-age children (3 to 5 years old) living in low-income communities and attending early childhood education programs (Head Start, child care and public prekindergarten).

Target Value: 816

Instruments: Literacy Checklist

**PM Statement:** Each year, 1200 preschool-age children living in low-income communities will start in a Jumpstart program, participating in high-quality supplemental early language and literacy activities in early childhood education programs (Head Start, child care, and public prekindergarten). 960 preschool-age children living in low-income communities will complete participation in Jumpstart's high-quality supplemental early language and literacy program. 816 of Jumpstart preschool-age children will demonstrate fall-to-spring gains in literacy skills important to school readiness.

#### Result: Output

Result.

960 preschool-age children will complete the Jumpstart supplemental early literacy and language program.

Indicator: (PRIORITY) ED21: Children completing an early childhood education program.

Target : Preschool-age children (3 to 5 years old) living in low-income communities and attending early childhood education programs (Head Start, child care and public prekindergarten).

Target Value: 960

Instruments: Literacy checklist

**PM Statement:** 960 preschool-age children (3 to 5 years old) living in low-income communities and attending early

## National Performance Measures

Result.

childhood education programs will complete the Jumpstart supplemental early literacy and language program.

### Result: Output

Result.

1200 children will start the Jumpstart early education program, which provides high quality supplemental, and developmentally appropriate early literacy and language activities twice a week during the school year.

Indicator: ED20: Children starting in an early childhood education program.

Target : Preschool-age children (3 to 5 years old) living in low-income communities and attending early childhood education programs (Head Start, child care and public prekindergarten).

Target Value: 1200

Instruments: Literacy checklist

PM Statement: 1200 preschool-aged children (3 to 5 years old) living in low-income communities and attending early childhood education programs will start the Jumpstart early education program, which provides high quality literacy and language activities twice a week during the school year.

## Required Documents

**Document Name**

**Status**

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable