

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 06-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC124833	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHMA0010009														
5. APPLICATION INFORMATION																
LEGAL NAME: TechMission, Inc. DUNS NUMBER: 133371240	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Andrew Sears TELEPHONE NUMBER: (617) 282-9798 101 FAX NUMBER: (617) 825-0313 INTERNET E-MAIL ADDRESS: andrew@techmission.org															
ADDRESS (give street address, city, state, zip code and county): 31 Torrey St Dorchester Center MA 02124 - 3543 County: Suffolk																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 680492427	7. TYPE OF APPLICANT: 7a. National Non Profit 7b.															
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: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: TechMission Corps-Massachusetts															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Low-income urban areas of Massachusetts including Cambridge, Dorchester, Lynn, Mattapan, Quincy, Roxbury, and South End Boston.	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 10/03/11 END DATE: 10/02/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MA 008"/> b.Program <input type="text" value="MA 008"/>															
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;">\$ 390,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 171,865.00</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;">\$ 561,865.00</td> </tr> </table>	a. FEDERAL	\$ 390,000.00	b. APPLICANT	\$ 171,865.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 561,865.00	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	\$ 390,000.00															
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g. TOTAL	\$ 561,865.00															
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: Andrew Sears	b. TITLE: Executive Director, TechMission, Inc.	c. TELEPHONE NUMBER: (617) 282-9798 101														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 01/06/11														

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Executive Summary

TechMission is requesting an expansion from 30 MSYs to 35 MSYs in order to support all TMC Massachusetts Members. Members will serve in the K-8 and teen programs providing academic assistance and enrichment, serving as mentors and recruiting volunteers in low-income, primarily Black and Latino communities. The strength of the TMC program is that it combines innovation with some of the strongest indigenously-led programs targeting low-income Black and Latino K-12 youth. While most of our program Sites are housed in Black and Latino churches, many are also based in other faith-based and community-based organizations. We also heavily recruit our Members from the communities we serve. Members from similar communities are better able to understand the challenges that these youth face, and the youth themselves are sometimes better able to identify the Members as personal role models.

Rationale and Approach

1.COMPELLING COMMUNITY NEED

The TechMission Corps (TMC) program focuses primarily on CNCS's Funding Priority of Education by serving youth in low-income, primarily Black and Latino communities in places such as Dorchester, Roxbury, Mattapan, Worcester, Springfield and Holyoke.

TEEN DROPOUT CRISIS AND COLLEGE PLACEMENT GAP

Last year our teen program participants in Massachusetts (MA) were 43% Black, 31% Latino and 93% from low-income families, putting them in the highest-risk demographic groups for dropping out of high school. Massachusetts's cities are facing a dropout crisis in education with only 71% of students graduating high school. The crisis is even more acute among Black and Latino students, who have state-wide graduation rates of 49% and 36% respectively, according to a report by The Urban Institute. The graduation rates across our target cities are:

* Boston: Black (42.2%); Latino (30.0%)

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* Worcester: Black (54.1%); Latino (48.4%)

* Springfield: Black (43.3%); Latino (28.5%)

Census data indicates these areas also have high percentages of families in poverty: in Dorchester about 25% of families with related children under 18 live below the poverty line; in Roxbury, 29%; in Mattapan, 19%; in Worcester, 20%; in Springfield, 48%; in Holyoke, 34%.

TMC focuses on high school graduation because it is critical to ending the cycle of poverty. Census data shows that receiving a high school diploma cuts an individual's chances of being in poverty later in half, and boosts average annual income by 49% from \$19,169 to \$28,645 per year. Getting youth into college is also critical to getting them out of poverty. People who receive a bachelor's degree will reduce their chances of being in poverty from 12.3% to 2.5% and increase their average income by 80% from \$28,645 to \$51,544 per year. Yet only 30% of low-income Black and Latino students go on to college compared to 78% of high-income White students.

DROPOUT RATE, GRADE PROMOTION AND ASSESSMENT EXAMS

Research from the US Department of Education's (DoE) Center for Education Statistics shows that being held back a grade in school more than doubles a student's chances of dropping out before graduating high school. Also, failure to pass assessment exams contributes to the dropout crisis for Black and Latino youth. Because of those factors, we have made K-8th grade after-school programs a major part of our program. Last year our K-8 program participants in MA were 54% Black, 18% Latino and 91% from low-income families, putting them in demographic categories most at risk for being held back a grade or failing a portion of their Massachusetts Comprehensive Assessment System (MCAS) exams. In 2008, only 58% of Black and 54% of Latino 10th graders passed all 3 sections of the MCAS (English Language Arts, Math and Science/Tech/Engineering), compared to 87% of White students. Students must pass these tests to graduate from high school. To meet these needs, our K-8 programs

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work to keep students at or above grade level so they can pass MCAS tests and ultimately graduate high school.

ENLISTING UNDER-REPRESENTED GROUPS IN NATIONAL SERVICE

TechMission has demonstrated it is one of the strongest organizations in bringing Black and Latino leaders, as well as faith-based organizations (FBOs), into national service. These groups are often under-represented in national service. This is a critical issue because Black and Latino youth have the highest dropout rates and represent 58% of all students who drop out (even though they account for less than 32% of the student population).

Through TMC's recent formal evaluation, our students listed having staff and volunteers that come from a similar background as one of the most important factors of an effective program. Yet, to the best of our knowledge, TechMission is 1 of only 2 AmeriCorps National Direct grantees with a majority of our AmeriCorps Members (63%) being Black and Latino and the majority of our Sites (also 63%) being Black and Latino-led organizations.

We have found that Black and Latino-led organizations are being hit the hardest in the current economic downturn. The Greenlining Institute reports a significant funding bias: though people of color make up 52.4% of poverty in the US, only 16.5% of nonprofits are led by people of color and only 3.6% of foundation funding goes to nonprofits led by people of color. The result of the economic downturn and this funding bias is that the organizations closest to the community are having their funding cut first. This is happening while these same nonprofits are seeing a great increase in demand for youth programs (many parents need to work longer hours during the economic downturn). TechMission is meeting a critical need in building the capacity of these organizations by providing one of the highest percentage and number of AmeriCorps Members to Black and Latino-led nonprofits in MA.

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2. DESCRIPTION OF ACTIVITIES & MEMBER ROLES

The strength of the TMC program is that it combines innovation with some of the strongest indigenously-led programs targeting low-income Black and Latino K-12 youth. While most of our program Sites are housed in Black and Latino churches, many are also based in other faith-based and community-based organizations (FBOs/CBOs). All of our Sites are existing after-school programs with an Executive Director and/or full-time youth program staff. Many of our Sites were founded by Black or Latino pastors as separate 501(c)(3) multi-service organizations. These Sites have typically been in operation for 5-20+ years and have hundreds of youth already participating in their programs. They serve all youth without discrimination, with 90% or more coming from outside the church. TechMission augments these existing programs by providing AmeriCorps Members, volunteers and innovative program resources.

As noted, these Sites saw a great increase in demand for youth programs while their funding was being cut. This year we have been able to respond to this need by expanding our AmeriCorps National Direct program from 40 to 60 MSY (Member Service Year = 1 full time Member for 1 year) through a Recovery Act grant, and expanding our MA program from 20 Members at 14 Sites serving 1,449 youth in 08-09 to 36 Members at 25 Sites serving 2,300 youth in 09-10. Yet because youth services are still suffering in this economic downturn, we have a great need for an AmeriCorps State grant to continue to expand our MA program to meet this need beyond the one year of Recovery Act funds.

During our formal evaluation, one of the greatest needs our Sites expressed was that of more resources to support their programs. A key suggestion for improvement by our evaluator was to place more than 1 Member at each Site whenever possible (currently 85% of our Sites receive 1 Member). We have thus increased our MSY to Site ratio from 1.3 to 1.8, choosing to provide increased Site support for a deeper

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impact in the lives of youth over providing more shallow support to a larger number of Sites.

Based on this need for more Members, we propose to place 30 full-time Members at TMC Sites in Boston (in the Dorchester, Mattapan and Roxbury neighborhoods) and cities in Central and Western MA such as Worcester, Springfield, Holyoke and Gardner. Member activities will occur during the regular school day, after school and in the summer. It is important to our program design that our Members are full-time. While most of the youth programs run from 2-6 PM, Members spend the mornings strengthening their Sites through community outreach, securing in-kind donations and other program resources, contacting parents and school administrators, preparing lesson plans, recruiting volunteers and attending trainings and workshops to increase their knowledge and skills.

All Members receive a position description when they start, which is distinct from the Site Director's role which is focused on running the overall program. They receive an orientation and monthly trainings to equip them to carry out program activities and achieve program outcomes. Members will begin service in the fall and complete it 52 weeks later. We propose to place 30 Members in K-8 and teen programs, with 20 in Boston and 10 in Central/Western MA to serve in the following areas:

(1)K-8 PROGRAMS

Because being held back a grade in school more than doubles a student's chances of dropping out before graduating high school, we will provide Members to K-8 programs to help keep students on track academically. Based on past program data, we have reduced the percentage of students being held back a grade by 85%, compared to peers of the same demographic not participating in our programs. Next year, we estimate placing 16 Members at 12 Sites to serve at-risk K-8 youth in 5-day-a-week after-school programs, where each Member will work with an average of 56 children.

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The first part of a typical day of service for a Member at a K-8 Site involves preparing lessons and activities and meeting with partners. During the after-school time from 2-6 PM, the Members assist youth with their homework, lead lesson activities (especially with regard to technology), supervise their snack and outdoor play sessions, supervise volunteers and assist with behavior management. Members serve in the following areas:

ACADEMIC ENRICHMENT & MENTORING

Members spend most of their time in activities involving academic enrichment, such as providing homework help, teaching lesson plans, coordinating educational activities, character education and academically-focused mentoring. As a grantee with Verizon, we use their Thinkfinity after-school curriculum, which is an online library of over 55,000 resources and lesson plans for after-school programs. Some Members will use Eduss, a rigorous educational software program, to identify the students' individual areas of need and assist them in English, Math and Phonics. Members also provide technology training including PowerPoint, digital photography, web design, basic typing, internet research skills and online safety.

ENGAGE FAMILIES AND COMMUNITIES

Members often participate in parents' nights to explain program activities to parents. Members may give parents options for how they could help at the after-school program or provide examples of how to get involved in their child's intellectual and emotional growth. Members also will be involved in meeting with community partners and schools to help improve the programs and recruiting volunteers to enhance program activities.

(2) TEEN PROGRAMS

TMC's teen programs focus on helping at-risk teens meet graduation requirements and enroll in college.

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We estimate placing 12 Members at 8 teen program Sites next year. Members assigned to teen Sites generally serve in the following areas:

ACADEMIC ASSISTANCE

The primary way we provide academic assistance to teens is through homework help and helping students pass the MCAS exams. Several of our Boston Sites use curriculum that was developed as a part of a \$500,000 grant from the US DoE targeting at-risk high school students, specifically with the state curriculum frameworks in mind and based on No Child Left Behind standards. By providing students with academic assistance and test taking skills, we equip them to pass the MCAS tests and prevent them from dropping out due to failing the test (passing is required to graduate).

COLLEGE PREP

Members also assist the teens with getting into college, giving them an important boost toward their future success. Members are involved in providing some combination of college readiness workshops, college advising, SAT prep, tech training, college placement services, homework help and mentoring. Our mentoring programs, which focus on getting students into and succeeding in college, pair about 100 youth with mentors each year. Our SAT prep classes meet for 11 weeks for 3-4 hours a week. Our programs have shown an 88% college placement rate nationally for at-risk youth (compared to 30% of their peers).

(3)TEAM LEADERS

Each Site and its Member(s) have a designated Team Leader whom they can contact with any question or request for assistance. They each check up on their "case-load" of Members to make sure they understand their assigned tasks and assist them in completing required paperwork and reports and provide interactive trainings to Members, including leading team building activities. Two Members will

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serve as team leaders based at TechMission headquarters.

PROHIBITED SERVICE ACTIVITIES

We have managed an AmeriCorps National Direct program since 2004 and thus have experience in meeting and complying with AmeriCorps regulations involving prohibited service activities. We conduct a comprehensive overview of Prohibited Service Activities with Members during Pre-Service Orientation and with Site Directors during required annual trainings including non-duplication, non-displacement, and non-supplementation requirements in 45 CFR § 2540.100. Each Member and Site signs a contract which includes these restrictions as a condition of their participation in the program. We reinforce the importance of compliance with these restrictions through further training and monitoring during our required monthly Member trainings. Because most of our Sites are in FBOs, we include extensive training on guidelines for federal funding and partnering with federal programs. We train all Members and Site Directors on both CNCS and other government guidelines in this area. TechMission programs are open to all in the community and participation in faith activities is not a requirement for receiving program services.

COMPLEMENTING NATIONAL DIRECT

We also plan to apply for an additional 25 MSY from AmeriCorps National Direct to serve in Massachusetts in the next year, which is an expansion from 20 Members this year (not counting Recovery Act Members). This is a part of our long-term plan to transition our AmeriCorps program in MA primarily to a state grant. There are 3 ways the grants are different:

1. Over half of these National Direct Members in MA will be assisting in national volunteer coordination or will serve as team leaders at our headquarters.
2. All State and National Members will be placed at different Sites, so we can ensure that all participants and outcomes are separate and activities do not overlap.

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3. Our State grant is primarily focused on expanding our program in MA or providing ongoing funding for expansion Sites funded last year through Recovery Act funds, while our National grant is focused on sustaining our existing Sites in MA and expanding in other states.

3.MEASURABLE OUTPUTS AND OUTCOMES

TMC will address the Education priority area using standard performance measures as well as our own measures. Our primary anticipated annual outputs and outcomes are:

a) K-8 Academic Achievement

* 900 K-8 youth receive academic enrichment and homework assistance with 675 finishing the program

* 98% of K-8 youth finishing our programs are promoted to the next grade level

b) Teen High School Graduation and College Placement

* 300 teens receive academic assistance, tech training, college and SAT prep services with 210 finishing the program

* 80% of high school seniors finishing our programs graduate high school

* 70% of teens graduating high school and participating in college placement programs are accepted and enroll in college

c) Mobilizing Volunteers and Capacity Building

* 1,000 volunteers serve our Sites providing 10,000 hours of service

* 85% of Sites receiving a volunteer and completing a survey indicate the volunteer caused positive organizational change

* 500 additional volunteers are matched online to serve in other Massachusetts community-based and faith-based organizations through our online volunteer matching websites

d) Member Development:

*90% of Members who fully complete their terms complete a Research Project

*85% of Members will return a survey indicating increased skill/knowledge acquired during their service

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year and that they were satisfied with their service experience

*85% of Members will indicate plans to work, volunteer or live in at-risk communities for at least the next five years

Depending on the outcomes needed for each program area, Members track grade promotion, high school graduation rates and college placement rates using student reports and Site records and volunteer sign-in sheets/timesheets. Each Member tracks their outcomes using our outcome tracking spreadsheet in Google Docs or Excel. Those outcomes are then compiled by team leaders and TMC staff into aggregate outcomes across all Sites. Because of our innovative use of Google Docs for outcomes tracking and timesheets, we were asked to present at the AmeriCorps Best Practices conference to help other organizations replicate our system. TechMission will collect information about Members through surveys at the beginning and end of their terms and through follow-up surveys with alumni.

4.PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

To help assess our progress regularly, TMC staff hold monthly meetings with all Members, where we can gather feedback and provide input to Members. We talk with Site Directors on the phone on average at least monthly to address any concerns at once, and we conduct a rigorous annual Site visit, reviewing a comprehensive checklist covering all facets of program requirements. We measure progress toward our performance measure goals at least quarterly, so that Member activities can be adjusted if needed. We will also gather feedback from Members and Site staff through annual surveys to help identify the strengths and weakness of the programs so that we can make any necessary changes.

As required by our AmeriCorps National Direct grant, TechMission conducts a regular independent evaluation to assess our TechMission Corps program. We have just completed a formal evaluation process of our 2008-09 year with Jacqui Lindsay serving as our evaluation consultant. This evaluation

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has helped us to assess the impact that our Members and volunteers have on their Sites, so that we can focus the direction and implementation of our program in the future for the most effective outcomes. The evaluation findings were incorporated into our organizational and program strategic planning process. Our next formal external program evaluation is scheduled for the 2011-12 program year. Our year-long evaluation process involves conducting in-depth interviews with all TMC stakeholders. The evaluation assesses our current Performance Measures and their associated data collection tools, so that we can improve them as necessary. It also includes an assessment of the surveys we use to collect feedback from our Members, Sites, volunteers and other stakeholders. The evaluation includes interviews, surveys and focus groups to gather valuable feedback from our Board Members, TMC staff, Service Site staff, AmeriCorps Members, volunteers and program participants, so that we can provide technical assistance and improve program components where needed.

5.COMMUNITY INVOLVEMENT

Rather than start new programs of our own, our planning process is to identify the strongest existing programs in each of our cities, seeking out partners who match our program focus. For example, the Black Ministerial Alliance of Greater Boston (BMA) has been meeting the needs of Boston's at-risk communities for the past 40 years. Out of that experience they determined that after-school programs were one of the community's greatest needs, so they started a network of after-school programs called Victory Generation. They then designed one of the most innovative after-school program models in the city and replicated it across many Sites. TMC has partnered with the BMA to enhance their after-school programs, providing cost-effective Members, volunteers, some technical assistance, in-kind donations, outcomes tracking and other vital resources. This approach of getting behind what the community already does rather than starting new programs is what makes TMC unique.

Our evaluation showed that one of TMC's strengths is our closeness to the communities we serve,

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represented by our demographics: 59% of our National Members in MA have been Black or Latino. The majority of our MA Sites (60%) are also Black and Latino-led organizations. TechMission's senior staff and Board are 67% and 83% Black and Latino respectively and nearly all live in the at-risk neighborhoods in which we work. Our Sites have a long history in their communities, are among the strongest developers of Black and Latino leaders in the country, and have been involved with the development of leaders such as Martin Luther King, Jr. and Malcolm X.

We conduct an annual Site visit and communicate regularly with our Site Directors throughout the year to gather feedback, clarify expectations and monitor Site progress. We conduct surveys of our Site Directors to learn their assessment of the impact of the TMC Member on their organization and their community. We also ask for their feedback on the strengths of our program as well as areas needing improvement. As part of our formal evaluation process, our evaluator also conducts focus groups, interviews and surveys with Site Directors, Members, volunteers and participants from several of our Sites in Boston to gain a more detailed understanding of their experience of the TMC Program. We also gather community input by conducting surveys of partners and collecting input from Board members living in the communities in which we serve. These surveys will be given end-of-year and will enable us to identify any changes that should be made to the program, based on the assessment of the volunteers and participants. Through our DoE grant, we developed formal partnerships with MA school districts where we received input directly from the schools. We are in communication with and have a letter of support from the Mayor's office in Boston.

6. RELATIONSHIP TO OTHER CNCS PROGRAMS

We keep in close communication with the Massachusetts Service Alliance (MSA) about local trainings that would be available to us and our local Members and Site Directors, and they have referred to us specific people and/or organizations in MA for potential partnerships; we will participate in these

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trainings to help make our program and staff more successful.

We have partnered with City Year on the MLK Day of Service. We will seek ways to partner again with them and with other local AmeriCorps grantees (YouthBuild Boston, Citizen Schools) with whom we already met to share best practices. Also, we will participate in:

- * Events for Members and staff sponsored by the MA State Commission
- * MLK, Jr. Day of Service (and will coordinate our participation with other AmeriCorps programs in our cities)
- * MA AmeriCorps Opening Day activities
- * The annual CNCS National Service Conference and other CNCS workshops/meetings

As a state VISTA grantee, we have had an ongoing relationship with the Massachusetts State VISTA office.

Our online volunteer matching website is a partner with Serve.gov and provides over half of the FBO volunteer opportunities on that site, and we have hundreds of volunteer opportunities posted on our website by AmeriCorps organizations wishing to recruit volunteers.

7.POTENTIAL FOR REPLICATION

We have already demonstrated the ability to replicate our model from 20 Members at 13 Sites in Boston and Los Angeles (before receiving our 2nd AmeriCorps grant in 2007) to our current 60 Members at 46 Sites in Massachusetts, Los Angeles, Chicago and Denver. In 2010, we are also applying for a National Direct grant to replicate the TMC program to Sites in Miami, San Diego and New York City, as well as expanding in our current locations. An AmeriCorps State grant would give us the funds to replicate to many more Sites in MA. We have developed a streamlined Site application process open to all

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organizations, and last year we had 52 applicants for 26 new Sites. We already have relationships with 361 organizations and 1,500 individuals registered on our websites in MA that have expressed interest in our programs.

Our replicable model was largely developed through a \$500,000 DoE grant to develop educational programs for at-risk youth that was replicated to 6 Sites in 2003. We were required through this grant to align all of our educational programs with state and No Child Left Behind standards. This program was selected in 2004 by the DoE as 1 of 5 Sites to receive a replication grant to document and package our program for replication.

Organizational Capability

1.SOUND ORGANIZATIONAL STRUCTURE

a)ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

Our founder, Andrew Sears, grew up in the inner-city and saw the lives of many of his friends destroyed during unsupervised out-of-school time. He also saw that after-school programs were the only effective response. He later founded a research group at MIT, where he learned the transforming power of technology in education. From this background, in 2000 TechMission was established to support FBOs in using technology to serve at-risk communities, with a particular focus on education. TechMission quickly grew. In 2002, TechMission (with our partners) was honored as 1 of 21 organizations selected from over 300 applicants to receive a CCF grant for \$1.5 million/year for 3 years from HHS, which built our capacity to launch TechMission Corps.

TechMission began its relationship with CNCS in 2002 by hosting state VISTA members. In 2004, TechMission Boston became TechMission Corps when it received an AmeriCorps National Direct grant for 20 MSY, and expanded to 13 Sites in Boston and Los Angeles. In 2007, TMC received another

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National Direct grant for 40 MSY and expanded to include 27 Sites in 5 states. In 2009, TMC received an additional 20 MSY through Recovery Act funding, expanding to 60 Members at 46 Sites.

TechMission has set up Site monitoring systems to comply with federal grants from DoE, DoJ and HHS as well as CNCS. Expectations are set in a contract which each Site must sign. Each Site and Member has a full-time staff and team leader assigned to provide targeted assistance when necessary. We have extensive Site data reporting tools, including monthly progress reports, which have worked well for our National AmeriCorps program. We provide refresher training to Site Directors each year on all relevant AmeriCorps program requirements and how to properly document outcome data. We also conduct at least one formal Site monitoring visit each year to each Site hosting a Member, which includes a detailed checklist and evaluation of the Site's ability to meet all programmatic requirements and expectations.

We have developed a formal Site application process for all organizations wishing to be TMC Sites and a scoring rubric, reviewed by CNCS staff so that it complies with Regulation 45 CFR § 2522.475. It evaluates the quality of the applicants based on: 1) Outcomes, 2) Demographics and Need 3) Capacity 4) Partnerships and 5) Alignment with TMC Program Model. We send announcements of the Site application process to thousands of organizations through E-mail lists and the web. During our last application process, we had 52 organizations apply for 26 Site slots. We then work with selected Sites to ensure that their program is ready to comply with all requirements and their Member recruitment includes those from their participants' communities.

We have 2 basic program models that we replicate: the TMC K-8 ASP model and TMC teen program model. Each of our Sites ensures consistency in how Site Directors operate the program. We provide common program elements and curriculum to Members to ensure consistency in the parts of the program they implement (e.g., online safety, volunteer management). Because most of our Sites are in

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FBOs, we also provide extensive training on guidelines for federal funding for FBOs.

Through our previous federal grants and our current CNCS grant, we have developed accounting practices that have enabled us to comply with federal standards and complete A-133 audits. Our last two A-133 audits have been without any findings, and we recently passed an Inspector General audit from the US Department of Justice (for a grant providing support for our AmeriCorps program). Our Board financial oversight is conducted by the former CFO of the Salvation Army. While we place members at Service Sites, we do not provide sub-grants to Operating Sites, but manage all CNCS funds at our headquarters, allowing us to ensure proper fiscal management.

We employ the services of Sandberg, Gonzalez and Creeden as our auditor and outsource payroll administration to QuickBooks Payroll Service. Our Fiscal Policies are maintained in our Accounting Policies and Procedures Manual, which is approved by the Finance Committee of our Board.

b) BOARD OF DIRECTORS, ADMINISTRATORS, STAFF

ANDREW SEARS, EXECUTIVE DIRECTOR, reports to the Board and will oversee the TMC-MA program and staff. He provides direct supervision of the Members placed at headquarters. He has directly supervised over 20 VISTA Members and for the past 7 years has provided oversight to the TMC-National program. He received his MS in Technology and Policy and MS in Computer Science from MIT, where he co-founded a research group on the social implications of the Internet.

MIKI OMORI, TMC CO-DIRECTOR, assists in program, grants and Member management. She served for two years as a TMC Volunteer Network Coordinator.

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ALTHEA HUDSON, TMC CO-DIRECTOR, assists in program and Member management and training. She has two years' experience as the Site Director of an ESOL program and two years as an Executive Assistant at the Office of Educational Quality and Accountability. She has an MA in Communication.

HARRIET HODGE-HENRY, DIRECTOR OF OPERATIONS, is responsible for oversight of all financial and accounting matters, including financial records, payroll, and all audit requirements. She has 14+ years of Operations experience.

EVAN DONOVAN, ONLINE SERVICES COORDINATOR -- manages TechMission's resource websites and TMC Volunteer Coordinators' work on them.

TMC ASSISTANT -- assists TMC staff in Member management, training and reporting. This is a new position that will help support this grant.

SERVICE SITE STAFF: Each Member has a Supervisor on-site, many of whom have 20-30 years' experience and have been part of TMC for 6 years. Each Site has a director, and most Sites have anywhere from 2-10 youth program staff. With an estimated 20 Sites for our state grant, this would include 20 directors and more than 50 additional staff at Sites that will work with Members.

BOARD OF DIRECTORS: Our Board president is the former CFO of the Salvation Army, and other Board members are business leaders and executive directors of CBOs. Our Board is 83% Black and Latino, and 83% live and serve in low-income communities.

c) PLAN FOR SELF-ASSESSMENT OR IMPROVEMENT

TechMission's Executive Director (ED) leads a formal strategic planning process for the organization

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which involves input from staff, the Board and other stakeholders:

1) Situational Assessment. We conduct semi-annual reporting on all of our outcomes as an organization, Site directors, Members, volunteers and other stakeholders. The ED then meets with each program and our Board to review data, conduct brainstorming, assess capacity and perform a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) for the programs and the agency.

2) Goals and Objectives. Based on the assessment, the ED, program staff and Board develop a strategic plan for each program and the overall organization including high level goals and objectives.

3) Implementation Plan. Each program uses the goals from Step 2 to develop detailed implementation plans using a project management tool through Google Spreadsheets that we then use in regular team meetings to implement the plan.

4) Evaluation. We have a formal evaluation done of our program about every 3-4 years. We just completed our second formal evaluation as a part of our AmeriCorps grant (see "Rationale & Approach"). This evaluation data is then fed into the situational assessment of Step 1 for the next revision to the strategic plan. All of our staff and Board members also go through annual performance reviews adapted from a review process established by World Vision.

d) PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE

Our TMC program staff have gained indispensable training and technical assistance (TA) from CNCS through its Grantee Meetings, Conferences, Start-Up Institute and TA providers, including Project STAR, Campaign Consultation and Walker and Co. We will continue to receive TA from these sources.

TechMission developed our TA capacity as a partner on a CCF grant where, together with our partners, we provided intensive TA (20+ hours each) that focused on program development and capacity building to 150 FBOs and CBOs in MA, IL and CA, including many of our TMC Sites. We have developed an online library of over 2,000 webcast and audio workshops on our website covering topics like program

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evaluation, youth curriculum and nonprofit management.

Our partners in our MA proposal, the BMA and the Emmanuel Gospel Center, are current CCF grantees and provide TA to many of our existing MA Sites. In any given month, at least one of these organizations provides an intensive open training that we will encourage our Members and Site staff to attend.

All TMC Site Directors attend an annual orientation covering all relevant requirements, expectations and procedures, during which our Sites are encouraged to ask questions and mention TA needs. When we conduct our annual Site visit and evaluation, we will include a section to focus on how we can address the Site's ongoing training and TA needs. Based on that, we will seek out trainings and TA that could be helpful for Sites: i.e., we keep a careful watch on training and TA provided by CNCS and send notifications to Members and Site Directors regarding these events.

2.SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

a)VOLUNTEER GENERATION AND SUPPORT

One of TechMission's greatest strengths as a program is that we have been able to recruit a large number of volunteers because of our close ties with other FBOs with large numbers of volunteers. In the past year, our AmeriCorps program utilized 4,822 volunteers who served 34,695 hours. Our strength is illustrated in our recruitment of volunteers at a level comparable to many large AmeriCorps programs even though we have about 10% the Members of these programs. Last year, our program recruited an average of 113 volunteers per Member, compared to an average of 39 volunteers per Member for larger programs (like City Year).

Besides using our website to recruit volunteers for our Service Sites, we also use it to recruit many

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volunteers for our headquarters to assist in positions such as computer programming, language translation and online publications editing. We manage these volunteers in a way similar to Wikipedia with different volunteers in charge of different sections of content and languages. Our volunteers are supported, as described under "Community Outputs and Outcomes," through extensive training, recognition, support and clear integration into the programs they serve.

b) ORGANIZATIONAL AND COMMUNITY LEADERSHIP

TechMission is the national leader in technology innovation in the faith-based social services sector. We are the leading Web portal for this sector as shown by the fact that our websites represent 5 of the top 15 most visited websites in the sector (Source: Alexa.com). We maintain the largest online library of training and best practices for FBOs and the largest collection of volunteer opportunities from FBOs. We estimate that we provide over half the FBO volunteer opportunities on Serve.gov. Our online school, City Vision College, is the leading provider of online education to the faith-based social services sector and is accredited by the Distance Education Training Council.

We are also a national leader among AmeriCorps programs in recruiting Members and Sites that reflect the demographics of the at-risk communities served. To our knowledge, we are 1 of 2 National Direct programs that have the majority of their Members as people of color and the majority of their Sites led by people of color.

Our TechMission Boston program was selected by the DoE to serve as a model program for Community Technology Centers across the country, and we were given a grant to assist in replicating that model, which was accomplished through our AmeriCorps program to other states. Our SafeFamilies program, focused on online safety, was awarded a \$1 million grant from the DoJ and has developed formal online safety partnerships with several national organizations including MySpace and HUD.

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Our ED gives talks regularly at major national conferences for FBOs. Our staff are members of BMA and have served on the boards of the following FBOs/CBOs: Arise Urban Ministries, the Gathering Christian Fellowship, Associated Care, Early Education, Footprints, Bakke Graduate University and MassVote.

c)SUCCESS IN SECURING MATCH RESOURCES

We have had great success in securing match for TMC: \$743K for our 04-07 grant (50% match) and \$1.9 million for our 07-10 grant so far (119% match). Our sources have included DoE, DoJ, HHS, Site match, cash and in-kind donations, Site space and numerous foundations. Our Sites also donate in-kind space for programs and provide \$3-4.5K non-federal cash per Member. One major source of match is our earned income, which we expect to grow from \$156K in 2008 to \$356K in 2010. This will come from fees received from placing AmeriCorps Members at local program Sites (\$190K), course tuition for our online college (\$151K) and membership and consulting partnerships (\$15K). We have already received significant grants from Schrafft Charitable Trust; Procter and Gamble/Gillette; the Amelia Peabody, Verizon, Citizens Bank and Cecil B. Day Foundations, and one anonymous foundation. We received \$205K from foundations in 2009 and expect to raise \$271K in 2010. Our strong ties to churches will help us grow our donation base from churches/individuals from \$15K in 2007 to \$20K in 2010. In 09-10, we anticipate providing \$832K in donated Site space as match nationally. Our Sites will provide \$7.6 million in covering other program costs, but we do not use this as financial match because of the cost of accounting for this match according to A-133 standards.

3.SUCCESS IN SECURING COMMUNITY SUPPORT

a)COLLABORATION

TechMission has extensive experience in developing partnerships with FBOs/CBOs, especially those led

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by people of color. All of our Sites are existing after-school programs with an Executive Director and/or full-time youth program staff, and have typically been in operation for 5-20+ years, and have hundreds of youth already participating in their programs. TechMission augments these existing programs by providing a common program model, AmeriCorps Members, volunteers and innovative resources.

The following is a summary of our key partners:

Black Ministerial Alliance: The BMA operates 8 church-based after-school programs serving at-risk K-8 students. The BMA operates a network of over 80 Black churches in the Boston area that can bring significant community support for this initiative through program participant, volunteer and Member recruitment. We have a formal commitment of partnership from the BMA and currently place TMC Members at several of its partners and affiliate Sites including:

Greenwood Shalom

Twelfth Baptist

Greater Boston Nazarene Compassion Center

Archdiocese of Boston: We have a partnership with the Catholic Archdiocese of Boston to serve as their online volunteer matching partner (through CatholicVolunteering.org). We are also newly partnered with Catholic Charities-affiliated after-school programs serving at-risk youth to provide them with TMC Members including:

Pope John Paul II

St. Patrick's

Bellesini Academy

Other Service Sites: We are currently partnered with many other respected FBOs/CBOs that provide at-

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risk youth programs in MA, including Sites affiliated with The Salvation Army and Boston's Emmanuel Gospel Center.

Parkside Christian Academy

Boston Project

Salvation Army's Jubilee House

South End Salvation Army

IBA (Inquilinos Boricuas en Accion)

Grace Street

Straight Ahead Ministries

Boston Urban Youth Fund

Roxbury Renaissance

Pentecostal Tabernacle

Cambridge Vineyard

Boston HERC

Dorchester HERC

Worcester HERC

Lawrence HERC

Greater Boston Chinese Community Center

HOPE (House of Peace and Education, Inc.) [Gardner, MA]

Homework House [Holyoke, MA]

Gray House [Springfield, MA]

Iglesia Cristiana de la Comunidad [Worcester, MA]

Local and State Government: We have significant support from our local and state governments.

Boston's Mayor Menino, speaking at our press conference, announced our receipt of one of President

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Bush's CCF grants, and called TechMission "...a great initiative. There's a lot of activity in the churches across Boston. The pastors in our city have done a great job working with young people." We also have the support of former MA Governor Mitt Romney and his wife Anne and are in the process of connecting with the current Governor for support. Boston City Council President Charles Yancey has made several visits to the family events of one of our K-8 Sites and as a result has facilitated large in-kind donations to that Site.

Online Volunteer Matching: We have 361 organizations and 1,500 individuals in MA that have registered on our online volunteer matching website. These organizations are all making a difference in their own communities and the individuals are potential volunteers and even Members, who can help us expand and improve the reach of our services.

National Partnerships: We have national partnerships with the CCDA, World Vision, AGRM, YouthPartnersNET and Urban Youth Workers Institute, which are organizations that represent over 10,000+ FBO sites and millions of volunteers.

b) LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS

In the past 3 years, TechMission has expanded our local cash funding from \$137,833 (2007) to \$221,549 (2009) in foundation and individual donations. This represents an expansion in foundation support from \$123,000 to \$205,000 and of church/individual donations from \$14,833 to \$16,549. The Stewardship Foundation has supported the volunteer matching and other online community building portions of our program, growing from providing \$40,000 in 2004 to providing \$100,000 in 2010. In 2009, after building relationships, we received our first grants from the Verizon and Citizens Bank foundations, as well as \$125,000 from an anonymous foundation, to support our Boston programs.

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The total in-kind donations has expanded from \$585K in 08-09 to \$832K in 09-10 from donated space to operate TMC programs for free in churches and FBOs/CBOs and other in-kind donations secured by our Members. These include donated computer equipment and software; used office equipment from a local business; books and volunteer time from READ Boston; and food and gift certificates to purchase food.

c) WIDE RANGE OF COMMUNITY STAKEHOLDERS

Across all of TechMission programs, we have experienced dramatic growth in the following areas:

- 1) Volunteers. Grew from 1,683 in 2007 to 4,520 in 09-10.
- 2) Site Support. We have expanded from 13 TMC Sites in 04-05 to 46 Sites in 09-10. We estimate that the donated space from these Sites has grown from \$240K to \$832K, and the Sites' supporting program budgets have grown from \$1.1 to \$7.6 million over this period.
- 3) MA Nonprofits Partners. In 2004, we had less than 30 registered nonprofits for our programs in MA. Our websites have grown to have 361 organizations and 1,500 individuals registered on our websites in MA that have registered for our online volunteer matching service. This network makes it much easier to identify potential partners and candidates for future program Sites.
- 4) Online Community. By establishing ourselves as the leading online volunteer matching website and the "Wikipedia" for FBOs, we have developed an online asset that is growing in value exponentially. Our website traffic has grown from 260,000 unique visitors in 2007 to 2.2 million in 2009. Our FBO Wiki has also grown from 4,896 articles in 2007 to over 70,000 articles in 2009. The value of the "free advertising" from the Web traffic generated by this content has grown from \$57,000 in 2007 to \$757,000 in 2009, which can be used to recruit AmeriCorps Members or generate earned income.
- 5) Social Value. Through rigorous analysis, we estimate the social value and return on investment (RoI) generated by all our programs each year. The social value we provide has increased from \$2.7 million (RoI of 251%) in 2007 to an estimated \$8.1 million (RoI of 728%) in 2009. Our strategic plan for 2011

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projects our social value growing to \$25,244,850 (RoI of 1194%) in 2011. This exponential growth in our social value and RoI is made possible by the growth and low overhead of TMC, growth in number of volunteers, the 200-300% annual growth of our volunteer matching websites and the 50% annual growth of enrollment in our online college City Vision.

TechMission serves communities with high poverty rates, utilizes at-risk Corps Members and most of our Sites are in under-resourced Black and Latino-led organizations. The Greenlining Institute reports that only 3.6% of foundation funding went to nonprofits led by people of color. We have experienced this funding bias severely in pursuing foundation funding for our TMC program, and have submitted a proposal to CNCS in how it can counter this bias (see www.urbanministry.org/cncsproposal).

Cost Effectiveness and Budget Adequacy

1.COST EFFECTIVENESS

a)CORPORTATION COST PER MSY

Our CNCS cost per MSY is \$13,000.

The cost effectiveness of our program goes far beyond our cost per MSY because of our use of other resources. We worked with our evaluator to collect public outcomes data on four comparable AmeriCorps programs (Citizen Schools, City Year, Notre Dame and Catholic Network). The data reported shows that TMC is much more cost effective than the average program in terms of outcomes per MSY. For example, our program recruited an average of 113 volunteers per Member compared to an average of 39 volunteers per Member in the comparable programs. Also, our costs are lowered even further because many of our Sites are in churches and FBOs that provide free program space and cover their own program expenses. Because of cost effectiveness from a high number of volunteers, donated space and Member placement at existing programs, we were able to serve nearly 48 youth per MSY in

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intensive programs last year, compared to an average of 27 youth per MSY in the 4 comparable programs.

b) DIVERSE NON-FEDERAL SUPPORT

We have already secured match grants for the TMC program from Verizon Foundation; Procter and Gamble/Gillette; Schrafft Charitable Trust; Amelia Peabody Foundation; Stewardship Foundation; Day Foundation, Citizens Bank Foundation; one anonymous foundation, and have several other foundation grants pending. We also receive match from individual donations, Site fees (increasing from \$3,000 to \$3,500 for most Sites next year) and in-kind donations. We are also pursuing funding specifically in our expansion areas (i.e. Amelia Peabody supports our program in Central/Western Massachusetts). These funds will help our local TMC program to expand further in Massachusetts, supporting our need to expand to 30 State Members in Massachusetts. We raised \$205K from foundations in 2009 and expect to raise \$280K in 2010-11. We have 2 full-time grant writers to enable us to achieve these goals.

We have had great success in securing match for TMC-National: \$862K for our 07-10 grant. To secure match for an MA State grant, we expect to increase our for-fee service income from \$156,000 in 2008 to \$484K in 2010-11. This will come from fees received from placing AmeriCorps Members at Sites (\$282K), course tuition for our online college (\$183K), and membership/consulting partnerships (\$19K).

Our strong ties to churches will help us grow our donation base from churches/individuals from \$15K in 2007 to \$20K in 2010. A significant renewable resource is our online volunteer matching service, which will bring in 1,500 volunteers in 2010-11 (\$883,500 value, using VolunteerMatch and Independent Sector's stat of \$589/volunteer).

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The non-federal cash funding portion of our organizational budget has grown from \$236,634 (20%) non-federal in 2007 to \$500,000 (46%) in 2009. Based on the above goals, we anticipate our non-federal funding continuing to grow to \$916,750 in 2010-11.

We also have significant in-kind and cash support from our Sites with about \$484K going toward programs related to this grant (as described above).

DECREASED RELIANCE ON FEDERAL SUPPORT

Our target cost share for our National grant last year was 34% and we plan to increase our cost share to 51% next year.

2.BUDGET ADEQUACY

TechMission is completing Year 3 of our 2nd National Direct Grant, which has enabled us to assess the resources required for our proposed expansion. Based on this experience, we have assessed that \$897,048 will adequately support our activities and outcomes, including the staff needed to fully support, train, develop and supervise 30 FT Members serving at-risk youth. Because we are a National grantee, we are able to leverage efficiencies and staffing. Between our State and National programs next year, we plan to have 3 FTE program staff devoted to this program, as well as 2 FTE providing administrative support, technology and financial management. Our MA State grant will only need to pay a portion of their salaries needed to operate the State program.

We are requesting \$390,000 from AmeriCorps for this program. We have existing or projected foundation funds or earned income that will provide \$127,484 in additional cash support, and our program Sites for this grant will be contributing \$379,564 in donated space as in-kind match, bringing the total non-federal funds to 57% match of total budget. Also, these Sites have combined youth

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program budgets totaling \$3.8 million that will support this program as non-match support. This brings a total of \$4.3 million in non-federal resources toward the outcomes in this grant.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

2011-2012 Clarification Summary (Year 2):

Below is TechMission's response to the negotiation items for a potential AmeriCorps State grant (Application ID 11AC124833) in the amount of \$390,000, 30 Member Service Years (MSYs) and 30 member positions.

Budget Clarification Items:

Please make the following changes directly in the application budget in eGrants:

(1) Please revise your budget to equal the funding and MSY amount listed above.

Response: We have attached the revised budget which will be entered into eGrants.

(2) A. Personnel Expense: The staff structure is such that no one is on at greater than 28%. Clarify how this is sufficient to manage the program.

Response: All of our TechMission Corps staff are allocated between our National Direct and State grants based on the total number of AmeriCorps members in each grant (50 MSY National and 30 MSY State).

Each of our program staff are 75% allocated to our AmeriCorps program, resulting in $30/80 \times 75\% = 28\%$ allocated to our state grant. This has been adequate for the following reasons:

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1. We are able to combine efficiencies in running both national and state grants, so we have 3 people who are almost full-time devoted to running the two programs. In addition, our Executive Director and indirect staff provide support to the program resulting in a total of 1.54 FTE devoted for this State program.
2. We have a year of experience in implementing the state program, and 7 years experience in the national program. We know that this is adequate staffing because we have already used this staffing level for one year.
3. As a technology-focused organization, many of our systems are automated (recruiting, reporting, etc.), which greatly reduces our need for staffing.

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

Response: We have planned and budgeted for the new criminal history check requirements for members, employees, and other individuals who are listed on our budget. This includes FBI background checks, SORI, and state-wide checks both in the state the Member is applying from and the state they

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will be applying to serve.

(4) Source of Match Funds: Please explain earned income from site fees. What does the fee cover? Also, please identify source of match funds.

Response: We charge our sites a fee to cover some of the Member expenses and costs of managing the Member. This fee may go toward our match of the Member stipend, benefits, program staff/benefits costs or other program-related expenses. Match funds have been identified in the budget narrative.

Programmatic Clarification Items:

Please make the following changes in the eGrants narrative field labeled "Clarification Summary."

(1) The request to add national members to the state grant is not being considered. Please consider if you will need to revise your performance measure to reflect a smaller program size.

Response: Because we were not awarded an expansion in MSY for either our State or National AmeriCorps grants, we will still have some National AmeriCorps members in MA; however, we would like to retain the scope of our original 2011 proposal to allow for State AmeriCorps members to be placed outside of greater Boston. We will ensure that there are never State Members and National Members serving at the same site to avoid any overlap, and our National Members in MA will be focused outside of Boston. We believe by having the flexibility to place some AmeriCorps State members outside of greater Boston it will make it much easier for us to meet the MSA priority to place most members at the beginning of the year.

We will adjust our performance measures to reflect our smaller program size. The summary of the updated performance measures is below. This response below supersedes all other references to

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performance measures in the narrative sections submitted previously.

a) K-8 Grade Promotion

* 800 K-8 youth will receive academic enrichment and homework assistance with 600 (75%) finishing the program by still being enrolled in May

* 588 (98%) of K-8 youth finishing our programs are promoted to the next grade level

b) 9-11 Grade Promotion

* 150 grade 9-11 students will receive academic assistance, tech training, college and SAT prep services with 112 (75%) finishing the program by participating for 40 hours

* 110 (98%) grades 9-11 students finishing our programs are promoted to the next grade level

c) Grade 12 Graduation and College Placement

* 50 grade 12 students will receive academic assistance, tech training, college and SAT prep services with 35 (70%) finishing the program by participating for 40 hours

* 28 (80%) of high school seniors finishing our programs graduate high school

* 21 (75%) of teens graduating high school and participating in college placement programs are accepted and enroll in college

d) Mentoring

*100 economically disadvantaged youth, at-risk to leave secondary school without a diploma, will begin an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year (ED3)

*75 (75%) economically disadvantaged youth, at-risk of not graduating high school, will complete an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year (ED4)

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e) Mobilizing Volunteers and Capacity Building

* 600 volunteers will serve at our Sites providing 15,000 hours of service

f) Member Development

*80% of Members who complete their terms of service will return a survey indicating increased skill/knowledge acquired during their service year and that they were satisfied with their service experience

*80% of Members who will complete their terms of service will indicate plans to work, volunteer or live in at-risk communities for at least the next five years

Performance Measure Clarification Items:

Clarification items for national performance measures reflect our assessment of the following criteria:

- * measures align with the need, activities and outcomes described in the narrative
- * outputs and outcomes are correctly aligned as directed in the NOFO background document
- * measures utilize rigorous methodologies to demonstrate significant impacts

Please make the following changes in the Performance Measures screens in eGrants:

Volunteer Involvement at TMC-MA Sites Performance Measure: Please consider deleting this measure, or explain why you think it should be left in the application. When volunteer generation isn't the primary focus of a program, we are directing applicants to remove these measures from their application. Volunteer generation outputs are captured in the annual progress report. Understandably a commission may find it valuable for its programs to collect volunteer generation data even if these measures aren't part of the AmeriCorps grant application and subsequent award.

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Response: We will delete this measure. Our new outcome goals are listed above.

AmeriCorps members completing Research Projects Performance Measure: Provide output and intermediate outcome or remove this measure.

Response: We will delete this measure. Our new outcome goals are listed above.

K-8 Academic Improvement Performance Measure: Provide an output. Also consider deleting this measure and combining the activities with ED5

Response: We will delete this measure as it is superseded by the national performance measures.

National Performance Measure ED4, ED 5, and ED2: These measures are combined under one measure and are not aligned. The target values are different for each. Please separate each measure if the target population is different.

Response: We have separated these into different target populations in eGrants and adjusted the targets as necessary. The summary of our performance measures is listed above.

2010-2011 Clarification Summary (Year 1):

Below is TechMission's response to the negotiation items for a potential state grant in the amount of \$390,000, with 30 Member Service Years (MSYs) and 30 Member positions.

Budget Clarification Items:

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Please make the following changes directly in the application budget and budget narrative in eGrants:

(1) A. Personnel, Site Supervisors are not on budget but are discussed in the application narrative.

Please adjust accordingly. The Director of Operations is listed in application narrative but the position is not on budget. Please adjust accordingly. Also a low percentage of time is identified for personnel listed to operate an effective AmeriCorps program. Please clarify if the staffing is sufficient to operate the program.

Response: Site supervisors are in other organizations, so they are not counted in TechMission's budget.

The Director of Operation's salary is covered under administrative or indirect cost under Section III of our budget. Our original cost allocation of staff between our national and state grant was based on what we applied for, but now our new cost allocation is based on what we received (30 MSY state and 40 MSY national), and our budget has been adjusted accordingly.

Based on our discussions with the CNCS Office of Grants Management, we have removed most of the site space match from our budget based on new instructions on methodology. We have replaced it with other match sources that will enable us to provide over the required 24% match. In addition, we have also replaced it with site match across different budget line items (Personnel, Benefits, Supplies and Site Space) that follow the accounting methodology suggested.

Based on this new methodology, we have also added match for the time of 2 site supervisors at 20% of their time with \$40,000 salary each (totaling \$16,000), which is related to their time spent on supervising Members and working toward AmeriCorps outcomes. We have also added the Fringe Benefits of these 2 site supervisors based on our standard rate of 11% of the personnel expenses. The funds for this site match come from a grant from the Barr Foundation, which we subgrant to sites and track all relevant expenses in our accounting system.

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(2) C. Travel, Staff Travel - provide brief description and justification for travel including location of sites, number of staff, etc.

Response: Our Financial Policy Manual reimburses TechMission staff based on the gas receipts for local travel relating to the AmeriCorps program. The cost of travel includes travel between our headquarters in Dorchester and our 20 service sites located in various parts of the Greater Boston area including Dorchester, Jamaica Plain, Mattapan, Roxbury, South End, Hyde Park, Cambridge, Quincy and Lynn.

(3) Supplies: confirm that member service gear will have the appropriate AmeriCorps logo or will be purchased with non-CNCS funds (and adjust budget accordingly).

Response: Member service gear will have the AmeriCorps logo.

We have also added site office supplies from two service sites as match to cover the cost of supplies at these two individual sites that we pay through a grant from the Barr Foundation. We sub-grant to these sites and track all relevant expenses in our accounting system.

(4) Evaluation: provide justification for the one-day evaluation sufficient to provide significant evaluative feedback to program staff?

Response: We have removed this line item. We previously thought it was a required line item.

(5) I, Other Operating Costs

- Travel to CNCS Sponsored Meetings - provide cost basis. Also move to section C.

Response: The travel costs are calculated at (\$300 airfare + \$150/night hotel x 4 nights + \$25 food/day x 4 days) x 2 staff and moved this cost to section C as instructed.

- Member Recognition Costs - provide justification and brief explanation for costs

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Response: Member recognition costs cover certificates and plaques for National Service upon completion of a Member's service term(s). We award certificates or plaques to acknowledge each Member's contribution to service in their communities. These expenses do not include any gifts and/or food in an entertainment/event setting since they are not allowable costs.

Section I - Confirm rent and utilities is not part of an approved cost allocation pool.

Response: Our rent and utilities are not part of our indirect costs, but are allocated based on a cost policy allocating costs toward programs based on floor space used and is based on the following calculation: $\$2200/\text{month} \times 80\% \times 30 \text{ Members}/70 \text{ Members} \times 12 \text{ months}$.

-Criminal Background Checks - add background checks for grant budgeted staff.

Response: We have already conducted criminal background checks of all our existing grant-funded staff, so they do not need to be budgeted, but we have budgeted for one background check in the event that a staff member is replaced.

(6) Member Travel - provide justification for member travel and calculation indicating travel location and number of members, etc.

Response: We have added the following justification to our budget: "\$5 per FT Member: TechMission covers the costs of any car and/or public transportation required *during* a team meeting or training (i.e., for team building exercises). Because Members' travel costs to and from PSO and training locations are covered by their Sites, those costs are not charged to either CNCS or to TechMission and therefore not included in the budget."

(7) Change flat rate gas reimbursement to an allowable mileage rate not to exceed \$.50 per mile.

Response: Our organizational Financial Policy Manual only reimburses based on gas receipts and does

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not allow for reimbursement based on mileage. Every other government agency we have worked with, including CNCS National Direct, has allowed us to follow our existing organizational policy on this.

(8) Section G- What costs are budgeted for the member PSO and training expenses?

Response: Costs for PSO and all-day training expenses include costs of meals for Members for 3 days of training.

Programmatic Clarification Items:

Please make the following changes in the eGrants narrative field labeled "Clarification Summary."

(1) Clarify the duties of the team leader.

Response: See job description in the Appendix to this response. This is similar to the Team Leader description in other AmeriCorps NCCC job descriptions. This position description is currently under review with AmeriCorps National Direct and may be subject to change depending on the outcome of their decision.

(2) Clarify the difference in members roles and activities between the TechMission Corps - Massachusetts program and the multi-state AmeriCorps program.

Response: Members in TechMission Corps-Massachusetts will only serve at sites in the Greater Boston area. We do not plan to have any overlap in the sites or clients where National Direct AmeriCorps Members will be serving.

(3) Will members provide tutoring services? If yes, please clarify that the program complies with AmeriCorps tutoring requirements.

Response: No. Members will not be providing tutoring services.

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(4) Provide detail how the program will train or the service activities that will promote and sustain post-service, an ethic of service and civic responsibility, including structured opportunities for members to reflect on and learn from their service.

Response: We seek to foster a lifelong ethic of service and civic responsibility in Members through trainings, Site activities, a National Day of Service project, regular times of reflection on their service and the mentoring relationships between Members and their Supervisors. Some of the trainings we have developed that focus on developing a lifelong ethic of service include the following workshops: The Importance of National Service, Citizenship Training, Leadership Training, Life After AmeriCorps, Community Outreach and Networking. Last year, 92% of our Members indicated in an end of year survey that they would continue to work or volunteer in at-risk communities.

(5) Provide detail regarding how the program works with other national service programs supported by CNCS.

Response: We have partnered with City Year on the MLK Day of Service. We will seek ways to partner again with them. We also share best practices with other local AmeriCorps grantees (YouthBuild Boston, Citizen Schools). Also, we will participate in:

- * Events for Members and staff sponsored by the MA State Commission
- * MLK, Jr. Day of Service
- * MA AmeriCorps Opening Day activities
- * The annual CNCS National Service Conference and other CNCS workshops/meetings

As a state VISTA grantee, we have had an ongoing relationship with the Massachusetts State VISTA office.

Our online volunteer matching website is partnered with Serve.gov and provides over half of the FBO

Narratives

volunteer opportunities on that site, and we have hundreds of volunteer opportunities posted on our website by AmeriCorps organizations wishing to recruit volunteers.

We will participate in CNCS and MSA trainings and events, as appropriate, to help make our program and staff more successful. We also regularly attend the CNCS Grantee Meeting and other CNCS conferences, webinars and conference calls.

Criminal History Check Requirement: Criminal history checks are required for all grant funded staff and AmeriCorps members. A detailed description of the requirements can be found at:

<http://www.nationalservicerresources.org/criminal-history>. Please verify that criminal background checks will be conducted on all grant funded staff and members. The budget does not include costs for criminal background checks for staff. Please explain how these costs will be covered.

Response: As an AmeriCorps National Direct grantee, we already have in place a policy that requires FBI criminal background checks and NSOPR (National Sex Offender Public Registry) checks of all grant-funded staff and members. We have already conducted criminal background checks of all our existing staff, so they do not need to be budgeted, but we have budgeted for one background check in the event that a staff member is replaced.

Performance Measurement:

Tech Mission selected Economic Opportunity and Education as Priority Areas and selected they will opt into the national performance measure pilot for both. Please review performance measures and ensure information is entered in all required screens.

Response: After discussion with our National Direct program officer, it was suggested to us that we focus our outcomes on one priority area. Because of this, in our original application we had updated our outcomes to only use national outcomes in the Education Priority area. When we removed the

Narratives

Economic Performance Measures from our original application, we forgot to uncheck the Economic Performance Measure box. The Economic Opportunity outcomes were not a part of our original grant proposal, and we believe that we would be much more effective focusing only on the Educational priority area. We removed all references to the Economic Opportunity measure in the grant.

Additionally, we received feedback on our national direct grant that requested that we list the domain names for our online volunteer matching website, so we have added those to the community outputs and outcomes section of the grant.

Appendix

TechMission Corps Member - Team Leader

Job Description

The TechMission Corps (TMC) Team Leader will focus on developing and improving the TMC internship program and preparing and supporting TMC Members to serve at-risk youth and mobilize volunteers. This is a full-time AmeriCorps position based in Boston with the following responsibilities:

* Member Support

- o Support, encourage, and mentor Members and help connect them to additional resources to support them in their terms of service

- o Develop leadership among team members, encouraging a life of service

- o Monitor team dynamics and encourage camaraderie

- o Facilitate the procurement and distribution of Member service gear and other supplies required to support Member activities and trainings

* Tracking Member Activities

Narratives

- o Train & support Members in tracking and reporting Site Performance Measure data, and manage the compilation and reporting of Performance Measure data
- o Facilitate and support Members' submission of progress reports, timesheets, final projects, and other required paperwork, and help maintain the associated records
- * Training
 - o Attend TMC and TechMission trainings/meetings, and additional relevant workshops/trainings, as applicable
 - o Assist with coordinating and facilitating Member meetings and trainings
 - o Develop trainings on effectively working with youth, managing volunteers, planning youth service activities, tracking data, available support resources, in-kind donations, etc.
 - o Train and support Members and Sites in recruiting volunteers using TechMission's online volunteer matching system
 - o Facilitate and encourage ongoing reflection of Members on their service experiences
 - o Develop and maintain resources for Members, volunteers, and Sites, including resource websites, newsletters, lesson plans, etc.
 - o Assist with training Site staff to effectively implement the TMC program and support their TMC Members
 - o Plan and coordinate Member participation in National Days of Service
- * Program Support
 - o Develop tools to gather feedback from Members and Sites, and compile that feedback
 - o Attend TMC Leadership Team meetings
 - o Provide TMC staff with input, feedback, strategy, and support for the development and improvement of the TMC program, especially based on feedback and data gathered from Members and Sites
 - o Assist TMC Sites with utilizing "TechMission Membership" benefits (particularly in-kind donations/discounts and free online resources)

Narratives

- o Assist in developing community partnerships, including reaching out to new potential TMC Sites
- o Facilitate communication between TMC staff, Sites, and Members, including maintaining a contact list of all Members and Sites
- o Support Member recruitment, particularly facilitating Members to recruit their own replacements at the end of their service terms
- o Assist with placing Members at Sites that are a good fit to support them throughout their term of service

* Time Commitment

- o 40 hours per week
- o 12 months

* Benefits

- o A basic living stipend for the year of \$11,400, disbursed bi-weekly
- o Free basic, individual health insurance
- o After successful completion of service term, an Education Award of \$4,725 to pay off past student loans or future education expenses at a Title IV institution
- o Federal student loan deferment or forbearance
- o Childcare, if eligible
- o AmeriCorps benefits do not affect eligibility to continue receiving government assistance, such as food stamps and SSI
- o Discount on all online courses from City Vision College
- o Extensive experience in working with people, developing your own leadership skills, and supporting an urban internship program
- o Opportunity to join a national movement of individuals serving under-resourced communities

Continuation Changes

Narratives

2011-2012 Continuation Changes (Year 2):

Narrative Changes

A. Rationale & Approach

2. DESCRIPTION OF ACTIVITIES & MEMBER ROLES

TechMission is requesting an expansion from 30 MSYs to 35 MSYs in order to support all TechMission Corps Massachusetts members under the same grant. We propose to place 35 MSY in K-8 and teen programs, with an estimated 29 MSY in Boston and 6 MSY in Central/Western MA to serve in the following sites:

New Site Locations (these sites were added in our 2010-2011 year, but were not included in our last grant application)

- * Ann's Christian Learning Center
- * Boston Learning Center
- * Center for Responsibility & Justice
- * Church Outreach to Youth (COTY)
- * Cleghorn Neighborhood Center
- * Mission Grammar School
- * Project 13
- * St. Stephen's Episcopal Church
- * Trinity Education for Excellence Program (TEEP)
- * Homework House [Holyoke, MA]
- * HOPE (House of Peace and Education, Inc.) [Gardner, MA]

Last year, TechMission transitioned our Boston sites from our AmeriCorps National Direct grant to our

Narratives

AmeriCorps State grant; however, we kept our sites in Central and Western MA on our National Direct grant. We have found that having our Members in MA split between our National Direct and State grants has created difficulties in having different requirements and communities among our members. This proposed expansion will allow TechMission to better manage and support its AmeriCorps members.

Last year we had competitive site application process for new sites in MA, and we had twice as many sites apply for Members than we were able to award (18 applications and 9 new sites). In addition, this past year, we have had more than 10 applicants for every AmeriCorps position. We believe that this reflects the high demand for AmeriCorps members serving at-risk youth in educational programs and we do not anticipate having any difficulty filling the additional slots.

We are not proposing any changes to our member activities and roles or general program design submitted in the original grant proposal. Members will continue to serve in the K-8 and teen programs providing academic assistance and enrichment, serving as mentors and engaging families and communities.

However, based on the needs of our service sites and the transition from a national direct to a state grant, we are proposing changes to our slot configuration. TechMission's program model is designed to recruit 70-80% of our Members in the Fall with 20-30% being placed in the Spring. This enables us to recruit year-round and place Members in sites that prefer a Spring placement. Additionally, several of our sites are only able to support half-time members, so we are requesting some slots as half-time members serving a full year. Our proposed slot configuration for the 2011-2012 year is as follows: 27 full-time members serving for 12 months, 12 half-time members serving in a full-time capacity for 6 months and 4 half-time members serving 12-months.

Narratives

COMPLEMENTING NATIONAL DIRECT

Next year we plan to not have any National Direct Members serving youth in MA. We plan to have 3 National Direct Members at our headquarters in Boston doing national volunteer coordination through our websites, which has a completely different focus and location than any of our AmeriCorps State Members.

3. MEASURABLE OUTPUTS AND OUTCOMES

TMC will address the Education priority area and Economic Opportunity priority area using standard performance measures as well as our own measures. Our anticipated annual outputs and outcomes are:

EDUCATION PRIORITY AREA

Start Educational Program

*1,000 grade K-8 students start a TMC Educational Program (Standard Measure ED1a)

*300 grade 9-11 students start a TMC Program (ED1b)

*90 grade 12 students start a TMC Program (ED1c)

*75 economically disadvantaged youth at-risk to leave secondary school without a diploma begin an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year (ED3)

Complete Educational Program

*750 (75%) K-8 students complete participation in a TMC Educational Program (defined as those still enrolled in May) (ED2a)

*210 (70%) grade 9-11 students complete participation in a TMC Program by participating for at least 40 hours (ED2b)

Narratives

*63 (70%) grade 12 students complete participation in a TMC Program by participating for at least 40 hours (ED2c)

*56 (75%) economically disadvantaged youth at-risk of not graduating high school complete an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year (ED4)

Educational Outcomes

* 50 (80%) grade 12 students completing a TMC Program graduate high school (ED9c)

* 38 (60%) grade 12 students completing a TMC Program enter post-secondary institutions (ED10c)

* 941 (98%) K-11 students completing the TMC Program will be promoted to the next grade level (ED5)

ECONOMIC OPPORTUNITY PRIORITY AREA

While the primary focus of TechMission is on the Educational Priority of AmeriCorps, our secondary focus is on developing the Economic Opportunity of Members. TechMission focused on at-risk Corps members, and last year, about 33% do not have college degrees. Because of this, we have made it a priority for these members to enroll in college courses with the following goals:

* 10 AmeriCorps members who have their high school diploma or equivalent but have not obtained a college degree prior to their term of service (O14)

* 5 AmeriCorps members that complete a college course within one year after finishing AmeriCorps (O17)

EDUCATIONAL NON-STANDARD PERFORMANCE MEASURES

*75% of youth receiving academic assistance will increase by at least one letter grade by the end of the year, or will maintain their grade if they started with an A or B.

Narratives

MOBILIZING VOLUNTEERS & CAPACITY BUILDING

* 1,000 volunteers serve our Sites providing 10,000 hours of service

MEMBER DEVELOPMENT

*90% of Members who fully complete their terms complete a Research Project

*80% of Members will return a survey indicating increased skill/knowledge acquired during their service year and that they were satisfied with their service experience

*80% of Members will indicate plans to work, volunteer or live in at-risk communities for at least the next 5 years

Depending on the outcomes needed for each program area, Members track grade promotion, high school graduation rates and college placement rates using student reports and Site records and volunteer sign-in sheets/timesheets. Each Member tracks their outcomes using our outcome tracking spreadsheet in Google Docs or Excel. Those outcomes are then compiled by TMC staff into aggregate outcomes across all Sites. Because of our innovative use of Google Docs for outcomes tracking and timesheets, we were asked to present at the AmeriCorps Best Practices conference to help other organizations replicate our system. TechMission will collect information about Members through surveys at the beginning and end of their terms and through follow-up surveys with alumni.

Organizational Capability

1.SOUND ORGANIZATIONAL STRUCTURE

b)BOARD OF DIRECTORS, ADMINISTRATORS, STAFF

ANDREW SEARS, EXECUTIVE DIRECTOR, reports to the Board and will oversee the TMC-MA program and staff. He provides direct supervision of the Members placed at headquarters. He has

Narratives

directly supervised over 20 VISTA Members and for the past 8 years has provided oversight to the TMC-National program. He received his MS in Technology and Policy and MS in Computer Science from MIT, where he co-founded a research group on the social implications of the Internet.

MIKI OMORI, TMC DIRECTOR, serves as the Program Director assists in program, grants and Member management. She served for two years as a TMC Volunteer Network Coordinator.

AUSTIN JUNG, TMC PROGRAM ASSISTANT DIRECTOR, assists in program and Member management, training, and reporting. He previously served as TMC Team Leader where he helped in the recruitment and management of Members.

RACHAEL JARBOE, TMC PROGRAM ASSISTANT, supports TMC staff in Member management and administrative duties. She previously served as TMC Volunteer Coordinator for two years.

SARAH FAN, TMC PROGRAM ASSISTANT, also supports TMC staff in Member management and administrative duties. She graduated from Williams College with a BA in History and Classical Literature.

HARRIET HODGE-HENRY, DIRECTOR OF OPERATIONS, is responsible for oversight of all financial and accounting matters, including financial records, payroll, and all audit requirements. She has 14+ years of Operations experience.

MELVINA DALEY, PROGRAM ADMINISTRATOR, is responsible for bookkeeping and data entry for the program.

Narratives

ENROLLMENT

TechMission Corps has had 100% enrollment for every year, which we expect to continue. Any display of enrollment data less than 100% in eGrants is due to our program design placing members year round, so some members may not yet be placed.

MEMBER RETENTION

As a program, Member retention requires additional effort because TMC represents an at-risk Corps with most Members coming from difficult financial or personal circumstances. Last year our Members were 41% Black, 17% Latino/a, 2% Asian, and we estimate 61% came from low-income backgrounds. We make great efforts to work with our Members and Sites to support these at-risk Corps Members and to keep our retention rate high. We believe this challenge is more than worth the benefit that our Sites receive from having Members of diverse backgrounds that reflect their communities.

Because so many of our members come from low-income backgrounds, last year, we had several Members leave early because they had private student loans that could not be deferred. Most of these Members did not know their loans were private and could not be deferred, so once they had to start paying their loans, they could not financially continue as AmeriCorps members. Next year, we plan to provide much better expectations during the interview process and in the Member orientation to help address this issue.

Next year, we also expect to be able to improve retention by adding our Fellows program to provide increased support Members without college degrees.

PERFORMANCE MEASURES CHANGES

This year, we are slightly expanding the number of youth (from 900 to 1,000) based on the proposed

Narratives

expansion. In addition, we are adding an Economic Opportunity outcome focused on Members without college degrees to take college courses. We plan to implement a TechMission Corps Fellows program where we support all Members who do not yet have bachelor's degrees in their efforts to get their degree.

Any time spent on course work can only count as AmeriCorps "Training" hours if doing so would follow AmeriCorps guidelines and directly relates to their service. Our program will be designed so that all Members without college degrees will participate in our Fellows program, which will also require that they take at least one college course during their term.

BUDGET REVISIONS

1.COST EFFECTIVENESS

b)DIVERSE NON-FEDERAL SUPPORT

We have increased our cost per MSY to \$13,300 based on the increase in Member stipend and other Member expenses listed in the budget.

We have already secured match grants for the TMC program from the Stewardship Foundation, Boston Capacity Tank, City of Boston, Amelia Peabody Foundation, Citizens Bank Foundation, David Greenewalt Charitable Trust, Mifflin Memorial Fund, Schrafft Charitable Trust, TD Charitable Foundation, one large individual donation, and have several other foundation grants pending.

Our primary source of match is from site salaries and program expenses to support the outcomes in this grant. This past year, we have developed a Model Site program where sites provide financial match for the grant. Last year, we received letters from 11 sites which they could commit up to \$252,000 in match funds.

Across the organization of TechMission, we have the following additional sources of match:

Narratives

* Grants: We raised \$153,500 from foundations in 2010. Additionally, we received \$25,000 from a City of Boston CDBG grant and \$20,000 from the Boston Capacity Tank. We expect that our outside grants to increase to \$200,538 in 2011.

* Earned Income. We expect to increase our for-fee service income from \$482K in 2011 to \$573,971. In 2011, this will come from fees received from placing AmeriCorps Members at Sites (\$328,181), course tuition for our online college (\$223,830), and membership/consulting partnerships (\$21,960).

The non-federal cash funding portion of our organizational budget has grown from \$236,634 (20%) non-federal in 2007 to \$687K (45%) in 2010. Based on the above goals, we anticipate our non-federal funding of TechMission's budget continuing to grow to \$750,672 in 2011. These funds will help our local TMC program to expand further in Massachusetts, supporting our need to expand to 35 MSY in Massachusetts.

2.BUDGET ADEQUACY

TechMission has completed six years as an AmeriCorps National Direct Grantee, and one year as an AmeriCorps State grantee. This has enabled us to assess the resources required for our proposed expansion. Based on this experience, we have assessed that \$636,005 will adequately support our activities and outcomes, including the staff needed to fully support, train, develop and supervise 35 MSY serving at-risk youth.

Because we are a National grantee, we are able to leverage efficiencies and staffing. Between our State and National programs next year, we plan to have 4 program staff devoted to this program who will devote 1.29 FTE of their time because it split with our AmeriCorps National Direct grant). We also have 2 staff providing administrative support, technology and financial management. Our MA State grant will

Narratives

only need to pay a portion of their salaries needed to operate the State program.

We are requesting \$465,500 from AmeriCorps for this program. We will be providing \$170,505 in match (27%), which will come from grants or earned income that will provide \$146,505 and our program site match of site supervisor salaries (\$24,000). Also, these Sites have combined youth program budgets totaling \$3.8 million that will support this program as non-match support. This brings a total of almost \$4 million in non-federal resources toward the outcomes in this grant.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None Geographic Focus - Rural
 Geographic Focus - Urban 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 checked="" type="checkbox"/> Economic Opportunity | | <input type="checkbox"/> Other | |
| <i>Selected for National Measure</i> | <input checked="" type="checkbox"/> | <i>Selected for National Measure</i> | <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 30

Service Categories

Afterschool Programs

Other Education

Community-Based Volunteer Programs

National Performance Measures

Priority Area: Education

Strategy to Achieve Results

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

(1)K-8 PROGRAMS

Because being held back a grade in school more than doubles a student's chances of dropping out before graduating high school, we will provide Members to K-8 programs to help keep students on track academically. Based on past program data, we have reduced the percentage of students being held back a grade by 85%, compared to peers of the same demographic not participating in our programs. Next year, we estimate placing 16 Members at 12 Sites to serve at-risk K-8 youth in 5-day-a-week after-school programs, where each Member will work with an average of 56 children.

The first part of a typical day of service for a Member at a K-8 Site involves preparing lessons and activities and meeting with partners. During the after-school time from 2-6 PM, the Members assist youth with their homework, lead lesson activities (especially with regard to technology), supervise their snack and outdoor play sessions, supervise volunteers and assist with behavior management. Members serve in the following areas:

ACADEMIC ENRICHMENT & MENTORING

Members spend most of their time in activities involving academic enrichment, such as providing homework help, teaching lesson plans, coordinating educational activities, character education and academically-focused mentoring. As a grantee with Verizon, we use their Thinkfinity after-school curriculum, which is an online library of over 55,000 resources and lesson plans for after-school programs. Some Members will use Eduss, a rigorous educational software program, to identify the students' individual areas of need and assist them in English, Math and Phonics. Members also provide technology training including PowerPoint, digital photography, web design, basic typing, internet research skills and online safety.

ENGAGE FAMILIES AND COMMUNITIES

Members often participate in parents' nights, to explain program activities to parents. Members may give parents options for how they could help at the after-school program or provide examples of how to get involved in their child's intellectual and emotional growth. Members also will be involved in meeting with community partners and schools to help improve the programs and recruiting volunteers to enhance program activities.

National Performance Measures

Result: Output

Result.

600 grade K-8 students will complete a TechMission Corps Educational Program which is defined as those still enrolled in May

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

Target : 600 grade K-8 students will complete the TMC program & receive homework help, technology training, character education, academically-focused mentoring, college advising, SAT prep, technology training, college placement support.

Target Value: 600

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 600 grade K-8 students will complete a TechMission Corps Educational Program where they will receive will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, math/reading/literacy assistance, college placement services and mentoring. Completion is defined as those still enrolled in May

Result: Output

Result.

800 grade K-8 students will start a TechMission Corps Educational Program where they will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, math/reading/literacy assistance, college placement services and mentoring.

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

Target : 800 grade K-8 students will start a TechMission Corps Educational Program

Target Value: 800

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 800 grade K-8 students will start a TechMission Corps Educational Program where they will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, math/reading/literacy assistance, college placement services and mentoring.

Result: Intermediate Outcome

Result.

Students will be promoted to the next grade level

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

National Performance Measures

Result.

Target : 588 (98%) K-8 students completing a TMC Educational Program show improved academic performance by being promoted to the next grade level

Target Value: 588

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 588 (98%) K-8 students completing a TMC Educational Program show improved academic performance by being promoted to the next grade level

Priority Area: Education

Strategy to Achieve Results

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

TMC's teen programs focus on helping at-risk teens meet graduation requirements and enroll in college. We

estimate placing 12 Members at 8 teen program Sites next year. Members assigned to teen Sites generally serve in the following areas:

ACADEMIC ASSISTANCE

The primary way we provide academic assistance to teens is through homework help and helping students pass the MCAS exams. Several of our Boston Sites use curriculum that was developed as a part of a \$500,000 grant from the US DoE targeting at-risk high school students, specifically with the state curriculum frameworks in mind and based on No Child Left Behind standards. By providing students with academic assistance and test taking skills, we equip them to pass the MCAS tests and prevent them from dropping out due to failing the test (passing is required to graduate).

COLLEGE PREP

Members also assist the teens with getting into college, giving them an important boost toward their future success. Members are involved in providing some combination of college readiness workshops, college advising, SAT prep, tech training, college placement services, homework help and mentoring. Our mentoring programs, which focus on getting students into and succeeding in college, pair about 100 youth with mentors each year. Our SAT prep classes meet for 11 weeks for 3-4 hours a week. Our programs have shown an 88% college placement

National Performance Measures

Briefly describe how you will achieve this result (Max 4,000 chars.)
rate nationally for at-risk youth (compared to 30% of their peers).

Result: Intermediate Outcome

Result.

21 grade 12 students completing a TMC Educational program that graduate high school will be placed in college

Indicator: ED10: Students entering post-secondary institutions.

Target : 21 grade 12 students completing a TMC Educational program that graduate high school will be placed in college

Target Value: 21

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 24 grade 12 students will receive some combination of academic enrichment activities such as homework help, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, college placement services and mentoring that will enable them to graduate high school and be placed in college

Result: Output

Result.

35 (75%) grade 12 students will complete a TechMission Corps Educational Program where they will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, college placement services and mentoring. Completion is considered spending 40 hours in the program.

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

Target : 35 Teens will receive academic assistance, tech training, college and SAT prep services in an intensive teen out-of-school time program.

Target Value: 35

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 35 grade 12 students will complete a TechMission Corps Educational Program where they will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, college placement services and mentoring.

Result: Output

Result.

50 grade 12 students will start a TechMission Corps Educational Program where they will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology

National Performance Measures

Result.

training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, math/reading/literacy support, college placement services and mentoring.

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

Target : 50 grade 12 students will start a TechMission Corps Educational Program

Target Value: 50

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 50 grade 12 students will start a TechMission Corps Educational Program where they will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, math/reading/literacy support, college placement services and mentoring.

Result: Intermediate Outcome

Result.

28 grade 12 students completing a TMC Educational program will graduate high school

Indicator: ED9: Students graduating from high school on-time with a diploma.

Target : 28 (80%) grade 12 students completing a TechMission Corps Educational Program will graduate high school

Target Value: 28

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 28 grade 12 students will receive some combination of academic enrichment activities such as homework help, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, math/reading/literacy support, college placement services and mentoring that will enable them to graduate high school

Priority Area: Economic Opportunity

Strategy to Achieve Results

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

TechMission's secondary focus is on developing the Economic Opportunity of Members. TechMission focused on at-risk Corps members, and during the 09-10 year, about 33% of Members did not have college degrees.

TechMission plans to implement a TechMission Corps Fellows program where we support all Members who do not yet have bachelor's degrees in their efforts to get their degree. Our program will be designed so that all

Members without college degrees will participate in our Fellows program, which will also require that they take at least one college course during their term.

National Performance Measures

Result: Intermediate Outcome

Result.

5 AmeriCorps members will complete a college course within one year after finishing their AmeriCorps term of service

Indicator: O17: Members that complete a college course.

Target : 5 AmeriCorps members will complete a college course within one year after finishing

AmeriCorps

Target Value: 5

Instruments: end of year questionnaire, school letters

PM Statement: 5 AmeriCorps members will complete a college course within one year after finishing AmeriCorps

Result: Output

Result.

8 AmeriCorps members who have their high school diploma or equivalent but have not obtained a college degree will start their term of service.

Indicator: O14: Members without degree prior to service.

Target : # of AmeriCorps members who have their high school diploma or equivalent but have not

obtained a college degree will start their term of service.

Target Value: 8

Instruments: application questionnaire, interview, National Student Clearinghouse database

PM Statement: 8 AmeriCorps members who have their high school diploma or equivalent but have not obtained a college degree will start their term of service.

Priority Area: Education

Strategy to Achieve Results

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

(1)9-11 PROGRAMS

Because being held back a grade in school more than doubles a student's chances of dropping out before graduating high school, we will provide Members to 9-11 programs to help keep students on track academically.

Based on past program data, we have reduced the percentage of students being held back a grade by 85%, compared to peers of the same demographic not participating in our programs. We estimate placing 14 Members at 10 teen program Sites next year. Members serve in the following areas:

ACADEMIC ASSISTANCE

The primary way we provide academic assistance to teens is through homework help and helping students pass

National Performance Measures

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

the MCAS exams. Several of our Boston Sites use curriculum that was developed as a part of a \$500,000 grant from the US DoE targeting at-risk high school students, specifically with the state curriculum frameworks in mind and based on No Child Left Behind standards. By providing students with academic assistance and test taking skills, we equip them to pass the MCAS tests and prevent them from dropping out due to failing the test (passing is required to graduate).

COLLEGE PREP

Members also assist the teens with getting into college, giving them an important boost toward their future success. Members are involved in providing some combination of college readiness workshops, college advising, SAT prep, tech training, college placement services, homework help, math/reading/literacy support and mentoring. Our mentoring programs, which focus on getting students into and succeeding in college, pair about 100 youth with mentors each year. Our SAT prep classes meet for 11 weeks for 3-4 hours a week. Our programs have shown an 88% college placement rate nationally for at-risk youth (compared to 30% of their peers).

Result: Output

Result.

150 grade 9-11 students will start a TechMission Corps Educational Program where they will receive will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, math/reading/literacy support, college placement services and mentoring.

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

Target : 150 grade 9-11 students will start a TechMission Corps Educational Program

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 150 grade 9-11 students will start a TechMission Corps Educational Program where they will receive will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, math/reading/literacy support, college placement services and mentoring.

Result: Output

Result.

112 grade 9-11 students will complete a TechMission Corps Educational Program where they will receive some combination of academic enrichment activities such as homework help, teaching lesson plans, technology

National Performance Measures

Result.

training, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, college placement services and mentoring.

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

Target : 112 grade 9-11 students will complete a TechMission Corps Educational Program where they will receive some combination of academic assistance, tech training, college and SAT prep services in an intensive teen out-of-school time program.

Target Value: 112

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 112 grade 9-11 students will complete an will complete a TechMission Corps Educational Program where they will receive will receive some combination of academic enrichment activities such as homework help, character education, academically-focused mentoring, college readiness workshops, college advising, SAT prep, technology training, college placement services and mentoring that will enable them to be promoted to the next grade. Completion is defined as 40 hours of program activity in a year.

Result: Intermediate Outcome

Result.

Students will be promoted to the next grade level

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

Target : 110 (98%) 9-11 students completing a TMC Educational Program show improved academic performance by being promoted to the next grade level

Target Value: 110

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 110 (98%) 9-11 students completing a TMC Educational Program show improved academic performance by being promoted to the next grade level

Priority Area: Education

Strategy to Achieve Results

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

(1)K-8 GRADE PROGRAMS

Because being held back a grade in school more than doubles a student's chances of dropping out before graduating high school, we will provide Members to K-8 programs to help keep students on track academically.

Based on past program data, we have reduced the percentage of students being held back a grade by 85%,

compared to peers of the same demographic not participating in our programs. Next year, we estimate placing 29

National Performance Measures

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

FT at 16.5 Sites to serve at-risk K-8 youth in 5-day-a-week after-school programs, serving an average of 47 children per FT Member.

During the after-school time from 2-6 pm the Members spend most of their time in academic enrichment activities such as homework help, teaching lesson plans, technology training, math/reading/literacy support, character education and academically-focused mentoring. K-8 mentoring is designed to boost self-esteem, character and leadership, and to encourage youth to stay engaged in school and learning. As a grantee with Verizon, we use their Thinkfinity after-school curriculum, which is an online library of over 55,000 resources and lesson plans for after-school programs. Some Members will use Eduss, a rigorous educational software program, to identify the students' individual areas of need and assist them in English, Math and Phonics.

(2)TEEN PROGRAMS

TMC's teen programs focus on helping at-risk teens meet graduation requirements and enroll in college. We estimate placing 16.5 FTE at 10.5 teen program Sites next year, serving an average of 24 teens per FT Member.

To help teens graduate high school and get into college, Members provide some combination of college readiness workshops, college advising, SAT prep, technology training, college placement services and mentoring. We provide academic assistance through homework help and helping students pass the standardized tests required to graduate. Members assist teens with getting into college, investing in their future success. Our mentoring programs, which focus on getting students into and succeeding in college, will pair 150 youth with mentors for at least 48 hours each year. Some of our Sites follow a rigorous SAT prep program with classes that meet for 11 weeks for 3-4 hours a week. Our programs have shown an 88% college placement rate for at-risk youth (compared to 30% of their peers).

Result: Output

Result.

100 economically disadvantaged youth at-risk to leave secondary school without a diploma begin an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year

Indicator: (DELETED) ED3: Youth/mentor matches started.

Target : 100 economically disadvantaged youth at-risk to leave secondary school without a diploma

National Performance Measures

Result.

begin an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 100 economically disadvantaged youth at-risk to leave secondary school without a diploma begin an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year

Result: Output

Result.

75 (75%) economically disadvantaged youth at-risk to leave secondary school without a diploma complete an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year

Indicator: (DELETED) ED4: Youth/mentor matches sustained.

Target : 75 (75%) economically disadvantaged youth at-risk to leave secondary school without a diploma complete an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year

Instruments: Each of our sites uses their own sign-in sheets, documents, spreadsheets and/or databases for monitoring attendance and tracking outcomes. Those outcomes are then aggregated and submitted via Web form to TechMission's Salesforce system with the signature of the site director verifying their accuracy. TechMission's Salesforce system then totals the outcomes.

PM Statement: 75 (75%) economically disadvantaged youth at-risk to leave secondary school without a diploma complete an intensive mentoring program meeting in at least a 1:3 mentor-to-child ratio for at least 48 hours during the year

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable