

## 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 conform to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE:  19-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID:  11AC124488	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:  09ACHNH0010001														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: City Year, Inc.  DUNS NUMBER: 622374122	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):  NAME: Alexandra M. Allen TELEPHONE NUMBER: (603) 773-1611 FAX NUMBER: (603) 773-1649 INTERNET E-MAIL ADDRESS: amallen@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 GRANTEE <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: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: City Year New Hampshire															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Manchester, Portsmouth, Nashua, Hampton, Seabrook (NH)	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 <input type="text" value="MA 008"/> b.Program <input type="text" value="NH 001"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>	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;">\$ 579,601.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 579,600.00</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;">\$ 1,159,201.00</td> </tr> </table>	a. FEDERAL	\$ 579,601.00	b. APPLICANT	\$ 579,600.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 1,159,201.00	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	\$ 579,601.00															
b. APPLICANT	\$ 579,600.00															
c. STATE	\$ 0.00															
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e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 1,159,201.00															
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: 12/10/10														

## Narratives

### Executive Summary

City Year New Hampshire is a full-time, team-based program serving 2,600 children in 5 Manchester schools and throughout Nashua and the Greater Seacoast. Our AmeriCorps members, ages 17-24, provide interventions in literacy, math and behavior and after-school programs for students in grades 3-5. In 2011, 350 targeted students will enroll in our Academic Program and 50% of those completing will show improvement. Members also run a weekend service program for 100 6th-8th grade students.

### Rationale and Approach

#### NEED

In Manchester, New Hampshire's largest city, one in every five students drops out. Manchester Central High School generates the highest number of students who leave before completion in the state (NH Department of Education, Attendance and Enrollment Data, April 2009). Manchester's Public Schools, including the high school feeders, rank in the bottom fifth in terms of student academic performance. According to 2007 Annual Yearly Progress reports, the Center City middle and elementary schools averaged an index score of 50 in math (compared to 84 state-wide) and an index score of 61 in reading (compared to 86 state-wide). Collectively, students scored below 50% on 2008 Schoolwide Combined Math and English Proficiency assessments. Manchester also reports the lowest middle school attendance rate in the state (92.4%). There is no attendance policy in the Manchester School District until 9th grade. Once in high school, students with 12 absences from a class fail the course. With just one attendance officer for a 16,000-member student body, students who miss days or classes simply "slip through the cracks". Inconsistent attendance and academic struggles prior to high school cause students to slide off track. Research from Johns Hopkins University concludes that middle school students who fall behind in attendance, behavior, or fail English or Math, have less than a 20% chance of graduating (Nield, Balfanz, Herzog, "An Early Warning System," Educational Leadership 2007).

Manchester's students are already disadvantaged. They are overwhelmingly poor: over 80% of students

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in Manchester's Center City schools qualify for free or reduced lunch. Many confront cultural stigmas and language barriers as members of Manchester's rapidly growing immigrant and refugee community. Half of all NH minority residents live in Manchester and nearly 100 languages are spoken at Manchester Central High School (J. K., "Demographic Trends in the Manchester Area", The Carsey Institute).

Studies have shown that youth who attend after-school programs connect more with their community, do better academically and avoid risky behaviors, but in New Hampshire 35% of middle school children and 63% of high school youth--including the 9,500 6th-12th grade students in Manchester--are responsible for taking care of themselves after school (Afterschool Alliance, America After 3PM, 2009). They struggle with binge drinking (NH ranks 16th nationally among high school students, according to CDC's 2005 Youth Risk Behavior Survey) and drug use (NH teens rank first in the nation in marijuana use, according to United Way of Nashua: 2006 Community Assessment). More than 60,000 children not currently enrolled in an afterschool program would likely be able to participate if one were available in their community.

In 2010-11, City Year New Hampshire (CYNH) will enter its 11th year as an AmeriCorps program serving children and youth in Nashua, Greater Seabrook and with a special focus on at-risk students in Manchester's middle and elementary schools. Using a unique, "Whole School Whole Child approach" CYNH AmeriCorps members--diverse young adults ages 17-24--will provide full-time academic tutoring and mentoring in three Manchester schools to help students achieve school success. Although CYNH has dedicated the past decade to serving all three NH communities equally, in the coming year CYNH will focus its resources strategically to reduce the drop-out rate in NH's largest city. By doing so, CYNH will effectively align with NH's statewide priority to improve graduation rates, the goals of the Serve America Act's Education Corps, and City Year's own organizational mission to keep students in school and on track. Addressing the need for more out of school time programming across the state, CYNH will

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also continue to run its signature weekend service-learning program, "Heroes" for middle and high school youth in Greater Seabrook, Nashua and Manchester. With the Whole School Whole Child and Heroes programs, CYNH will strive to increase student academic achievement, engage youth in positive after school alternatives, and connect youth to their community through civic leadership.

### WHOLE SCHOOL WHOLE CHILD APPROACH

CYNH is part of CY, Inc., a national network of AmeriCorps programs dedicating to helping children stay on-track in schools in 20 urban areas across the U.S. In alignment with the goals of the Education Corps under the Edward M. Kennedy Serve America Act, City Year's approach to long-term school success is organized around a research-based, "Whole School Whole Child" (WSWC) service model. CYNH members implementing WSWC serve as tutors, mentors and positive role models who are present in schools all day and during afterschool programs, addressing the academic and socio-emotional needs of individual students who demonstrate off-track indicators in early grades (failure in English or Math, poor attendance, or poor behavior). They also work to improve the whole school environment by leading activities that foster a strong connection between students, parents, and the school community (positive peer interactions, an engaging learning environment, and high expectations of students). As a result, targeted students improve their academic performance and attendance as they become more capable, committed and confident learners, and ultimately stay on track to graduation. Launched in 2004 and developed over the past 5 years, City Year's WSWC approach has been constructed using nationally recognized research studies and with the input of expert advisors in the area of education. Advisors included: Dr. R. Balfanz, Johns Hopkins University (Early Intervention Warning System, tiered response, and dropout prevention); Dr. D. Osher, American Institutes for Research (school climate); Dr. M. Nakkula, Harvard University (effective academic support); and, Dr. K. Vander Ven, University of Pittsburgh (after-school activities). Through their input, CY developed a Theory of Change in 2006 for the WSWC model that links student needs to core strategies to activities to

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first line, interim and end outcomes for school success.

### ACTIVITIES AND MEMBER ROLES

Structure and Location: CYNH's 46-member corps will serve from August to June, five days a week, from 8:00AM -- 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 CYNH corps will be divided into 5 teams, each led by an experienced Team Leader (members who have demonstrated leadership capabilities and receive extra training in order to lead the team). Three teams (30 members) will implement the WSWC model in partner Manchester public schools. Continuing our 7-year partnership with the Manchester School District (MSD), school-based teams will serve with current MSD partner Hillside Middle School (the feeder for Central High School) plus two more Manchester elementary schools. Running the basic WSWC model, a typical day includes: 3.5 hours of small group tutoring and classroom assistance, 1 hour of homework help after-school, 1.5 hours of after-school enrichment activities, 1 hour of informal mentoring during transition periods (before school and during recess and dismissal), 1 hour of lunch clubs (to practice conversation/social skills, mentor, and promote teamwork and conflict resolution), and 1 hour of preparation, documentation, and co-planning with teachers and after school coordinators. An additional 15 minutes is spent debriefing with the team. Specific activities are as follows:

Attendance Coaching: At Hillside middle school, one team will serve 250 students through academic support in classrooms and implement an attendance improvement program. By focusing on attendance in the middle school grades members will prepare off-track students to adhere to the MSD attendance policy standards before they reach high school. Each member will be matched as a mentor with up to ten 6th-8th grade students (a total of 100 students) who have shown trouble with attendance, course performance in English or math, and/or behavior issues (such as disciplinary referrals). For those "focus

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list" students, members will run morning greetings and attendance checks, phone calls home if their assigned students are still not present at the end of homeroom, close of school day checks, positive behavior reinforcement in-class and during transitional periods, supplemental academic support (in-class support, homework completion), lunch buddies and mentoring activities throughout the day. Targeted students will receive 1:1 support for at least five hours each week over the course of the school year and their improvement will be tracked through school attendance records. Members will also run school-wide attendance initiatives, such as promotional assemblies and incentives, benefiting all of Hillside's 900 students. Members will work to improve targeted students' attendance to at least 90% of regular school days.

Academic Tutoring: Two teams will work with elementary school students in grades 3-5 in two Center City schools (to be determined through an RFP process in March 2010). Drawing on best practices from across City Year's network, members will be assigned to a single classroom and provide 1:1 and small group literacy tutoring in both schools to at least 100 students, using scientifically-based, age-appropriate tutoring methodologies selected in collaboration with MSD, Reading Readiness and the Orton-Gillingham Everyday Math program. Students performing below proficiency levels will be identified by each school's guidance counselors and teachers based on start-of-year assessment tests. The extent of each student's participation (i.e., benchmark, length of time, or other measurement of completion) will be determined in partnership with each school as part of CYNH's standard Service Partner Agreement. The benefits of members' academic tutoring will impact each class as a whole-- more than 400 students altogether--by allowing teachers to diversify their instruction based on student need.

After School Programs: Members will recruit at least 350 3rd-8th grade students to participate in enrollment-based after-school programs Monday-Thursday from 2:00-4:30 PM. Programs will maintain

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a 1:9 member to child ratio, operate at all 3 partner MSD schools, provide continuity for students and ease student transition periods. All programs incorporate nutrition, 1 hour of homework help, and 1.5 hours of service learning or enrichment clubs. CYNH partners with each school's 21st Century Learning Center coordinator, who oversees the student enrollment process at the beginning of the year and is the school's on-site liaison at all times.

Camps: Members run a week-long "camp" during MSD's winter school vacation, operated at two partner school facilities and draws students from partner schools. The camps serve 125 students and provide a low-cost, safe, accessible and structured alternative during winter vacation. Members plan, recruit participants for and lead all aspects of the camp, as well as recruit and deploy at least 10 non-CYNH volunteers.

Positive School Climate: WSWC teams will support the general school climate through 4 events per school promoting family involvement and community awareness. Together with informal mentoring activities and recess support, these events help the corps foster a safe, welcoming, and respectful school environment, and build trust among students, parents, and teachers.

How members are different from school staff or volunteers: CYNH's corps adds unique value to existing MSD school resources. CYNH members 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.

Type of Positions: CYNH's full-time member deployment model supports the MSD school district's school improvement mission and is central to achieving program objectives. Effective academic

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mentoring and 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. By serving in schools all day, members have more opportunity to work with children and youth, creating familiarity and trust and forging an identity within the school. For at-risk students, this kind of relationship may be critical. The relationship between students and caring adults, whether positive or negative, is the most important factor in students' school experience (Boston Private Industry Council, 2006).

Additional teams: Two teams will operate from CYNH's headquarters, to meet the volunteer generation goals of the Serve America Act. Of these, one team (9 members) will be responsible for all aspects of CYNH's youth volunteer program for 6th-9th grade students called "Young Heroes" and will operate out of CYNH's headquarters, and one team (3 members) will organize and implement all CYNH civic engagement initiatives. Four members will serve as capacity builders in key operational areas (for detail please see Community Outputs).

How member training and supervision will contribute to outcomes: Members are trained to conduct full-time activities and evaluation directly related to these outcomes and closely supervised to ensure adherence to goals as represented in this proposal.

Prohibited Activities: Members are trained on Prohibited Activities during pre-service orientation, as part of their Member Contract and during the first meeting with supervisors. Prohibited Activities are part of each school's Service Partner Agreement and are reviewed at the start of the year with partners, including non-displacement and non-duplication assurances. The AmeriCorps provisions are posted on CYNH's intranet for staff reference with hard copies accessible in CYNH's office. Prohibited activities are also reviewed at the AmeriCorps Opening Day by staff members at Volunteer NH. Service will be routinely monitored by CYNH staff to ensure that members do not engage in prohibited activities.



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How AmeriCorps adds value to existing services: CYNH is a stand-alone, full-time AmeriCorps program, therefore the only program we run is the one discussed in this proposal. AmeriCorps adds irreplaceable value to CYNH because it establishes baseline program structure and member positions and drives the ability to leverage significant private/public sector investment to support programs for children and youth. AmeriCorps also provides an important national service network through which CYNH builds resources, relationship, and promote members' civic identity.

### MEASURABLE OUTPUTS AND OUTCOMES

From 2006-2009, CYNH met or exceeded all service performance measures related to in-school service, including target outcomes for after-school programming and intensive mentoring. For example, CYNH members enrolled 782 middle school students in 2008 and 2009 in after school programs, of which at least 75% regularly attended (defined as attending 30+ sessions). CYNH members mentored 465 students in this time period, 85% of whom received 200+ mentoring contacts (2 per day x 4 days, over the school year). In post surveys, at least 67% improved their self-confidence, more than half improved their attitudes towards school, and over 80% improved their ability to trust as reported by teacher observation. CYNH members provided 520 6th-8th grade students with academic support -- one on one and small group -- with 65% of those students showing improvement in participation in class or academic performance. On 2009 year-end surveys:

- 90% of teachers reported that CYNH members' mentoring contributed to increased attendance of target students at Hillside Middle School.
- 78% of teachers reported that CYNH members' helped improve the academic performance and attitude of their students and 76% reported that we helped improve the learning climate in the classroom and overall school.

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- 100% of principals reported that City Year's after school programs helped to strengthen student's academic performance.

For 2010-2011, CYNH will opt into the Education Corps and also into CNCS' national performance measure pilot for this priority area. CYNH plans to assess improved Attendance for targeted middle school students as a primary aligned performance measure, and improved Academic Performance for targeted elementary school students as a secondary measure. Draft targets are outlined below:

1) Attendance (Measures 3, 4 and 6): 100 disadvantaged 6-8th grade students will be served through qualifying mentor-mentee matches. Of these, at least 75% (75) will be sustained over the course of the program year (Oct-June). 50% of students will attend 90% of school days OR make significant improvement in attendance from start to end of year.

2) Academic Performance (Measures 1, 2, and 5): A total of 100 students will be enrolled in 3rd-5th grade education programs. Of these, 80% will complete participation, and 60% of these will demonstrate improvement in literacy skills; or meet state standard proficiency levels as measured by the NECAPs.

CYNH will develop complete performance measures for these goals as requested by VNH and CNCS.

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

\* 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

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attendance forms; plus school attendance records.

\* Scaled, standardized teacher and principal surveys administered in November and May, aggregated and analyzed by City Year's national Research and Evaluation Department using SPSS software.

\* NECAP (New England Common Assessment Program) test scores, administered two times during the year by teachers (October and May)

### PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

CYNH's self-assessment is managed by the Program/Service Director, and occurs through regular data collection, reporting and review, formal surveys and ongoing meetings with all stakeholders. CYNH staff members visit each school at least twice per month, meet at least three times each year with each principal, and meet with MSD administrators regularly for information on curriculum development, facilities and system-wide areas of focus, and to review program successes and challenges. Per contractual requirement with MSD, teachers and their assigned members meet on a bi-weekly basis to plan, resolve problems, and share ideas. Program Managers, who have front-line responsibility for team goal achievement, lead a goals progress review monthly with their teams. Partner school principals and teachers are surveyed in December and May to assess corps impact on student academic performance, school environment, and teacher assistance, and results are reviewed in January and July and shared with CYNH's staff, Board, MSD officials, school principals, and other stakeholders. Results from NECAP tests and quarterly report cards are assessed as soon as they become available and shared with all stakeholders. CYNH's WSWC leadership staff continually adjusts and improves all school services in real time, and for the future, based on these meetings and reports. External evaluation of the effectiveness of the WSWC model has been implemented since 2007-08 and is ongoing through 2010-11. Please see Evaluation Summary for details.

### COMMUNITY INVOLVEMENT

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In 2008, New Hampshire Governor John Lynch put out a challenge to the state that he wanted to see the drop out rate reduced to 0 by the year 2012. NH Department of Education has prioritized corrective action for the Manchester Public Schools, which represent the highest volume of underperforming schools in the state and produces the highest number of drop outs each year. To understand what role CYNH could play, staff met with numerous MSD stakeholders for the last year including Manchester Superintendent Tom Brennan, outgoing NH Commissioner of Education Lyonel Tracy, new NH Commissioner of Education Virginia Barry, former Deputy Commissioner Mary Heath, NH Board of Education current Chair John Lyons and former Chair Fred Bramante, Director of Manchester Office of Youth Services Marty Boldin, NH alternative education experts Gary Hunter and Jim Schubert, Manchester Mayor-elect Ted Gatsas, Manchester Aldermen-at-Large Dan O'Neil, School Board member Joyce Craig and principals from prospective partner schools. In Spring 2009 CYNH leadership (board and staff) and community stakeholders crafted a strategic, 5-year plan to focus CYNH resources entirely in the City of Manchester, placing members in middle and elementary schools that feed into Central High School to impact the drop out rate. The currently proposed 46-member corps builds on CYNH's 10-year experience with middle school students, utilizes a standardized, research-based WSWC service model, and adapts best practices from across the City Year national network to inform elementary school implementation. In December 2009, meetings occurred specifically with Mayor-elect Gatsas and Superintendent Brennan to explore sustainable funding for CYNH over the next 2-3 years. For example, CYNH will be part of NH/MSD's proposal for U.S. Department of Education stimulus funds (Race To The Top) as a community partner in their school transformation model, with decisions expected by April 2010. MSD leadership has also indicated interest in allocating all MSD Title IV drop-out prevention funding to CYNH and increasing Title I funding to CYNH. Further planning meetings between CYNH leadership, board, MSD administration and Mayor Gatsas will take place in January and February.

### RELATIONSHIP TO OTHER NATIONAL SERVICE PROGRAMS

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CYNH regularly partners with members from other streams of service by recruiting them to participate in monthly physical service projects, including Make A Difference Day, MLK Day, and Global Youth Service Day. Recent projects have included volunteers from University of New Hampshire, AmeriCorps Victim's Assistance Program, PlusTime NH and the Student Conservation Association. CYNH annually attends AmeriCorps Opening Day and Life After AmeriCorps events. CYNH reciprocates invitations from the other three AmeriCorps programs in NH to trainings and service days and serves as the lead program for NH's state-wide MLK Day celebration.

### POTENTIAL FOR REPLICATION

The WSWC model used in all MSD partner schools is a comprehensive, full-school partnership model made up of replicable components, such as team deployment with 1-2 members per classroom, organized and enrollment-based after school programming, and a roster of specific positive school climate initiatives designed to meet each school's goals for student and family engagement in school communities. CYNH's WSWC and after school programs are standardized and documented field guides that details how to plan, implement, and resource the program. All CYNH teams preserve historic knowledge through "legacy binders" at the end of each year. CYNH has already been approached by principals and teachers that would like the program to be implemented at their school next year. Manchester's middle schools (McLaughlin, Parkside and Southside) have indicated interest in CYNH and in the past six months Superintendent Brennan has presented and recommended CYNH to MSD elementary school principals.

### Organizational Capability

#### 1. SOUND ORGANIZATIONAL STRUCTURE

### PROGRAM AND FISCAL OVERSIGHT

History: City Year was founded in 1988 in Boston, Massachusetts as a 50-person summer pilot and

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today is an international youth service program operating in 19 U.S. cities and in Johannesburg, South Africa. All City Year sites, such as CYDC, 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 demonstrate, improve, and promote the concept of citizen service through youth leadership.

Experience: For the past 10 years CYNH has provided the opportunity for young people to participate in a year of full-time, team-based service. Since its founding in 2000, CYNH has enrolled more than 300 members, who have completed 556,000 hours of service, engaged 11,524 volunteers in service, and served more than 70,000 of NH's neediest children. CYNH members have provided one-on-one and small group tutoring to 4,625 students and in-class academic assistance to an additional 6,233 students.

Capacity to Manage Federal Grants: City Year, Inc. has managed over 150 federal grants since 1992. City Year currently receives AmeriCorps funds through National Direct and multiple other State Commissions (California, Florida, Louisiana, Illinois, Massachusetts, Michigan, New York, Ohio, Rhode Island, Pennsylvania, South Carolina, and Texas). CYNH became an AmeriCorps program in 1999 as a State Competitive operating site.

Staff Experience: CYNH has a diverse, professional staff, 70% of whom are City Year alumni who bring 51 years of collective experience in corps leadership as well as AmeriCorps compliance and mission dedication. All of CYNH's current staff plan to return in 2010-11. 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. CYNH regularly meets all required reporting deadlines, including 30-day member enrollment and exits, progress and fiscal reports.

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Fiscal Structure and Systems: City Year, Inc.'s 2009-10 operating budget is \$61.3M of which CYNH's total budget represents 2.3%. CYNH 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 (27 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 division of staff duties related to asset custody and payroll procedures, expenditures assigned by cost category in accordance with approved budgets and consistently supported 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 2008 Financial Statements and A-133 Audit show no significant findings or material weaknesses (FY09 is due March 31, 2010). CYHQ also manages insurance and legal services; a \$6 million line of credit; and technology and infrastructure support, including website and web-based data management systems.

Program Oversight: Centralized program support from HQ includes development of and 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 CYNH's program staff to ensure adherence to all operating goals, policies, and procedures through bi-

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monthly conference calls, regularly scheduled meetings, and as-needed support.

### BOARD OF DIRECTORS, ADMINISTRATION, AND STAFF

Legal Applicant: City Year, Inc. 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 COO James Balfanz (12+ years of youth service-based nonprofit management experience).

CYNH Site Board: CYNH is directly overseen by a 12-member Site Board of Directors comprised of stakeholders from NH's public, private, and nonprofit sectors. Together with CYNH's Co-Executive Directors Alexandra Allen and Pawn Nitichan, the Board is responsible for CYNH's strategic planning, revenue and sustainability, program focus and key personnel decisions. CYNH's Board meets bi-monthly and is divided into issue-specific subcommittees (e.g. with oversight of development, board development, and program areas). It includes representatives from government (Retired Major General Ken Clark, former head of the NH National Guard), business (T-Mobile Regional Manager Michael Murray, Tranchmongange Communications President Scott Tranchmontange, Heinemann Publishing Company President Lesa Scott, Timberland Company Vice President Larry Klane, retired Bank President Jim McCobb, BAE Systems Vice President Clark Dumont, Business consultant Stewart Gale, and Manchester lawyer Patrick Duffy) and nonprofits (former NEA President Mel Myler and Dare Mighty Things President and CEO David Van Patten). Board members also dedicate their personal resources to CYNH, with 100% of board members giving an annual gift.



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CYNH Staffing: CYNH's staffing structure is made up of four functional areas: Executive and Operations; Program and Service; Recruitment; and Development and External Affairs. For 2010-11, CYNH's staffing model of 8 full-time positions (excluding development) covers corps recruitment, supervision, and training.

Co-Executive Directors: ALEXANRA ALLEN and PAWN NITICHAN are responsible for overall site direction, management, fundraising and operations; and meeting all quarterly goals for revenue, recruitment, service, and retention. Alexandra (15-year history with CY) was CYNH's founding Executive Director. Alexandra is a graduate of Bowdoin College in Maine. Pawn joined CYNH in 2000 from the private sector (Co-Founder and Marketing Director of B&B Software Company) and became Co-Executive Director in 2004. Pawn is a graduate of Loyola College in Baltimore.

Program/Service Director: BOBBY KESSLING (5-year CYNH veteran) is responsible for program calendar and corps training, development, and retention; manages CYNH's contractual relationship with MSD, schools and overall service strategy; facilitates skills training and leadership development for the corps, oversees corps human resources and administration, and ensures compliance with AmeriCorps regulations. Bobby received his B.A. in Government from the University of Texas at Austin.

Program/Service Managers: KIMBERLY AALBERG and BRYAN DWYER supervise all WSWC teams and are responsible for all aspects of member support; district, school, and service partner contracts; team goal setting and project planning, service partner communication, member and team progress and evaluation; ensuring data collection and reporting, and supervising team projects. Bryan graduated in 2008 with a degree in Community and Environmental Planning from the University of New Hampshire. Kim is currently enrolled in Great Bay Community College working towards her degree in Education.

## Narratives

Young Heroes and Civic Engagement Program Managers: MEGYN MCCLURE and ERIC HOPKINS supervise two teams, Heroes and Civic Engagement, with all basic team supervision functions; and are additionally responsible for: service event production, including volunteer engagement, securing resources, and service partnership development. Megyn received her BA from James Madison University in 2007. Eric earned his AS in Math and Science from Onodaga Community College, and BS in Physical Education from Plymouth State University.

Recruitment Director: TED WING is responsible for quarterly recruitment goals, all recruitment events, alumni affairs, and strategic recruitment planning and partnerships, outreach and interviews, admissions and selection, and is in his 3rd year as Recruitment Director with CYNH.

Fiscal Management: Grant Accountant MARIE GLORIEUX (9 years of for-profit/nonprofit accounting/finance experience) provides fiscal support services, including budget preparation, allocations, forecasts, and actuals to CYNH and will complete all fiscal reporting for these funds.

### SELF ASSESSMENT AND IMPROVEMENT

CYNH uses multiple management tools and feedback mechanisms for continuous improvement as an organization. CYNH 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 CYNH leadership staff quarterly, and with CYNH's Board at bi-monthly meetings. CYNH is in the process of rewriting a 5-year Strategic Plan that will include monthly and quarterly milestones with clear deliverables related to key goals, such as growing private revenue sources, ensuring adequate staffing, providing professional development, and demonstrating impact. CYNH's Senior Management Team, led by the Co-Executive Directors, meets on a weekly basis to assess progress toward these goals and discuss challenges. Each CYNH department

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conducts a retreat in August and at mid-year to review data and surveys from teachers, principals, and service partners.

### PLAN FOR TECHNICAL ASSISTANCE

Staff Training Retreat: CYHQ leads program orientation and basic training through City Year Summer Academy, a week-long summer training program for all City Year staff and Team Leaders, and special orientation in organizational standards and curriculum development for new staff. CYHQ also hosts departmental training conferences and workshops throughout the program year. The summer training focuses on fundamental program goals and organizational objectives. Special workshops are conducted on 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. CYNH's Co-Executive Directors plan and implement quarterly full staff retreats that focus on team building (summer); progress against goals (fall); forward planning (winter) and celebration/accomplishment (late spring).

Ongoing Training and Support: CYNH's staff utilizes City Year's national network of resources to troubleshoot recruitment and retention issues, support IT, fiscal and other administrative needs, and 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. CYNH program and fiscal staff also attend Volunteer NH-sponsored trainings, including fiscal orientation sessions and additional professional development through Comcast Academy.

## 2. SOUND RECORD OF ORGANIZATIONAL ACCOMPLISHMENT

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### VOLUNTEER GENERATION AND SUPPORT

CYNH engages volunteers with corporate and community expertise to participate as guest speakers, build CYNH capacity, and provide no-cost member trainings. For example, corporate volunteers trained members on their financial education curriculum (Citizens Bank), basic computer skills and management (Timberland), and resume writing and interviewing (Comcast Human Resources Department). Multiple local design, publishing and printing companies have donated hundreds of hours of time to support CYNH's brand development and annual dinner campaign. CYNH also benefits from the support of locally-based City Year alumni as volunteers. These efforts are led by an 8-member CYNH Alumni Board (launched in 2008) whose mission is to "engage alumni socially and in service, support the current corps, and support CYNH and national service through financial support and advocacy." City Year alumni boost capacity as trained volunteers at physical service days, promote corps retention by mentoring CYNH members, and support sustainability by organizing fundraisers.

### ORGANIZATIONAL AND COMMUNITY LEADERSHIP

Co-Executive Directors Alexandra Allen and Pawn Nitichan both served as a members of classes of Leadership Seacoast and are involved with NH nonprofits such as Danny's Team, the Full Circle Leadership for Executive Women Coaching Program, Greater Seacoast United Way, Haymarket People's Fund, Heritage United Way, Manchester Young Professionals, New Outlook Teen Center and Portsmouth Rotary. Other staff members serve with BRING IT, Manchester Choral Society, Manchester Weed n'Seed, The Greater Manchester AIDS Project, and The Seacoast Youth Collaborative. In the past few years CYNH as been recognized by the Southern District YMCA with the Volunteer of the Year award and as a local volunteer champion for the Heritage and Seacoast United Ways. This past year, CYNH provided support and leadership for the Manchester Marathon, Manchester and Seacoast United Way Day's of Caring, the Manchester St. Patrick's Day Parade and the Nashua Crop Walk and the State of New Hampshire's Veteran's Day Celebration. Over the past three years, CYNH received 122 print, 12

## Narratives

television, and numerous radio and website hits.

### SUCCESS IN SECURING MATCH RESOURCES

CYNH has raised close to \$3.8 million in non-AmeriCorps dollars in the past four years (FY06-FY09), 98% of which is non-federal, bringing in 64% of total expenses as non-federal revenue. CYNH has also assumed a greater share of its AmeriCorps budget in each year of the current grant cycle. CYNH has already exceeded a 50% matching requirement for the past three fiscal years. In 2007, CYNH matched at 52% (\$516,362); in 2008, CYNH matched at 52% (\$695,804); in 2009, CYNH matched at 54% (\$753,639). CYNH begins raising operating funds at least six months in advance of a new fiscal year. CYNH has already secured 69% (\$427,293) of the 51% match commitment for 2009-10 in written and verbal pledges and collections.

### 3. SUCCESS IN SECURING COMMUNITY SUPPORT

#### COLLABORATION

Over the past 18 months, CYNH has been working to deepen an already strong and tenured relationship with the MSD. As a result, CYNH will shift school-based teams from serving three cities (Seabrook, Nashua and Manchester) to serving Manchester only. Conversations with Manchester Superintendent Dr. Tom Brennan and Mayor-Elect Ted Gatsas also support future growth for CYNH, focusing on renewable sources of revenue through the City and State to support future growth at \$100,000 per team. The MSD will also provide critical resources, such as a clear, detailed contract outlining goals and objectives for schools, access to student level data for comparison groups as well as students served, evaluation planning, and background checks including fingerprinting. While CYNH has served in the NH public schools since 2000, the broad partnership with the MSD would exponentially multiply CYNH's capacity and impact, and puts the site on track to reach CYNH's vision to serve 50% of all MSD

## Narratives

students who are at risk and off-track to graduate. CYNH's track record with Young Heroes, serving Southern NH for the past 6 years, also shows broad community collaborations. The program has graduated over 500 youth and worked with over 50 community partners plus 6 school districts. In Manchester, the YH program is viewed as an extension of the school-based work being done by CYNH members. For the last 3 years, Young Heroes has been funded by the City of Manchester, The City of Nashua and the Manchester Heritage and Greater Seacoast United Ways.

### LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS

CYNH's Team Sponsorship program continues to be a renewable source of income with multiple benefits for both CYNH and the sponsors. With many co-branding opportunities (their logo on team T-shirts, speaking at events, event banners), sponsors benefit from good public relations, increased brand recognition, employee engagement, civic engagement, and customer engagement -- typically a sponsor is a foundation or corporation with a significant employee base or interest in the area. In return, CYNH receives \$25,000-\$75,000 to support the sponsored team. Three out of five of the current teams are sponsored in this way by National Grid, The Timberland Company and The TJX Foundation. Together, they represent 16 years of sponsorship since 2000 with over \$850,000 invested in CYNH. CYNH has a strong annual dinner that is in its 9th year of implementation. Annually CYNH raises close to \$250,000 through this event and have honored many of NH's most important state leaders including Governor John Lynch, Senator Judd Gregg, NH Charitable Foundation President Lew Feldstein and business leaders Allison and Hank Stebbins and Clark Dumont. The 2010 honorees are Senator Jeanne Shaheen and her husband Bill Shaheen. CYNH also solicits in-kind donations from local businesses to support miscellaneous supplies and materials for events and programs. Since 2007, CYNH has received over \$460,000 in-kind donations of design, printing, food and supplies. Businesses like Dunkin Donuts, Heinemann Publishing Company, MassAV, Pizza Hut, Stop & Shop, Wal-Mart and The Wentworth by the Sea Hotel are frequent CYNH in-kind partners, donating supplies for our annual dinner, service

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days, the Heroes program, Opening Day, and Graduation.

### WIDE RANGE OF COMMUNITY STAKEHOLDERS

CYNH's stakeholders can be described in three broad sectors: private, public, and community-based. CYNH's diverse Board spans all three sectors. CYNH's 30 Leadership Circle members are individuals who make a generous personal financial commitment and often go beyond a monetary donation to introduce CYNH to other potential Leadership Circle members and donors. In exchange for their financial contribution, they are included in special CYNH briefings and, as important unofficial advisors, investors, and stakeholders they offer key input and feedback.

CYNH's public stakeholders include national and local government representatives. Local supporters include Senator Judd Gregg, Senator Jeanne Shaheen, Congresswoman Carol Shea-Porter, Congressman Paul Hodes, NH State Senate President Sylvia Larsen, NH Speaker of the House Terie Norelli, NH Commissioner of Education Virginia Barry, NH Board of Education Chair John Lyons, Manchester Superintendent of Schools Dr. Tom Brennan, Manchester Mayor-Elect Ted Gatsas, Nashua Mayor Donnalee Lozeau, Portsmouth Mayor Tom Ferrini and a variety of local City Council members, Aldermen/women, and School Board and PTO/PTA Presidents. Finally, community-based partners include all service partners, the CYNH Alumni Association, and the Heroes Parent Advisory Board all of whom regularly offer advice and input on strengthening programs. In Manchester, Nashua and Portsmouth there are local Community Councils made up of school leaders, local government officials, community and business leaders and parents of students who collaborate with CYNH staff and board members and help to steward CYNH's brand and relationships.

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

#### 1. COST PER MEMBER SERVICE YEAR

For 2010-11 CYNH respectfully requests a grant award of \$579,601 at a competitive cost per MSY of

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\$12,600. These funds will be used to support member costs and a portion of staff and operating costs. CYNH is proposing an overall dollar-for-dollar match share of 50% (\$579,595) exceeding its Year 7 match requirement of 38%.

### 2. DIVERSE NON-FEDERAL SUPPORT

For 2010-11, CYNH has secured or anticipates renewing \$185,000 in cash commitments from 5 corporate/foundation sponsors -- National Grid, The Timberland Company, The TJX Foundation, Harvard Pilgrim Healthcare and T-Mobile. Of that \$140,000 is committed in multi-year sponsorships (Timberland, National Grid, T-Mobile) and an additional \$25,000 is in renewal after a 5-year sponsorship (TJX Foundation). Other corporate sponsors (Bank of America, The Comcast Corporation, Citizens Bank Foundation) are projected to renew at giving levels of \$10-15,000 -- each with a sponsorship track record of at least 5 years. Additional foundations -- the New Hampshire Charitable Foundation, the Bean Foundation and the Cogswell Benevolent Trust -- are expected to renew their support for a total of \$40,000 (6+ years' sponsorship). The Manchester School District and City of Manchester have increased their support by close to 100% over the past 2 years, committing to \$95,000 in support for 2010-11. CYNH anticipates securing at least \$75,000 in support from individuals throughout the state of New Hampshire through the 5-year old NH Leadership Circle Giving program and launch of a CYNH young professional and women's giving groups. CYNH will continue to raise \$200,000 through its annual dinner and raise over \$100,000 in in-kind support, based on donation levels from the past 3 years.

### 3. BUDGET ADEQUACY

City Year's fiscal year runs from July 1 -- June 30. CYNH 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, some overhead costs such as telecommunications; supplies; internal evaluation;



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staff and corps training; 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.

Member benefits include full-time stipend, health care, FICA and worker's compensation. Please note that as an agency pre-dating AmeriCorps, City Year is exempt from paying the minimum living allowance, which is why the first year stipend amount is lower than the \$11,800 minimum for 2010. However, CYNH continues to increase this amount gradually and sustainably to move closer to the AmeriCorps minimum. CYNH is requesting an increase of \$700 from \$11,900 per MSY in 2009 to \$12,600 per MSY proposed in this budget to provide an additional \$400 per person toward the member living allowance. Of the total CNCS share of \$579,601, 58.5% (\$339,335) will support member benefits and training (Budget Section 2 and Member Training under Section 1).

The proposed budget will provide key support for CYNH's relocation from The Timberland Company's headquarters in Stratham, NH--a no-cost space provided by Timberland for the past 7 years--to Manchester, NH. The relocation is essential as CYNH shifts its service from three New Hampshire communities to focus on the one, high-needs Manchester area. CYNH will absorb ongoing rent, utilities, and storage costs (estimated at \$30,000 over 12 months) for the first time, increasing overhead by over 13%. Because the philanthropic community is still recovering from the 2008-09 recession, the additional CNCS funding will help CYNH bridge its new expenses. The investment will also allow CYNH to concentrate impact, providing the critical level of school-based service to secure MSD financial support, which will in turn leverage new sources of private sector funding.

CYNH 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

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members are paid at a competitive rate based on their professional experience, tenure, and comparable rates in the area. 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

#### CITY YEAR'S APPROACH TO EVALUATION

City Year's approach to approach to evaluation is developmental, participatory, and utilization-focused. 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 carefully 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. Thus, our evaluation activities are both formative and summative, and we focus on how we can best collect data and use it in an ongoing, meaningful way. 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

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

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

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that is replicable to the national City Year network

### EXTERNAL EVALUATION ACTIVITIES: 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

-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

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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.

### WHOLE SCHOOL WHOLE CHILD EVALUATION QUESTIONS

1. As in FY09, a set of key questions guides the evaluation work in FY10:

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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 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

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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.

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

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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**

N/A

### **Clarification Summary**

CITY YEAR, INC. -- CITY YEAR NEW HAMPSHIRE (11AC124226)

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### CLARIFICATION FOR CONTINUATION YEAR 2 (2011-12)

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

#### 1. Budget Clarification Items

Section I. C. Staff and Member Travel: Describe how staff will cover the costs of attending CNCS sponsored meetings.

- Revised to include \$2,000 in Grantee Share.

Section I. C. Staff and Member Travel: Please provide more detail on meetings, training, and events that require lodging for staff. Please provide individual calculations for each event.

- Fall 2011: City Year Regional Recruitment training hosted in Boston, MA -- 1 person @ \$159/night x 3 nights

November 2011: City Year Executive Director Conference hosted in Boston, MA -- 1 person @ \$159/night x 4 nights

Section I. C. Staff and Member Travel: Please justify mileage costs. Please provide a reason for the local staff travel.

- Mileage for staff calculated at (8 staff \*109.38 miles \*.50/mile \* 10 months). These costs include travel to and from schools, picking up supplies for service days or schools, attending educational meetings

Section I. C. Staff and Member Travel: Please justify the need for a bus in addition to the expenses for 3 vans.



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- This expense has been removed due to discontinuation of the Young Heroes Program.

Section I. D. Equipment: If the program has been renting 3 vans at 652/month which is 21,549/ year, for a number of years, describe why the program hasn't considered buying a fleet of vans. Similarly, if the computers are rented at \$220/month -- after 10 months it would be possible to buy a very operational computer. Please detail the number of computers that are being rented and why this is a better option than buying a computer and programs that go with it.

- CYNH leases 3 vans and owns 3 vans due to the fact that there is no public transportation in the city of Manchester. City Year, Inc has does an extensive analysis of what would be the most cost saving route in terms of buying or leasing vans as well as computers. CYNH leases 16 computers at \$220 a month (\$13.75 a month) with an option to buy out at the end of year 3 or trade in for newer up-to-date computers.

Section I. G. Staff and Member Training: Please move staff travel costs related to "Academy" staff training event to this section.

- These costs have been moved as directed.

Section I. H. Evaluation: Part of the evaluation description reads "design and maintenance of data collection tools and databases." Please confirm that evaluation costs do not include the daily/weekly gathering of data to assess progress toward meeting performance measures and that the consultant rates do not exceed daily rate of 750. Confirm that the internal evaluation support is not a duplication of the budgeted employee/members expenses.

- \$150 per corps member includes allocated cost of City Year's Internal Evaluation Department's

## Narratives

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. Internal evaluation support is not a duplication of the budgeted employee/members expenses.

Section I. I. Other Program Operating Costs: Please ensure that all members and grant covered staff have the proper criminal history checks.

- Cost of compliant criminal background checks for all corps and staff is included.

Office Space rental - please explain why the rate is x 66.66%

- The rate is based on actual costs of CYNH office space facility in Manchester (\$6 per sq ft starting at 5k per sq/ft). A portion of the total cost is allocated (73.33%).

Telephones - please describe why the WAN is \$917/month and please justify the cell phones @ 2083/month. How are phones distributed and who gets them?

- The allocation of \$917/month for Wide Area Network covers the cost of CYNH's Manchester-based connectivity back to CYHQ in Boston, MA, and includes PRI, voice and data lines. City Year's WAN is a "hub and spoke" network where all communication 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.

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Move the vehicle repairs and maintenance at \$600/month from Other Program Costs to Member Travel and reconcile which part of the van costs overall are maintenance.

- Costs moved as requested.

### 2. Programmatic Clarification Items

Executive Summary:

- Revised to remove number of MSY and adjusted targets for expected number of children served.

Clarification Summary:

Please confirm your desired grant award start date and member enrollment period start date.

- Grant Award Start Date: July 1 2011 -- June 30 2012

- Member Enrollment Period Start Date: July 5 2011

Please verify that the criminal history checks conducted for members and staff will include an FBI fingerprint check in addition to the state registry check and the NSOPR for anyone with recurring access to vulnerable populations.

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

### 1. Performance Measure Clarification Items:

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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 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 x hours) based on a Response to Intervention model and factoring in student mobility. Finally we are revising our expected percentage of students who show improvement from 60% to 80%, 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). In summary, we expect to enroll 252 3rd-5th grade students; of these, 176 (70%) will complete a minimum of 15 hours of tutoring provide by corps members (20 min 2 days/week; or 40 minutes/week), using America's Choice reading and writing tutoring methodologies being adopted across the Manchester School District next year. We expect that 80% of students who complete will show improvement across summative assessments.

Youth Volunteer Program Measure:

- Due to the reduction in MSY, CYNH will not be operating the Heroes program in 2012. This measure has been removed.

Civic Leadership -- Members Measure:

- This measure has been eliminated in eGrants.

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## Narratives

### 2010-2011 CLARIFICATION SUMMARY - CITY YEAR NEW HAMPSHIRE

#### BUDGET CLARIFICATION ITEMS

1. Personnel: Co-Executive Directors are .6 and .4 FTE. Clarify other responsibilities.

The Co-Executive Directors dedicate a portion of their time to fundraising and development, which is excluded in this budget.

2. Trainings: Justify food included in training line item.

Several of CYNH's trainings are multi-day, meaning that food must be provided. Summer Academy is a one-week residential staff and Team Leader training in Boston, MA; Basic Training Retreat is a 3-day retreat for the entire CYNH corps; and Advanced Training Academy--also for the whole corps--is a 2-day, midyear retreat held in February.

3. Criminal History Checks budgeted for all staff and corps:

Member criminal history background checks are included in the budget.

Staff Criminal Background Checks: City Year conducts National Sex Offender Public Registry and criminal background checks on staff at time of hire 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.

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### 4. Vehicle repairs, bus rental, maintenance:

These costs are not duplicated in Section C: Member Travel.

### 5. Supplies:

Duplicate line item has been deleted.

### 6. Living Allowance:

Because City Year was in existence prior to the enactment of the National and Community Service Trust Act of 1993, the living allowance may fall below the required minimum (\$ 2522.240). CYNH first year members will receive \$8,170 (\$190/week \*43 months) and Team Leaders will receive \$12,480 (\$260/week \*48 weeks), reflecting their greater experience and responsibility for team mentorship and service delivery. City Year bundles a full benefits package to offset members' living costs including Harvard Pilgrim health insurance; a full Timberland/Aramark uniform valued at \$750 and including boots, all-weather protective clothing, backpack, and full business professional uniform; and free, non-contract binding T-Mobile cellular phones during members' term of service.

## PROGRAMMATIC CLARIFICATION ITEMS

### 1. Impact of withdrawal from Nashua and Seabrook communities:

Briefly, CYNH withdrew from schools in Nashua and Seabrook because our limited resources could be

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most effectively deployed in the single city of Manchester. Manchester has a clear and compelling need for resources to improve student graduation rates, as it produces the highest number of dropouts in New Hampshire. Our geographic move was prompted by Governor John Lynch's mandate to improve the state's dropout rate overall. It will be supported by key civic stakeholders, such as the Superintendent of Manchester Public Schools and the Mayor of Manchester, who in just the past two months have committed to underwriting CYNH's service in deeply troubled elementary schools which feed Manchester's Central High School.

Although CYNH has dedicated the past decade to serving all three NH communities equally (Manchester, Nashua and Seabrook), in the coming year CYNH's focus on Manchester will effectively align our service with NH's statewide priority to improve graduation rates, the goals of the Serve America Act's Education Corps, and City Year's own organizational mission to keep students in school and on track. As outlined in our proposal, CYNH will shift school-based teams from serving three cities (Seabrook, Nashua and Manchester) to serving Manchester only. Furthermore, at the direction of Manchester School Superintendent Dr. Tom Brennan, we will serve Manchester's designated turnaround elementary schools (Bakersville, Beech Street, Gossler Park, Parker Varney and Wilson) exclusively, instead of continuing with our Hillside Middle School partnership. With this shift to five elementary schools, CYNH will increase student impact by 135% (from 150 students receiving focused academic mentoring/tutoring currently to 350 students in the 2010-2011 school year). School wide impact will increase by at least that percentage as well. The broad partnership with the Manchester School District (MSD) will exponentially multiply CYNH's capacity and impact, and puts us on track to reach CYNH's vision to serve 50% of all MSD students who are at risk and off-track to graduate.

Our partners in Nashua and Seabrook are aware of these upcoming changes and understand their relationship to our long term strategic plan. We have met with the leadership team in Seabrook and

## Narratives

Nashua and they are in support of our decision. In each case, we are crafting a 1-2 year transition plan which involves out of school time opportunities that City Year can still provide to youth in both schools. These include our Young Heroes youth service program, support for homework help after school (provided by the 6 capacity building and civic engagement AmeriCorps members) and opportunity to attend our Winter and Spring Vacation camps. In addition these same members will continue to run service projects on site at these schools in the fall (Fall Fest) and the spring (Global Youth Service Day).

We have experience exiting communities as we have had to do it in multiple cases over the past 10 years.

We have a full exit strategy that involves the right stakeholders at the right time and a full communications plan. We have talked to leadership in the three schools that we have to exit full time service with. All of them understand our direction and the decisions that have been made. They are fully supportive of our work and honor the partnership we have had over the years.

2. There are four members serving to build capacity of CYNH. Describe the community output from this member activity and how it will be captured and measured, and not displace staff roles:

The Team Leaders (TLs) in these roles will not displace staff, as their function is to implement initiatives and create materials, tools and systems CYNH would not otherwise have, not to manage members or service relationships. TLs in these roles are second-year members, who have served a term with City Year or another AmeriCorps program. Their function is also to mentor the first year corps, giving them the benefit of their experience and guidance.

Three experienced Team Leaders (reduced from 4) will be dedicated to building capacities for CYNH. One TL will facilitate the Life After City Year program, lead or guide members through training sessions and reflection exercises that focus on the six civic skills, and promote member retention. This individual



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will produce a Life After City Year guide for all members, work to deliver 10 workshops on all such things as financial aid, using your service experience on your resume and in interviews, quarterly local networking events with City Year alumni, and a mentor program between individual members and City Year New Hampshire alumni from across the country. In addition, this member will help lead on our Idealist Journey sessions -- a weekly reflection program that allows members to learn from each other in a self-led question and discussion format.

Two TLs will be placed in the External Affairs and Recruitment departments will build awareness of CYNH's school partners, their needs, and national service by conducting outreach to the local community, leading roundtables and open houses, presenting at recruitment conferences and fairs, developing CYNH's local champions and feeder organizations through media communications, and hosting visitors. Outreaching to local high schools, colleges and universities, these members are responsible for connecting with external groups to generate over 70 volunteer events on campus, and get students involved in service organization during their time in school or upon graduation. They will work with 5 key colleges and universities and 10 key high schools to deliver this outreach and engagement. In addition, they will be responsible for running the Visitor Program (30 visits hosted minimum) which engages community representatives from all sectors. This is essentially a volunteer generation entry point for people of all ages and backgrounds to get to know City Year through a 1 hour experience, that then connects them with CYNH volunteer opportunities ranging from service days to a team leader for our vacation camps to board positions to other committee work.

In addition, each of these members will help support homework help at the Seabrook Middle School as part of our transition plan out of full time school based service work in that community 2 afternoons a week. They also support planning and execution of all site-wide service events such as Global Youth Service Day, Martin Luther King Day of Service, Winter and Spring Vacation Camps and other service

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days.

3. Revise required match to 42%.

Our proposal to match the CNCS share at 50% simply reflects our true costs. We also sought to provide additional match as a way to make our proposal more competitive.

4. Fixed amount award.

CYNH does not wish to opt into the Fixed Price Grant pilot.

4. Provide justification for the cost/MSY increase from last year:

CYNH is gradually and sustainably increasing the living stipend to get closer to the 2010 AmeriCorps minimum living stipend of \$11,800 (as an agency pre-dating AmeriCorps, City Year is exempt from paying the minimum living allowance). The increase of \$700 from \$11,900 per MSY in 2009 to \$12,600 per MSY in proposed in this budget contributes largely to member living allowance and benefits. Next year, both Team Leaders and first year members will receive an additional \$400 in living allowance over 2009-10. We also anticipate a new cost (yet to be identified) for corps public transportation passes within Manchester, which CYNH will subsidize.

The additional funds will also support the shift and expansion of our Whole School Whole Child program in Manchester. As we were founded on the Seacoast and have had our base of operations there for 10 years, we are looking at increased expenses of \$12,000 to cover our office move from Stratham to Manchester; rent of \$45,000 (estimated based on market rate in Manchester); utilities and common

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area maintenance costs, postage and shipping, equipment for copying, and printing for collateral materials; all these costs have been in-kind since our inception through our current location in the Timberland headquarters in Stratham.

We also anticipate increased costs over the next two years to support content-area trainings in elementary school tutoring methodologies, child behavior management, and training and lesson planning materials. CYNH has previously worked exclusively with middle school students. As we move to working with an elementary school population, we can draw on broad experience and resources from the City Year national network to ramp up our expertise quickly, but we will need to make initial investments to equip our corps and staff appropriately.

### 5. Criminal History Check Requirement:

Member criminal history background checks are conducted on all incoming corps and included in the budget. City Year conducts National Sex Offender Public Registry and criminal background checks on staff at time of hire 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. CYNH will opt into ED measures 1, 2 and 5 for Improved Academic Performance. Please note that CYNH will not utilize Pilot measures 3,4 and 6 for Improved Attendance, because of our comprehensive shift into elementary schools in Manchester. CYNH will retain an

## Narratives

additional measure for Member Development (titled Civic Leadership).

Total MSYs in Education Corps: Please note that CYNH's MSY Grid for the Education Corps (34) does not equal the total budgeted MSY for the grant application (46). The 40 members who 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. The 6 corps members captured under "Other" focus on capacity building and volunteer outreach.

The Education Corps MSY percentages derive from City Year's basic program design and emphasis on leadership development, whereby 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, as well as Nashua and Seabrook. As discussed, six 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 full-day physical service projects that engage 1,750 youth, community and corporate sponsor volunteers who will serve 10,500 hours, on Fridays and on National Service Days such as Martin Luther King Day of Service, Global Youth Service Day and through the Young Heroes youth service corps. In addition to providing service skills training, City Year provides professional and personal leadership development for all members, such as resume writing, interview skills, and teambuilding techniques.

### 2010-11 2ND CLARIFICATION SUMMARY - CITY YEAR NEW HAMPSHIRE

Detail on standardized tests CYNH expects to use for student progress assessments:

## Narratives

CYNH will utilize curriculum and assessments determined by the Manchester Public School District. The Manchester Public School District (MSD) has selected a research-based school reform model, America's Choice, to frame its approach to literacy and math instruction. The America's Choice school design for elementary schools is a comprehensive, coherent program of materials and services that is standards-based, research-driven, and builds alignment among state standards, assessments, instruction and professional development. The New Performance Standards used by America's Choice align closely with the New Hampshire Standards and Core Curriculum, and include assessments.

Student performance over time against the targets set through No Child Left Behind will be monitored using a series of analytic tools provided through America's Choice:

- Student progress in reading will be measured using reading levels set by Heinemann Fountas and Pinnell Benchmarks with targets for fall, winter and early spring to enable timely intervention for students who are not progressing at a rate that will have them reading on level at the end of the school year;
- Students in grades 3-5 will take the NECAP in English language arts and mathematics. Gains in achievement will be compared with those made by similar schools in the state and city normative groups;
- Periodic formative assessments will be administered using a range of formative indicators (Manchester Public Schools Assessment- Heinemann Benchmarks, Gates- McGinitie, Writing Prompts, Schagel Development Spelling Tests, PALS, etc) including formal diagnostic testing, reading logs, and periodic assessment at the end of each unit of instruction.

CYNH will be an integral part of implementing MSD's America's Choice approach. Both English Language Arts and Math curricula rely on small group and 1:1 tutoring, in addition to whole group

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instruction and independent work. In order for teachers to differentiate their instruction appropriately, CYNH members will provide in-class support at the teacher's direction to meet the needs of a particular student or group of students. Members will be assigned to particular students for at least 10 hours of tutoring per student, using specialized materials designed by America's Choice for students who need interventions (Literacy Navigator and Mathematics Navigator). MSD will share results of the per student Fountas and Pinnell and other assessments conducted on a trimester basis with CYNH, ensuring that data is blind-coded to stay in compliance with FERPA regulations.

### Continuation Changes

YEAR 2: 2011-12 CONTINUATION APPLICATION

#### PROGRAM CHANGES

In 2011-12, City Year New Hampshire (CYNH) respectfully requests 55 MSY to maintain our current level of service in Manchester, Nashua and the Greater Seacoast. This request consolidates our two AmeriCorps grant awards, State Competitive # 09ACHNH0010001 (46 MSY) supporting our school-based Whole School Whole Child program, and State Formula #06FHNH0010005 (9 MSY) supporting our middle school volunteer program, Young Heroes.

CYNH's primary service activity is to run our Whole School Whole Child program in NH public schools, responding to the Corporation's strategic priority of Education and to New Hampshire's priority to reduce drop-out rates across the state. In February 2010, Mayor Ted Gatsas of Manchester committed to securing \$450,000/year over 3 years to place full-time CYNH teams in five of Manchester's lowest-performing elementary schools, starting in August 2010. Based on the funding and alignment with City Year's organizational mission--to support turnaround schools in urban districts--we deployed all 46 MSY to the City of Manchester. Subsequently we applied for State Formula funding to ensure that our

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Young Heroes weekend service program would continue to operate across Nashua and the Seacoast communities.

Although we are not adding new service activities or locations in 2011-12 compared to this year, we have outlined the need for and scope of Young Heroes as we propose to consolidate the 9 MSY running the program under this State Competitive award.

NEED: In New Hampshire 35% of middle school children and 63% of high school youth--including the 9,500 6th-12th grade students in Manchester--are responsible for taking care of themselves during out of school time (Afterschool Alliance, America After 3PM, 2009). Particularly for middle school-age children, weekends represent periods of risk. Saturdays include long hours of unsupervised time when parents are working and teenagers are unoccupied, either because they are too young to work or jobs are not available. Low-income students whose caregivers are more likely to be constantly working are at greatest risk. The small, rural towns of Hampton and Seabrook, and the swelling cities of Nashua, Portsmouth and Manchester are home to approximately 1,800 such disadvantaged youth (qualifying for free or reduced lunch). A clear consequence of unstructured out of school time is high levels of substance abuse. NH's youth struggle with binge drinking (NH ranks 49th highest among the 50 states for cost per youth of underage drinking, and approximately 63,000 underage youth drink each year -- PIRE/OJJDP "Underage Drinking in NH" Nov. 2009) and have among the highest rates of marijuana use in the country (with 25-30% of high school seniors have reported using marijuana in the past 30 days since 2003 -- 2009 NH Youth Risk Behavior Survey).

Community service offers a positive alternative for youth during out of school time. "A growing body of research confirms that service-learning projects ... can help increase academic achievement, motivation and important skills, as well as connection to community. Studies have found that service learning leads

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to more engaged students and improved attendance, which leads to better educational outcomes including diploma attainment. These programs are linked with decreased disciplinary referrals and risk behaviors, and contribute to the development of young people's moral and civic identity." (S Sagawa, *The American Way to Change*, 2010, p. 16). In 2009, just one-third (36.4%) of children in NH reported having participated in organized community service as a volunteer, and less than half (41.5%) of students agreed that in their community they feel like they matter to people (Annie E. Casey Foundation 2009, [datacenter.kidscount.org/data/bystate](http://datacenter.kidscount.org/data/bystate)).

### MEMBER ACTIVITIES:

CYNH's Young Heroes (YH) Program is an innovative, enrollment-based youth service corps for middle school students. Its goal is to foster the values of cooperation, character and civic identity in children who are at a crucial juncture in their development. Three Saturdays per month from December -- May, 6th, 7th and 8th grade student participants, called "Heroes", learn about social issues in the community (such as aging, homelessness, civil rights, the environment, or hunger), and address them through hands-on community service projects. The YH Program combines leadership development, citizenship skill building and an introduction to community service while exploring critical issues facing our communities today, such as hunger, homelessness, the environment and equal access for people with disabilities. Students serve a minimum of 75 hours to "graduate" the program and earn a President's Student Service Award.

In order to introduce students to the Young Heroes program, build familiarity with City Year, and learn about the student age group they are planning programming for, members also support an after-school program in Hillside Middle School in Manchester. Members recruit at least 100 6th-8th grade students to participate in enrollment-based after-school programs Monday-Thursday from 2:00-4:30 PM, from September-May. The after-school program will maintain a 1:9 member to child ratio, provide continuity



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for students and ease student transition periods. It incorporates nutrition, 1 hour of homework help, and 1.5 hours of service learning or enrichment clubs. Members partner with the school's 21st Century Learning Center coordinator, who oversees the student enrollment process at the beginning of the year and is the school's on-site liaison at all times.

CYNH will deploy 9 AmeriCorps members full-time to implement all aspects of the Heroes and Hillside Middle School after school program, including planning, preparation, participant recruitment, project implementation and resource donation, from August-June. Our related performance measure for YH for 2011-12 is outlined in the Performance Measure Changes section.

As part of our schools-based service in our five partner elementary schools (Manchester only), we plan to add a lunchtime mentoring program called "Lunch Buddies" for targeted students in need of additional behavior support. Lunch Buddies has been developed throughout the City Year network as a means of connecting with troubled students in a less formal setting than a classroom.

### ORGANIZATIONAL CAPACITY:

CYNH will sustain 55 MSY by continuing to secure broad and diverse revenue, retain corps and staff, and streamline operations. We have demonstrated organizational capacity to manage and sustain responsible growth, notably by enrolling 100% of slots under both grants in 2010, achieving a 98% retention rate in 2009 and 2010 to date, and exceeding required match levels for the past 3 years (2008 - 51%; 2009 -- 53%; 2010 -- 55% in State Competitive). Our staff team of 10, from recruitment to program, has broad experience and commitment to CYNH. 80% are returning this year and have been with CYNH for at least 3 years. To improve operational efficiency, we moved our headquarters from Stratham (where we resided within the Timberland Company for the past 10 years) to Manchester in

## Narratives

August 2010. The move to Manchester further increases visibility for the CYNH corps, promoting trust and recognition within the Manchester community. We have streamlined our service to focus on improving student academic performance in the highest need public elementary and middle schools in the state, and have incorporated elements of YH to increase resources for these schools. In our first year serving Manchester elementary schools, our progress is promising. Since September CYNH members have provided focused literacy and math tutoring to nearly 400 students and after-school homework help to more than 300 students (3 out of 4 students in the after-school program are also receiving in-class support). We have negotiated an MOU with the Manchester School District to obtain student level data with parental permission, and have collected 75% of parent permissions to date. Such formative data will permit us to demonstrate level of improvement per student at end of year.

Furthermore, CYNH has operated a robust Young Heroes (YH) program for the past ten years, with significant local community investment as well as national sponsorship. As outlined in our 2010 State Formula application, we have secured or anticipate renewing \$35,000 in cash commitments to support YH from Bank of America and The TJX Foundation. At least 2 local foundations in each community support YH on an annual basis for a total of \$45,000 including the Fuller Foundation (Seacoast), the Ella Anderson Trust (Nashua) and the Cogswell Benevolent Trust (Manchester). The Heritage United Way has supported YH for the past four years. Local government funding through the Hillsborough County and Rockingham County Incentive Funds and the City of Nashua is expected to be renewed for a total of \$25,000, representing more than 6 years of sponsorship. CYNH also solicits in-kind donations from local businesses to support miscellaneous supplies and materials for Young Heroes. In 2010 over 30 local businesses donated more than \$25,000 in supplies and materials to support the program. Regular YH-donating businesses include Churchill's Nursery, Domino's Pizza, New Hampshire Food Bank, Sherwin William's, Shaw's and Stop & Shop. In addition space and transportation for the program is given at a discount through the Manchester, Nashua and Portsmouth.

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### BUDGET CHANGES

CYNH respectfully requests a cost per MSY of \$13,300 and a total award of \$731,500 to support 55 MSY. All Budget notes reflect the combined total of CYNH's State Competitive and State Formula grants. The aggregate CNCS Share increases from 2010-11 by \$39,026, while aggregate Grantee Share increases by \$71,489. In this budget, CYNH has assumed a greater share of costs than in 2010-11 by matching at 50% for all 55 MSY, compared to the current year matching levels of 50% (state competitive) and 42% (state formula). Other budget changes are as follows:

#### Section 1: Program Operating Costs:

- Sections A/B: increasing personnel expenses by \$3,328 to capture cost of living adjustments in salaries. Fringe benefits increased due to revised calculation of staff benefits from 18% to 20%, based on 2010 actual costs. Number of FTE (10) remains level with 2010-11.
- Section C: increasing corps travel expenses by \$15,199 due to rising cost of van leases and auto insurance, which doubled this year.
- Section.E: decreasing uniforms by \$17,710 due to an adjustment in actual uniform cost. Timberland in-kind value increased to \$250 from \$200 per member, together with \$178/member cost for uniform purchase from Aramark. All uniform costs are in Grantee Share.
- Sec.I: the cost of criminal background checks for all members increased from \$20 to \$56, resulting in a total increase of \$1,980.
- Sec.I: decreasing other program operating costs by \$13,191 primarily due to a decrease in office space rent of \$13,193 based on actual expenses.

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Section II: Member Costs: Total costs increased from \$614,507 in 2010-11 to \$721,311 in 2011-12 (a \$106,804 increase). Member living allowance rate increased from \$9,642 to \$11,528, for a total increase of \$108,745. Related expenses for FICA increased commensurately by \$8,319. Health care/worker's compensation costs decreased by \$10,260 based on 2010 actuals.

Section III: Administrative/Indirect Costs: This section was increased by \$11,820 as a result of the increase in cost per MSY and total grant budget.

### INCREASE IN COST PER MSY

CYNH 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 CYNH's Site Board, we intend to raise living allowance for our first year members to the AmeriCorps minimum over the next two years, and raise the Team Leader rate commensurately in order to improve the quality of the corps experience and attract harder to reach cohorts. We recognize that 90% of our members utilize food stamps and rely on fuel assistance, cars being a necessity because they do not have reliable and practical public transportation options in New Hampshire. Furthermore, according to recruitment feedback, we lose 20% of our confirmed applicants prior to starting the program once they review the financial implications of the low living allowance. In 2011-12 we plan to reach 82% of the minimum and will reach 100% in 2012-13.

Specifically, we will raise the living allowance by \$1,975 per member for our first year members (rate: \$10,575) and by \$1,985 per member for our Team Leaders (rate: \$14,945). The combined average member living allowance will increase from \$9,642 to \$11,528, or by \$1,886/MSY. The \$700 increase in CNCS cost per MSY represents just 5% (\$39,026 /\$721,311) of our total member support costs. The investment from AmeriCorps further provides a critical component in our fundraising strategy, as it

## Narratives

demonstrates federal approval and backing for cost of living increases in program operating costs.

### ENROLLMENT

In program year 2009-10, we filled 92% [46/50] of member slots in our State Competitive grant (06ACHNH0010002). In program year 2010-11, we filled 100% [46/46] of member slots under State Competitive grant (09ACHNH0010001) and 100% of member slots under State Formula grant (06AFH0010005). We were obliged to make fiscally conservative decisions in the previous grant cycle to leave a small number of slots unfilled, which was based on our funding environment at the time. The recession in New Hampshire severely impacted individual donors and private foundations in 2008 and 2009 within our five target communities.

### RETENTION

In program year 2009-10, we achieved a retention rate of 97.8% [45/46] for our State Competitive grant. So far, 6 months into program year 2010-11, CYNH has lost just one member due to poor program fit (98% retention). We anticipate that the increased living allowance of nearly \$2,000 per member will further support our retention. To promote better selection, we plan to increase our local recruitment outreach by adding more area high schools and colleges, which will allow for a greater percentage of in-person interviews.

### COMPLIANCE

CYNH staff will schedule the enrollment and exit processes earlier, to ensure that we are well ahead of deadline and anticipate any unforeseen challenges. In 2009-10, one member had to be exited from

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another program before enrollment with CYNH could occur, which delayed the enrollment. We will also certify an additional staff member to approve enrollments and exits.

### PERFORMANCE MEASURE CHANGES

2010-11 versus 2011-12

We have adopted the Performance Measure for Young Heroes currently being implemented through our State Formula grant within this proposal. Key metrics are:

- 100 Young Heroes (middle school students) will be enrolled (output).
- 75% of enrolled students will earn President's Volunteer Service Awards for serving at least 75 hours (intermediate outcome).
- At least 25% of Young Heroes participants will return for a second year with the program, demonstrating a developing ethic of service (end outcome).

Over the past three years, 295 youth completed the Heroes program and 90% earned PVSAs, serving a total of 25,075 hours. Since 2000, nearly 600 youth have been involved in the program, providing more than 44,000 hours of service to the state of NH. For 2010-11, we are experiencing a record number of applications for our program beginning in January. To date, 153 students have applied, 111 have been confirmed (our goal is 116), and we have exceeded our goal for volunteer Team Leaders with 23 confirmed.

## 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      39.1

### Service Categories

Tutoring and Child (Elementary) Literacy

## National Performance Measures

**Priority Area: Education**

### Strategy to Achieve Results

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

Members will provide 1:1 and small group tutoring in literacy and math to elementary school students in the Bakersville, Gossler-Park, Parker Varney, Wilson and Beech Elementary schools in Manchester. Working in partnership with teachers, members will implement the America Choice tutoring methodology and Every Day Math. Approximately 10 students will be assigned per member, and targeted students will receive a minimum of 15 half-hour tutoring sessions in either literacy or math. Students will be selected for tutoring who are at or just below benchmark, based on their performance on prior year's test scores and teacher recommendation.

Assessments will be determined by individual schools, and may include DIBELS, DRA, or Fountas and Pinnells Assessment Benchmarks; and will include baseline, midyear and year end progress.

### Result: Intermediate Outcome

Result.

Students who complete CYNH's AmeriCorps Education program will improve their academic performance, as evidenced by literacy assessments and course grades (to be used only to show on-time course completion).

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

Target : 141 students will improve academic performance in literacy or math.

Target Value: 141

Instruments: Various Assessments: including DIBELS, DRA, or Fountas and Pinnells Benchmark Assessments, and course grades (to be used only to show on-time course completion).

PM Statement: 141 students who complete CYNH's AmeriCorps Education program will improve their academic performance by increasing one level or maintaining benchmark.

### Result: Output

Result.

Students will be enrolled in CYNH's AmeriCorps Education Program to receive tutoring in literacy and math, as evidenced by literacy assessments and course grades (to be used only to show on-time course completion).

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

Target : 252 students will be enrolled.

Target Value: 252

Instruments: student logs for entry into cylmpact database

PM Statement: Members will enroll 252 students in CYNH's AmeriCorps Education Program to receive tutoring in literacy and math.

### Result: Output

Result.

Students will receive the minimum number of hours of tutoring in literacy or math to complete CYNH's

AmeriCorps Education program.

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



## National Performance Measures

Result.

Target : 176 students will receive a minimum of 15 hours of tutoring.

Target Value: 176

Instruments: students logs for entry into cylmpact database

PM Statement: 176 students will receive the minimum number of hours of tutoring in literacy or math to complete CYNH's AmeriCorps Education program.

## Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable