

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): 01/25/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11ND125502	4. DATE RECEIVED BY FEDERAL AGENCY: 01/25/11	FEDERAL IDENTIFIER: 09NDHMA003														
5. APPLICATION INFORMATION																
LEGAL NAME: City Year, Inc. DUNS NUMBER: 622374122 ADDRESS (give street address, city, state, zip code and county): 287 Columbus Avenue Boston MA 02116 - 5114 County: Suffolk	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Alyson Augustin TELEPHONE NUMBER: (617) 927-2430 FAX NUMBER: (617) 927-2520 INTERNET E-MAIL ADDRESS: aaugustin@cityyear.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 222882549	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Service/Civic Organization Community-Based Organization National Non-Profit (Multi-State)															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps National	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: City Year															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Little Rock & North Little Rock, AR; Los Angeles, CA; San Jose & Silicon Valley, CA; Columbus, OH; Providence, RI; Columbia, SC; Seattle & King County, WA; Milwaukee, WI; Denver, CO	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 07/01/11 END DATE: 06/30/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MA 008"/> b.Program <input type="text" value="MA 008"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>	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;">\$ 6,773,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 6,773,000.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 13,546,000.00</td> </tr> </table>	a. FEDERAL	\$ 6,773,000.00	b. APPLICANT	\$ 6,773,000.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 13,546,000.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 6,773,000.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 13,546,000.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Evelyn Barnes	b. TITLE: CFO	c. TELEPHONE NUMBER: (617) 927-2373														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 01/25/11														

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Executive Summary

City Year National Direct is a full-time, team-based AmeriCorps program serving children and youth in high-need urban public schools in 10 major cities across 9 states. Our AmeriCorps members, ages 17-24, provide targeted and school-wide interventions in literacy, math, attendance and behavior to low-income students in grades 3-9. We will enroll below-grade level students in our Academic Programs and those completing will show significant academic improvement.

Rationale and Approach

City Year, Inc. (CY) respectfully requests 300 Full Time AmeriCorps members to serve at five established sites (24 in Columbia, SC, 23 in Columbus, OH, 34 in Little Rock/North Little Rock, AR, 150 in Los Angeles, CA, and 55 in Seattle/King County, WA), plus 8 to serve with a traveling team (Care Force), and 6 to serve with a new site startup team (planned for Milwaukee, WI). Members will continue to provide and expand services addressing Issue Areas 1, 2 & 3 of the Corporation for National and Community Service's strategic plan: Mobilizing More Volunteers, Ensuring a Brighter Future for all of America's Youth, and Engaging Students in Communities.

COMPELLING NEED. According to recent research, a 6th grader has 75% probability of dropping out school in the next 6 years if s/he is off-course in attendance, behavior, English or math course performance. ("An Early Warning System" (2007), Educational Leadership.) Education Week's 2008 "Diplomas Count" report supplements show that 2004-05 graduation rates in our cities ranged from 30% in Richland County District 1 (Columbia, SC) to 69% in Seattle. Research also shows that a "majority minority" high school is 5 times more likely to have weak promoting power than majority white schools and poverty appears to be a key correlate. (Balfanz, R., Legters, N. "Locating the Dropout Crisis", Center for Social Organization of Schools, Johns Hopkins University, June 2004). These demographics describe CY-served schools. For example, Linden Elementary in Columbus is 15% white--the largest percentage of white students in all schools served--and economic disadvantage rates range from 68% (Mabelvale Elementary, Little Rock) to 98% (Normandie Elementary, Los Angeles). In

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Milwaukee, students of color in WI graduate at lower rates than white peers--in 2003, 63% black students graduated vs. 96% white students. (Wisconsin Council on Children and Families, "Mind the Gap: Eliminating Racial and Ethnic Disparities in Education Demands Commitment")

To address these early warning signs, CY will provide intervention and prevention services in schools, such as tutoring, afterschool programs, and alternative suspension programs. Standard & Poor's SchoolMatters.com indicates a pressing need for literacy tutors in schools where CMs currently serve. All 19 have student proficiency rates in reading lower than the district average: 9% at Markham Middle (Los Angeles) to 62% at Wing Luke Elementary (Seattle). Afterschool Alliance reports from the America After 3 PM Household survey show the need for programs, especially for latchkey kids-25% of kids take care of themselves afterschool including 27% of urban children, 31% with working parents, and 40% in grades 6-8. 31% of kids not in programs from working families would go, if a program was available. However, programs for grades 1-5 average \$27/week. Local data demonstrates even greater need: before and afterschool program at Seattle schools can cost more than \$230/month; over half of students in Arkansas' Pulaski and Saline Counties are alone after school twice-a-week or more and over 57% would attending a program if offered (Demand for afterschool programs in Arkansas, University of Arkansas Clinton School of Public Service); and only 7% of Los Angeles' elementary school students are served by the largest afterschool provider, and the two primary providers for middle school only reach 7% of students. In a US Dept of Education study of students who dropped out in the 10th grade, 16% reported having been suspended too often. Over 3 years, Highline School District graduation rate was 67.25% and the Seattle School District's was 64.5%. Both districts have programs for expelled students, but no programs to stop a pattern of suspension.

CY has a unique ability to lead and relate to youth while modeling positive behavior, and promoting responsibility, integrity, inclusivity, commitment, giving back to the community and civic engagement. We identify needs by consulting with community entities, city officials, educators, community leaders and local advisory boards. For example, Columbus determined the needs of their community in

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collaboration with longtime champion Columbus City Schools Superintendent Dr. Gene Harris and her staff. Communities are concerned about education and our service is needed more than ever: 73 Seattle schools and organizations requested a team for 2008-09, to work with youth below standards in reading, math and writing. Partner selections are based on informational meetings, an application process, community need, and school district input. Need factors considered include percentage of students receiving free or reduced price lunch, standardized test scores, and number of other partner agencies and afterschool providers. Deliberate efforts are made to target feeder schools for high schools with the highest dropout rates in our cities.

ACTIVITIES & ROLES. Corps Members (CMs) on teams serve elementary and middle school youth via our Whole School Whole Child (WSWC) framework through which youth benefit from individual academic attention, supportive relationships with adults, and participation in structured group activities. The framework includes academic support, positive school climate, and afterschool programs. WSWC targets children for intervention services (tutoring, mentoring) while providing services to a broad group of students via prevention services (parent engagement, classroom support, enrichment activities). We engage experts in academic support, school climate and afterschool activities as thought leaders and consultants to build the WSWC approach to service in schools. Prototype programming for each aspect of WSWC will be developed, piloted, replicated, and refined based on prior years' experience, research, and testing throughout the proposed project period.

Tutoring: 210 CMs will provide 1:1 and small group literacy tutoring for students in kindergarten through grade 8 at partner schools. Students identified by teachers or reading coaches are tutored multiple times each week, with varying research-based methodologies including Open Court, McGraw Hill's Story Town, and Sound Partners. Most tutoring is literacy based, although a few teams provide math tutoring due to school requests.

Afterschool: 247 CMs will provide afterschool programming for students in grades K-12 at partner schools and community centers. Elementary aged students participate in Starfish Corps, a hallmark CY

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service and leadership program that helps students learn the value of giving back to their community. CMs develop curriculum units on social issues (environment, poverty, health and wellness) and plan corresponding age-appropriate service projects. CMs also provide a range of activities including homework assistance, arts & crafts, and enrichment activities addressing student interest such as school newspaper, soccer, and drama clubs. Los Angeles has forged into middle school afterschool programming and Seattle/King County works with older foster care youth and prepares them for independent living with cooking classes and financial literacy. When schools have existing programs, CMs partner with the school to add capacity, enabling more students to participate.

Alternative Suspension Program: 15 Seattle/King County CMs run a unique school suspension program, Getting Youth Beyond Barriers In School (GYBBIS), for grades 5-9 to reduce suspension recidivism. Youth are referred from schools in the Seattle and Highline districts. CMs provide 2-3 hrs daily assistance completing school assignments and plan lessons addressing topics related to student suspension (e.g. conflict resolution, anger management). After the suspension period, CMs provide on-going mentoring and connect youth with positive programming.

Additional Positive School Climate Activities: CMs support students and meet school-specific needs. CMs serve as "lunch buddy" mentors; provide classroom assistance; plan events to engage families and the community like literacy nights and service projects; and plan, prepare, and document activities during the service day. Columbia CMs also provide character education in partnership with school guidance counselors. A cohort of Senior Corps Members (SrCMs) support the success of CM service and development, planning trainings, providing outreach in the community, and organizing tutoring resources and tools to ensure ongoing skill development and effective tutoring. Other CMs will focus on youth and community volunteer engagement (discussed in Community Outputs and Outcomes).

Start Up Team Activities: CMs on the startup team will divide their time between supporting afterschool programs and organizing volunteer service projects, and conducting outreach activities such as making presentations in schools and participating in roundtables with local community and business leaders,

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and other local stakeholders to educate the community about CY and share their service experience. These activities enable us to build partnerships with local youth-serving organizations, while conducting outreach to get established in a new city.

CMs' roles are to provide added resources and services to students that complement the work of teachers in schools. A Senior Corps Member (SrCM) leads the team, facilitates the collection of data, and is a front-line liaison to school staff. A CY staff manager oversees the partner relationship including written agreements, regular meetings with school administration, and management of CMs. Within the team CMs have defined roles and responsibilities: Learning Coordinators oversee afterschool program lessons, Service and Event Coordinators plan service projects and family engagement events, and Communication and Resource Coordinators produce newsletters for parents, school staff, and other stakeholders, and secure in-kind donations for service.

Serving in schools all day Mon-Thurs, CMs build trust with children as caring adults consistently present during the entire day and school year. This consistency requires CMs serving in a full time capacity. Aligned with a school year calendar, our program is a 10-month service experience. SrCMs serve 11 months, allowing for preparation for the service year during the summer.

CMs participate in a month of Basic Training prior to service in schools, an orientation at their assigned school, additional training on Fridays throughout the year, and a midyear Advanced Training. Technical skills are emphasized in trainings on tutoring, lesson planning, behavior management, internal evaluation and data collection, and mandated reporting. SrCMs handle day-to-day operations and coach CMs, a Program Manager (PM) staff supervisor oversees progress towards outcomes and periodically monitors service. Schools have a designated staff member who communicates with the PM about team and individual CM performance.

We ensure compliance with the Prohibited Activities through training and ongoing oversight. Applicable regulations are outlined in our CM contract and covered during Basic Training. PMs manage and structure service to ensure activities are allowable, extra service is vetted, and questions escalated to the

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site AmeriCorps Liaison (a Program or Service Director). Partners are educated at orientation sessions and the Prohibited Activities are outlined in written agreements. When necessary, sites consult the Deputy Director of Government Relations at CY Headquarters who is the grant's Program Officer. As current events dictate (elections, teacher strikes) ongoing staff training is provided via conference call. An AmeriCorps grant will ensure existing services are sustained and replicated, providing schools the unique added value of full time, ethnically and educationally diverse young adults who demonstrate good conduct, respect, teamwork and the importance of serving others. A grant will provide technical assistance and staff development needed to continue services to students in schools.

OUTPUTS & OUTCOMES. We propose to include performance measures for literacy tutoring, afterschool programs, and GYBBIS. Our aligned measure will be for tutoring: CMs will provide literacy tutoring to 1,752 students (output) resulting in 75% improving their reading by a level on assessments administered by schools (int-outcome), with ultimate goals of improving English course performance and graduation rates (end-outcome). This would be 35% increase in students compared to our 2008-09 goal. In the current grant cycle, CMs have tutored 4,298 students with 85% Yr 1 & 2 students improving reading and 64% by a level. Afterschool Programs: We expect to serve 2,000 children and youth (output), including 565 in Starfish Corps. In FY09 we serve 1600+ and have served 6732 children this cycle. 15 CMs will provide alternative school suspension services to 160 youth (output) via GYBBIS, resulting in 80% not being resuspended for the same reason. GYBBIS has had 400 students this grant cycle and 83% of FY08 students were not resuspended.

Sites use standardized systems developed by CY's Headquarters Service and Evaluation departments to collect and track data. The cyIMPACT database tracks outputs and allows for student-level data collection including amount of time spent with tutees, attendance at activities, etc. We track progress toward outcomes using student achievement data tracked with assessment tools administered by schools. For example, Little Rock schools use DIBELS (Dynamic Indicators of Basic Early Literacy Skills) assessments bi-monthly and Los Angeles schools use Open Court Unit Trackers 5 times a year.

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SELF-ASSESSMENT & IMPROVEMENT. Sites have annual operating plans and set periodic benchmarks for outputs and outcomes, recruitment, retention, and revenue goals. Accomplishments are revisited throughout the year to ensure we are on track, identify areas requiring improvement, and resolve challenges. Progress is drilled down on when SrCMs and staff meet with partners, in team meetings, and when Program and Service staff examines data to determine effectiveness and identify trends. For example, Los Angeles, tracks student Fluency, Reading Comprehension, Checking Skills, Spelling, Vocabulary, and Writing Strategies and Conventions at 6 week intervals enabling CYLA to assess which students are improving. This information coupled with data on how much time in being spent with a student will help benchmark progress for future goal setting and inform appropriate deployment of resources-ensuring continuous improvement. A best practice in Columbus is the use of a site-wide tracker reviewed at staff meetings, making goals management a regular agenda item and progress transparent. In Seattle, teams examine end of year accomplishments, assess success factors and hindrances, and develop an action plan for next year's team.

The WSWC model utilizes standardized surveys for feedback from our constituencies at specific times of year: students take pre and post-surveys, and mid and year-end surveys are administered to teachers, principals and afterschool partners. Surveys gather feedback on progress toward goals, meeting needs, and gauge satisfaction. Results from midyear surveys are shared with teams as positive reinforcement and constructive feedback. During regularly scheduled meetings about day-to-day operations, managers and partners discuss strengths and weaknesses and determine action steps to resolve any concerns such as additional training or need for space and materials. In Columbus, the Executive Director invites principals for an end of year debrief to share best practices on using a team to its fullest potential. Self assessment is also valued. CMs are surveyed at the end-of-year about their training and service, personal growth, and areas of our program requiring improvement. Surveys allow us to examine retention--demographics of who graduated; which partnerships retain/lose CMs; reasons CMs considered leaving and why they stayed. Many sites' senior leadership host town hall meetings during

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the year, giving CMs an opportunity to address concerns and ask questions to be heard directly by director-level staff. Less formal and more frequent feedback is shared in team meetings and one-on-one check-ins. CMs address team dynamics and personality conflicts with each other in structured meetings and feedback sessions.

COMMUNITY INVOLVEMENT. To open a new site, there must be a founding committee of community members representing a variety of stakeholders championing and connecting CY with resources and other organizations as we gain an understanding of the community and its needs. Thus far, involvement for a potential new site has included Milwaukee Public Schools, the David and Julie Uihlein Foundation, and University of WI-Milwaukee. In startup, CYLA initially met with more than 400 individuals, organizations, corporations, political, civic and faith leaders, including the Mayor's Office, Los Angeles Unified School District, and City Council Members' offices, specifically targeting 4 neighborhoods to identify schools and organizations that could benefit from a CY team. Once in operation, sites participate in strategic planning processes which include community input. In Seattle's process, they held roundtables with community leaders (school principals; Superintendent of Parks & Recreation; Superintendent of Seattle Public Schools) and hosted information sessions to learn what services the community wants CMs to provide.

We work with school districts annually to identify partner schools by looking at performance records and truancy rates of the elementary and middle schools that feed into high schools with the highest drop out rates. Our staff then meets with principals to discuss specific activities, goals and outcomes of a partnership with their school. We also meet with neighborhood organizations and associations to determine how to address the unique needs of the community, and leverage relationships to benefit to students and meet collective goals. Detailed written agreements are developed detailing service activities and the responsibilities of both parties, ensuring mutual accountability, continued communication and involvement. Agreements are updated each year to incorporate improvements and reestablish commitments. Partners are utilized to identify and prioritize future projects, generate volunteers for

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service events, refer CM and staff applicants, provide in-kind donations, train CMs, and assist with collecting data and analyzing outcomes and effectiveness.

RELATIONSHIP TO NATIONAL AND COMMUNITY SERVICE. In each of our communities we work collaborate with other National Service organizations to support our work in the community and draw on each others' strengths and expertise. We engage other programs as volunteers: for example, RSVP members in South Carolina add capacity to run Camp City Year school vacation programs and YouthBuild members serve as Team Leaders for our middle school service program. We partner with other programs for large-scale physical service such as NCCC and the Los Angeles Conservation Corps for MLK Day projects. Columbia will be partnering with the State Service Commission to host the 2009 AmeriCorps Opening Day for all members in SC. We also rely on the expertise of other programs: EarthCorps staff trains Seattle CMs on environmental issues and leading large groups of volunteers and we partner with them for large-scale volunteer events for habitat restoration and maintenance, tapping our ability to recruit volunteers and lead youth volunteers and their technical expertise. Columbus leverages the Ohio Benefit Bank VISTA program to assist CMs with taxes and personal budgeting. In Los Angeles, Hope for the Homeless has connected us with service opportunities and community awareness education for youth in our Heroes service programs discussed in Community Outputs and Outcomes. Seattle convenes King County programs each year to to ensure no duplication of services and promote collaboration. Efforts are underway establish a housing consortium to provide more support for members serving in King County. We participate in State Service Commission staff and member activities, share information on events and service opportunities with the Commission staffs, and invite them to address our members.

POTENTIAL FOR REPLICATION. As an international service organization, we utilize our network, conferences and technology to improve and standardize our best practices. By using an affiliate structure, we can offer a replicable service model to new communities, which can be customized to meet local needs. Replication tools include program toolkits, project and training manuals, a member

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handbook, and service databases. The WSWC service framework is deliberately developed for local replication as sites add teams and can easily be implemented in new cities because the structure is flexible enough to meet individual school needs using standardized components geared to target specific age groups. The model and its component have been developed and tested at sites to ensure future success and applicability in low-performing, high-poverty schools throughout the country. Los Angeles has been working with Local District Superintendents to guide CYLA's growth strategy. If awarded, this grant will allow for CYLA to grow to 150 CMs, positioning the site to lead the organization in piloting middle school components of the model. LA is capable of doing this effectively due to its size and their ability to effectively replicate services as they add teams. The Care Force program offers expertise to other civic engagement and physical service teams within our network, providing trainings at our annual Summer Academy training retreat, enabling sites to locally replicate this successful volunteer engagement model. Seattle/King County has hired an external evaluation consultant to evaluate the GYBBIS alternative suspension program to improve the existing program and reassess outcomes and measurement tools. These efforts will make this local project more effective and potentially replicable in the future. Our hope is a startup team in Milwaukee would allow for replication of successful service. Our 10 Guideposts for New Site Development provide for efficient, effective and sustainable replication by standardizing milestones required to launch a new site (ranging from ensuring support from local government to securing multi-year funding) are critical to ensure new sites are operationally sound and sustainable. Columbia's local advisory board has recently completed a strategic plan which includes possible replication in other areas of SC, including Charleston and Greenville.

Organizational Capability

SOUND OVERSIGHT. City Year was founded in 1988 in Boston, MA as a 50-person summer pilot and is now an international youth service program operating in 19 U.S. cities and Johannesburg, South Africa. All sites operate as one 501(c)3 nonprofit organization and adhere to central policies and procedures established by legal applicant City Year, Inc. All sites share the same mission, vision, and basic goals: to

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demonstrate, improve, and promote the concept of citizen service through youth leadership as a means of building a strong democracy. Sites in this grant vary in age from Columbia (opened Summer 1993) to our proposed start up team scheduled for launch in Summer 2009, replicating the success of our first two startup teams of AmeriCorps members in LA (2008) and Miami (2009).

In 1993, we were selected as one of 8 demonstration models for AmeriCorps. We have implemented our mission entirely through full-time, team-based AmeriCorps members since 1994. City Year, Inc. has graduated over 11,500 alumni, and CM have served over 1 million children, served over 18.2 million hours, partnered with more than 1050 corporations and 3,100 service organizations; and engaged over 1 million citizens in service. Every federal dollar has been matched by \$1.47M from private and other public sectors. City Year has managed over 130 federal grants since 1992, has continuously operated via AmeriCorps National Direct since 1994 and currently receives funds via multiple State Commissions (CA, FL, LA, IL, MI, NH, NY, OH, RI, PA, TX, & DC).

City Year, Inc.'s FY09 operating budget is \$60.6M. All accounting, payroll and fiscal management functions are centralized at City Year Headquarters (CYHQ) and maintained by an experienced 12-member Finance Department. Comprehensive financial policies follow OMB Circular A-122 Cost Principles to ensure reasonableness, allowability and allocability of grant costs. Internal controls are used to provide safeguards for all grant property and assure that it is used solely for authorized purposes. Controls include division of staff duties related to asset custody and payroll procedures, expenditures assigned by cost category in accordance with approved budgets and consistently supported by source documentation, monthly budget to actual reconciliations, appropriate invoice approval, compliant document retention policy, and timely deposit of cash receipts. Audits are conducted annually by independent accounting firm KPMG in accordance with the provisions of OMB Circular A-133. Fiscal 2007 Financial Statements and A-133 Audit show no significant findings or material weaknesses (FY08 is due 3/31/09). Since 2001, 45 AmeriCorps grants have been audited by the CNCS Office of the Inspector General. Final reports indicate no material weaknesses. CYHQ manages insurance and legal

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services; a \$6M line of credit; and technology and infrastructure support, including website and web-based data management systems.

Centralized program support includes development of and support for comprehensive program policies and procedures; handbooks; performance evaluations systems; service research and development; standardized collateral materials for recruitment and media; internal evaluation tools and service impact analysis; staff training, including guidance on compliance requirements for member eligibility, activities and files; and management oversight. CYHQ staff in each department work closely with program staff to ensure adherence to all operating goals, policies and procedures through bi-monthly conference calls, regularly scheduled meetings, and as-needed support.

BOARD, ADMINISTRATORS, AND STAFF. City Year is governed by a Board of Trustees that oversees organizational strategic planning and sustainability and approves budgets, site launches or closings, and major policies and procedures. The Board meets quarterly, including committee meetings (Finance/Audit, Program, etc.). The Board is chaired by Stephen Woodsum, Founding Managing Partner, Summit Partners, and Vice Chair Ilene Jacobs, Executive Vice President (Retired) Fidelity Investments. Each site has a local Advisory Board comprised of stakeholders from public, private and nonprofit sectors. Together with the site's Executive Director, the site Board is responsible for site-based strategic planning, local revenue and sustainability, program focus and key personnel decisions. Site Boards meet on a quarterly basis and divide into subcommittees. Site Board Chairs convene at 1-day conferences in Nov, March, and June.

City Year is led by co-founder & CEO Michael Brown, COO James Balfanz (10+ yrs of youth service nonprofit management), and CFO Evelyn Barnes (26 years of nonprofit fiscal management). The Executive Office and Regional Management host conference/trainings for Executive Directors 3 times per year to share best practices and share organizational changes or policies. Daily operations for City Year's Finance Department are managed by Kathleen Donahue, Controller and each site has a dedicated Grant Accountant who provides fiscal analysis for the site including budget preparation, allocations,

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forecasts, and actuals. Local staffing structures are made up of four functional areas: Executive and Operations; Program and Service; Recruitment; and, Community Outreach and External Affairs with specific positions varying based corps size. Each site reports into a Regional Director HQ. For 2009-12, we propose to capture the following operating site staff positions in this grant: 6 Executive Directors, 8 Program and Service Directors (overseeing WSWC School Partnership, Heroes, Corps, and Physical Service/Civic Engagement), 20 Program Managers, 1 Civic Engagement Manager (similar to a Program Manager, managing a team focused on volunteer engagement) and 6 Recruitment, Outreach/Admissions staff. Headquarters/Parent Organization staff include Regional Directors who work with and manage Executive Directors and Site Advisory Board; the National Program Director who provides leadership and guidance on training, corps management, retention, and corps policies; the Headquarters Service Manager who provides oversight and coaching to sites on service product implementation; and the Director and Deputy Director of Government (AmeriCorps) Relations who manage the grant overall, and develop policies, systems and business processes that ensure compliance. The positions included under this application provide direct corps supervision and training and oversight of service. Site staff all have experience in youth development, including approximately half our sites staffs are AmeriCorps alums, who contribute experience in corps leadership as well as compliance and mission dedication.

SELF-ASSESSMENT. Following standard protocol, sites track performance against Annual Operating Plans and Quarterly Goals for every department. For example, our Quarter 4 recruitment goal (ending 6/30) is 90% CMs recruited for enrollment in September. Additionally Columbia, Los Angeles, and Seattle have strategic plans developed with consultants to outline multi-year goals and growth strategies. Little Rock is forming a strategic plan taskforce. Every staff and corps member completes a mid-year and end-of-year performance review to assess performance and ways to improve. Staff and CMs gather at the mid- and end-of-year in retreats to discuss the strengths and ways in which the organization could function more effectively.

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TECHNICAL ASSISTANCE. City Year Summer Academy, a week-long summer training program for all staff and SrCMs, and training conferences and workshops are hosted throughout the year. Academy focuses on fundamental program goals and organizational objectives. Special workshops are conducted on compliance issues and CM performance management, planning high impact service, fundraising goals and strategies, leadership development for CMs and other topics as requested by field staff. Site staff utilizes our network of resources to troubleshoot recruitment and retention issues, support IT, fiscal and other administrative needs, and train incoming staff on policies and procedures. Twice monthly conference calls organized around job function provide ongoing opportunity to share best practices and information. Where possible, City Year sites rely on information sharing through our Intranet and databases (e.g. IT Help Desk function, Recruitment Management System, Raiser's Edge software) to both flag and solve local site problems.

VOLUNTEER GENERATION AND SUPPORT. We rely on the expertise of volunteers to support our operations, especially our Board members, alumni, and volunteer trainers and fundraisers who leverage their social capital and professional skills on our behalf. Board members recruit host committees to fundraise for dinner gala events, host "friendraisers" to introduce their friends to City Year, and recruit new board members.

ORGANIZATIONAL LEADERSHIP. City Year, Inc. has received numerous awards as an organization. City Year was featured in the Time cover story and special report "A Time To Serve: The Case for National Service" (September 2007) and our Young Heroes program was the subject of a Time "Power of One" column penned by Caroline Kennedy (March 2007). Fast Company, in partnership with consulting firm Monitor Group, honored us in 2007 for the 4th year with the Social Capitalist Award. For 2 consecutive years, CY received a 4-Star rating by Charity Navigator. In local communities, CY is recognized as a leader and is represented on panels and forums with the YWCA Gen Y Project, a National Issues Forum on Education at the Clinton School of Public Service and the Clinton Presidential Library, Southern California Grantmakers. Our staff are active volunteer leaders on local committees

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and boards including: SC Commission for National and Community Service, United Way of Central Ohio Diversity and Inclusion Committee, Columbus City Schools Literacy Task Force, State of California NAACP, Program Evaluators Northwest, and Seattle Mayor's Youth Committee. City Year's annual convention, *cyzygy*, brings important civic leaders together to discuss the continuing role of national service towards promoting democracy and youth leadership in our country and in the world. Past speakers have included President Clinton, Senator John McCain, General Colin Powell, and Governor Mitt Romney.

MATCH RESOURCES. CY proposes to assume a greater share of its AmeriCorps budget in this application--up to 53% from 51% in the current and previous grant cycles. So far this cycle, we have successfully matched our grant at 52%.

COMMUNITY COLLABORATIONS. Each site has partnered with local school districts since its inception. These collaborations evolved over time to be multifaceted, resulting in skills trainings, space for team offices in schools, space for programming, and in-kind support of transportation and food for students. After nearly 15 years serving in Richland School District 1 schools, Columbia formed a formal partnership with the District that provided \$75,000 in financial support. We also build mutually beneficial long-term relationships with short term partners: in LA, a July service day brought 200 volunteers to the Salvation Army Red Shield Building, Red Shield in the Pico Union neighborhood has since provided space for Young Heroes activities, and we are working to recruit CMs from their youth groups.

CONTRIBUTIONS. Our Team Sponsor program proves to be a significant and renewable source of income ranging from \$50K to \$100K a year per team with multiple benefits for both CY and the sponsor. With co-branding opportunities including logo placement on team T-shirts and event banners, sponsors benefit from good public relations, increased brand recognition, employee engagement, and speaking opportunities. In return, CY receives financial support and potential volunteers to serve in schools. While few of our current sponsors make 'official' multi-year financial commitments, a large

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number of our donors commit to support sites an annual basis including the Allstate Foundation, Bank of the Ozarks, Wesley Clark & Associates, and CSX.

During this funding period sites have been successful in securing increased commitment: Blue Cross Blue Shield of SC grew from \$5,000 in FY06 to \$52,500 in FY08, Wright, Lindsey & Jennings Law Firm increased giving by \$5,000/year and participating in a service day. Los Angeles has found they can leverage existing support from prominent donors such as the Broad Foundation to garner new donations. Annual dinners raise funds and allow us to expand our donor base through table sales. Our operations rely on in-kind contributions to offset the costs. Significant donations include The William J. Clinton Foundation provides free office space and utilities and event space in Little Rock. Mutual support from other organizations evolves over time: Seattle's Cannon House was originally a service recipient and now allows CY to utilize their space and hosts the corps' Graduation including a reception.

STAKEHOLDERS. We rely heavily on stakeholders to move our mission forward. We identify champions from the private, public and community-based sectors. In addition private sector support discussed above, stakeholders provide trainings in their areas of expertise, connect us with resources, and use their social capital to help with day-to-day operations and securing our future. In Los Angeles teachers and administrative staff are resources for engaging new partners and advising us on trainings and how we can most effectively implement our service model. Relationships with stakeholders mature over time: 10 years ago, we established a relationship with Seattle Vocational Institute to access GED classes for CMs. That relationship has grown to also include CY-led leadership trainings for the institute's students, institute staff mentoring CMs, and now our CMs have started mentoring their students.

Cost Effectiveness and Budget Adequacy

COST/MSY. We respectfully request a cost of \$11,792/MSY to support CM costs and a portion of staffing and operations. This is a \$708 reduction/MSY from our current grant.

DIVERSE SUPPORT. Each site develops multiple streams of revenue that ensure a diversified funding

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base including team sponsorships, foundation grants, event sponsorships, annual dinner gala, local government, and earned income. Goals are set for funding stream based on local funding environment and past experience. Match sources for 2009-2010 include in-kind donations from King County Metro Bus Passes (\$56,000), T-Mobile (\$245,000), Timberland (\$225,000), William J. Clinton Foundation (\$140,000); Advisory Board gifts (\$16,000); Annual Dinner (\$200,000); Foundation grants from The Bill & Melinda Gates Foundation (\$10,000), Goldhirsh Foundation (\$500,000), Hauptman Family Foundation (\$750,000), Weingart Foundation (\$250,000), Eli & Edythe Broad Foundation (\$250,000), Tenenbaum Family Foundation (\$50,000), The Roberta Lund Advised Fund (\$10,000); Corporate sponsorships from Walt Disney Company (\$100,000), E!/Comcast (\$100,000), CSX (\$100,000); Local government contributions from Richland School District 1 (\$75,000), City of Little Rock (\$60,000), City of North Little Rock (\$50,000) and other contributions including the United Way (\$150,000). A complete list of committed match sources and grant renewals in progress is included in the Budget Narrative.

As a network we have identified individual giving as an area for growth.

Currently, individual gifts account for 31% of CY funding, compared to an 83% national average. After 20 years with the United Way of Massachusetts Bay, Chuck Gordon joined CY in 2008 as Chief Development Officer. Under his leadership we will build our individual giving capacity through a Leadership Giving Circle structure that recognizes donors in distinct categories based on annual commitments and cumulative gifts. Similarly, the Team Sponsor Program is establishing recognition levels determined by gift amount, number of commitment, and number of teams sponsored.

DECREASED RELIANCE ON FEDERAL SUPPORT. City Year consistently exceeds the required match and is working to decrease our reliance on federal support by working to secure more private funds and by decreasing our cost/MSY request. We expect to deepen and broaden our impact by engaging more volunteers and improving our service models, partnerships, and service delivery via the Whole School Whole Child framework. We re-evaluate corps sizes and costs to determine the viability of growth taking

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into consideration demand for our services, fiscal responsibility, and sustainability of the overall program.

BUDGET ADEQUACY. We will continue to operate cost-effectively and as a centralized national organization strive to achieve economies of scale. Our proposed budget includes benefits for all corps, staffing levels that we know from experience will set us up for success particularly in a challenging environment; some overhead costs such as space rental and telecommunications; supplies; internal evaluation; corps and staff attendance at our national conference; and requisite limits on administrative costs. City Year runs only one program and therefore all costs directly support the implementation of the proposed service activities.

Member benefits include full-time stipend (based on a 42-week program for first year CMs and a 48-week program for senior CMs), health care coverage, FICA and worker's compensation. Please note that as an agency pre-dating AmeriCorps we are exempt from paying the minimum living allowance which is why the stipend amount is lower than the \$11,400 minimum for 2009-2010. Of the total requested amount of \$3,537,499, 58% (\$2,035,970) will support member benefits.

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

Evaluation Summary or Plan

INTRODUCTION

City Year's approach to evaluation is developmental, participatory, and utilization-focused. We view evaluation as part of best practice in our services and consistently measure our performance against

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

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

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

- To assess student progress in academic skills (e.g., literacy)
- To measure fidelity to the model
- To demonstrate our overall impact on outcomes of academic skills and school climate
- To provide a model of ongoing evaluation and data-driven approaches to school-based national service that is replicable to the national City Year network

OVERVIEW

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

In FY08 as City Year developed its Theory of Change, it recognized several evidence-based constructs that help keep students on track for success. These constructs or outcomes were derived from research and a panel of education experts, or "WSWC Thought Leaders," assembled by City Year. The outcomes are: Capable and Committed learners (aligned with learning experience of youth); Connectedness to school (aligned with ability to thrive socially and emotionally in the school and after-school setting);

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Community-minded (aligned with youth membership in the school and neighborhood community).

There is an assumption of some interactivity among these, but each is distinct in what it is trying to measure. Additionally, City Year and BCG identified some subcomponents of each construct:

-Capable and Committed learners: completion of assignments, use of good study habits, learning as fun, understanding of importance of learning, interest in learning, belief in ability to learn

-Connectedness to school: participation in school activities, feeling safe in school, feeling like they belong, liking school, feeling cared about

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

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

In FY10, Brett Consulting Group (BCG) continues its work, refining the Theory of Change for the elementary and middle school levels, adapting it to be developmentally appropriate for high school, collecting data from linked pre- and post- student surveys for students in grades 3-8, collecting mid year and end of year data from service partners, and piloting survey instruments at the high school level. Survey instruments this year have also been adapted into different versions for elementary vs.

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middle/high school service partners, to more accurately reflect issues for those grades and our service.. Last, BCG will leverage data collected by all WSWC teams entered weekly in our enterprise-wide outputs database, cyImpact, to be able to look at CY dosage and characteristics of teams in relation to WSWC outcomes, and will use some student-level data on literacy and attendance as well.

WHOLE SCHOOL WHOLE CHILD EVALUATION QUESTIONS

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

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student demographics.

STRATIFIED APPROACH TO OUTCOMES

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

NEXT STEPS

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

Specifically, the goals for FY10 WSWC Evaluation are:

- 1) Achieve additional clarity and focus regarding metrics to assess both performance and outcomes, including indicator and scale development.
- 2) Continue to refine ways to collect unique student or class level data from school districts on key outcomes related to Attendance, Behavior, and Course Performance and to aggregate across measures.
- 3) Refine our Theory of Change (TOC) for the high school grades.
- 4) Complete the development of new tools, instruments, and methods to collect information on both

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implementation and outcomes from a variety of stakeholders, including principals/school liaisons/after school coordinators, teachers, students, covering grades 3-9.

5) Continue to increase the quality of information collected by sites (higher response rates, more thorough and accurate information).

6) Develop a deeper understanding of how WSWC operates in the field.

7) Explore ways of creating more real time feedback on success for sites and encouraging appropriate data driven responses to both student level data and around CM preparation.

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

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

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

Amendment Justification

2010-11 AMENDMENT #1 - ADDING DC SITE

City Year respectfully requests to reallocate 10 MSYs from our Columbus site to City Year Washington, D.C. (CYDC), currently a subgrantee of Serve DC.

City Year Columbus will field 25 MSY (not 35) due to reduced philanthropic capacity in the Columbus area. We propose to redeploy the MSY (1 Team Leader and 9 first year members) in Washington, D.C. at Spingarn Senior High School to mentor 9th grade students to improve attendance and support student academics, consistent with the services described in our Year 2 submission. As a new school partner this project will be distinctly different from, but complementary to, the program funded by Serve DC.

A District profile of Spingarn indicates 17% of students tested proficient in reading on the 2009 District

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of Columbia Comprehensive Assessment System, and only 15% were proficient in math. The DC Office of the State Superintendent of Education No Child Left Behind Graduation Report shows a 62.5% graduation rate at Spingarn in 2009.

Budget changes include:

- addition of a Program Manager (staff supervisor - 100% effort attributable to the DC team and this grant);
- \$125,000 match added from individual donors Jeff and Carolyn Leonard
- elimination of a Service Director in Columbus and Evaluation Director in Seattle), and updated titles
- revisions to budgeted costs for telecommunications, rent, rental equipment, and transit passes.

2010-11 AMENDMENT #2 - PERFORMANCE MEASURE ADJUSTMENT

City Year requests to amend our National Performance Measure targets as follows:

Academic Improvement

ED1: 1422 (reduced from 1519 by 97 students)

ED2: 1087 (reduced from 1189 by 102 students; this reflects an adjustment to a mathematical error in initial submission, as well as changed ED1 target)

ED5: 544 students will improve academic performance by a level

We adjusted ED1 and ED2 (outputs) based on site experience to date, and added targets for ED5 (outcomes). We slightly reduced the number of students served to correct for duplication where a student receiving both math and literacy tutoring was being counted twice (San Jose); eliminated math tutoring where a research-based curriculum was not being used (Little Rock); adjusted the number of

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students assigned per member where the goal was too high (Columbus); and adjusted for school district assignments into middle and not elementary schools (Milwaukee). In addition, we added 53 elementary school students served by the City Year Washington, DC team. The number of students projected to complete tutoring was proportionately reduced. Our outcome target (50% of those who complete tutoring will improve a level) is based on network-wide results in FY10 across all 20 City Year operating sites implementing the Whole School Whole Child model in 130 schools, and where requisite tutoring methodologies, baseline data, and assessments were used.

We have also made adjustments to tutoring dosage estimates for 2010-11 to reflect actual implementation. Specifically in Los Angeles, upon review of FY10 experience, staff have reduced number of tutoring hours from 25 to 15 per student. The adjustment reflects a 30-week timeline (down from 34) because focus lists are not developed until mid/end October, and factors in 15 hours as sufficient time to achieve results.

Attendance Improvement

ED3: 2240 (reduced from 3076 by 836 students)

ED4: 1061 (reduced from 1741 by 680 students)

ED6: 531 students will attend 90% of school days or significantly improve their attendance

This measure is intended to capture attendance improvement for middle school students only (grades 6-9), because feedback from our partner school districts informed us that elementary school students did not need that type of support, given that attendance problems for the younger age group is typically related to factors beyond the students' control. We significantly reduced the number of students served through attendance initiatives for a variety of reasons, as follows: the number of students served per corps member was originally estimated too high (Milwaukee); some students included under attendance

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improvement were also being counted under academic improvement (San Jose); a projected middle school partnership did not form (Little Rock, Columbia); schools did not identify attendance as a major problem, because targeted students who needed academic and behavior support were on track for attendance (Columbia); and the largest adjustment was the result of sites' misunderstanding of the measure's baseline, projecting it to include Heroes (Columbus) or encompass the total number of students matriculating in grades 6-9, instead of a focus list of designated students (Rhode Island).

ADJUSTMENT TO MEMBER PLACEMENT (CITY YEAR DC)

Based on the need to place a larger team within that school than we could field using our National Direct slots, we reassigned City Year DC's National Direct members to Simon Elementary school. By placing 9 National Direct members in a unique team assigned to a single school, we ensure that they are performing service in a location that is distinctly different from the program funded by Serve DC. One National Direct member, a Project Leader, will also help support corps service training, outreach for civic leadership programming and development of post-service career, education and alumni opportunities for the CYDC corps.

The Simon Elementary team will implement activities in accordance with City Year's Whole School Whole Child service model. Located in Ward 8, Simon Elementary has demographics and needs typical of this area -- more than 90% of students are African American and qualify for free or reduced lunch; and the number of students testing proficient in reading falls below 22%, and below 20% in math proficiency scores. (Source: DCPS School Profiles, <http://dcps.dc.gov>).

Clarification Summary

2011-2012 CLARIFICATIONS:

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

OPERATING SITE CHANGES:

In order to meet Board of Trustee approved organizational high priority goals, such as the opening of our new operating site in Denver, Colorado, and expanding our national priority sites, and stay within the 521 MSY under consideration, we have adjusted our member deployment to operating sites. In 2011-12 National Direct corps members will be distributed as follows:

Boston: 9

Columbia: 24

Denver: 50

Little Rock: 23

Los Angeles: 200

Milwaukee: 58

Rhode Island: 40

San Jose: 51

Seattle: 56

Washington DC: 10

Total: 521 MSY

This redeployment requires reduction in corps size from this year to next in Little Rock (-11), Rhode Island (-10), San Jose (-4) and Seattle (-4). Our operating site in Columbus and the Care Force team will be removed from the National Direct grant in entirety. For Columbus, we submitted a Formula

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application to the Ohio Community Service Council on May 2nd for 25 MSY. For Care Force, we will seek to partner with a national program (The Corps Network) that focuses on volunteer engagement and community revitalization to secure slots for these members under a grant more aligned with the team's service objectives.

Need for team in Boston, MA:

City Year Boston is a designated national priority site for City Year, Inc. For 2011-2012, the site has secured contracts with the Boston Public Schools district and the Neighborhood Charter House School to deploy a total of 149 corps members. The demand exceeds our 140 MSY State Competitive grant through the Massachusetts Service Alliance; therefore the 9-member team allocated to our Boston site under the National Direct grant is necessary to meet the terms of these contracts. The team will be assigned to the Jeremiah E. Burke High School, located in Dorchester. The Burke is one of two state-designated turnaround high schools in Boston. According to the Massachusetts Department of Education, in the 2009-10 academic year, the Burke had a 34% graduation rate (less than half the state-wide average), a 15% drop out rate (5 times the state average) and 87% daily attendance rate. The DOE estimates that 76% of the approximately 700 students attending the school are from low income households. In the 2011-12 program year, a team of City Year corps members will implement a pilot program to support the academic, attendance and behavioral needs of students in the 10th grade Academy. Thirty (30) students will enroll in City Year-led ELA tutoring, 24 will receive 15 or more hours of support, and 12 or more will improve their ELA course grade during the period in which they receive tutoring support.

BUDGET CLARIFICATIONS:

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- a) Budget revised to the 521 MSY and \$6,773,000 under consideration.
- b) Parent Travel: Calculations added in budget narrative. Parent/HQ staff travel to operating sites to conduct AmeriCorps compliance reviews (Government Relations staff), support and advice on program development (Service Operations and Impact Departments), lead or provide local trainings for staff and corps (various HQ departments), and monitor program operations (Regional Site Operations/RSO). Between 15 and 20 trips to 9 of the National Direct operating sites will be completed (Boston excluded).
- c) Staff Travel: Cost basis added for local operating site travel.
- d) Member Travel: Cost variance for per site local transportation: Cost variances relate to a) whether there is local public transit access to service location, for example, in Columbia we lease vans to transport the corps to day to day service since local transit is not viable, b) geographic dispersal of service events, for example Los Angeles events are widely dispersed, c) the availability of in-kind transit services, buses, for service events, d) number of events planned, and, e) the number of corps at the operating site that need to be transported. Additionally, some service transit costs are not allocated to the grant.
- e) Supplies: Member uniforms recalculated.
- f) Training: Training costs reduced with revision of grant to 521 MSY and calculation added. Training costs based on a per staff/member rate. Summer Academy (our start of year training for all staff and Senior Corps Members, i.e. Leader positions) will run July 8 through July 18 and include a Diplomas Now academy, a field academy, and the Walmart literacy and math academy. Academy is generally held at Northeastern University in Boston, Ma. Academy fees are calculated at a per person basis and cover

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lodging and food costs for 85 staff and 89 Senior Corps Members. The HQ Academy costs are calculated at a per person basis and cover rental costs for event space and equipment, university and professional trainer fees, and some collateral materials.

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

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

PROGRAM CLARIFICATIONS:

Executive summary revised.

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

Requested Member Enrollment Period Start Date: July 5, 2011

Care Force: The Care Force Team will be removed from the National Direct grant. However, as noted, we intend to request member slots through another AmeriCorps partner whose primary service activity aligns with Care Force's volunteer engagement service model. To date, Care Force has events planned

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through November 2011 in the following locations: San Francisco, CA, Minneapolis, MN, Jacksonville, FL (2 events), New York City, NY, Pittsburgh, PA, Denver, CO, North Baltimore, OH, Chicago, IL (2 events), Los Angeles, CA, Atlanta, GA, Baltimore, MD, Nashville, TN, Dallas, TX, and Norfolk, VA. The event calendar is typically planned six months in advance and more events will be added. For Care Force projects, we notify the State Commission at least a month in advance of the planned event via email.

State Commission Consultation: State Commissions for states included in the original application were informed of our intent during the application process. We will follow up via email with all Commissions covered by this Continuation grant by June 30 to confirm corps size in the state and local service locations. We discussed the removal of Columbus from the National Direct grant with the Ohio Community Service Council via phone on April 29. Commission staff in all states that we have operating sites are included in City Year's all community email group and receive newsletters and updates from City Year, Inc. Local operating sites maintain their respective Commission on their local email list for newsletters. All Commissions are invited to contact City Year Headquarters department of Government Relations directly if they have any questions.

PERFORMANCE MEASURE CLARIFICATION:

Civic Leadership performance measure removed per recommendation.

Academic Improvement performance measure revised to the 521 MSY corps size under consideration. We have moderately adjusted our performance measure targets based on results over the past 9 months working with the National Performance Measure Pilot for the Education Corps.

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

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determine if revision was necessary. We revised our target for enrolled students [ED1] to align with the number of unique students per corps member who, according to our current experience and research, can be expected to consistently receive the tutoring program in English Language Arts or Math. We have also revised our completion rate [ED2] to more accurately reflect the amount of tutoring needed, based on a Response to Intervention model and factoring in student mobility. The appropriate amount of tutoring per student (between 5-15 hours) has been determined based on two factors: the methodologies and/or curricula identified at the schoolhouse level in each site, and research-based practices indicating minimum dosage required to achieve significant improvement.

Finally, we are revising our expected percentage of 3rd-5th grade students who show improvement from 60% to 80%, comparing student-level data collected across two points during the academic year (start of year, mid-year, or end of year depending on when the student is enrolled). For middle school students, we will continue to work towards 50% of students achieving a full letter grade improvement. [ED5]

In summary, we expect to enroll 3,080 3rd-9th grade students; of these, 1,970 (60+%) will complete a minimum of 5-15 hours of tutoring provide by corps members, using ELA and math interventions selected in partnership with local school districts and principals next year. We expect that of those who complete, 80% of 3rd-5th grade students and 50% of 6th-9th grade students (1,200) will show improvement across summative assessments.

2010-2011 CLARIFICATIONS

Revisions have been made to reflect 521 MSYs with a \$13,000 cost/MSY.

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Budget Clarification Items:

Section A. Personnel:

Clarification Item: Site Staff Level of Effort: Site staff are budgeted at 100 percent effort but application narrative clearly explains that sites are expected to generate funds, income, and so forth. Provide assurance that staff listed as 100% are not engaging in any fund raising efforts for the sites during.

Response: All site staff budgeted at 100% effort are overseeing members, service, and other aspect of program operations other than fundraising. Staff responsible for fundraising are not included in the grant budget and a portion of Executive Directors' time attributable to fundraising is excluded from the budget.

Section B. Benefits:

Clarification Item: The budget estimates benefits at 18 percent of salary but the narrative indicates 20 percent; the two should be aligned.

Response: The budget narrative has been adjusted to reflect staff benefits at 18% of salary. The decreased estimate is based on actual expenditures in 2009-2010 year.

Section C. Travel

Clarification Item: Staff travel: Provide calculations for network travel by parent to include # of people, # of trips and a break out of costs associated with each trip.

Response: City Year Headquarters staff travel to operating sites included in this request is for the purposes of program monitoring, training, and technical assistance. The budgeted amount is based on the following estimates:

To Columbia - 3 trips @ \$250 airfare; 3 days per trip @ \$40 food and local transportation per day, lodging \$110 per night

To Columbus - 3 trips @ \$200 airfare, 3 days per trip @ \$40 food and local transportation per day,

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lodging \$110 per night;

To Little Rock - 3 trips @ \$300 airfare, 3 days per trip @ \$40 food and local transportation per day,

lodging \$115 per night;

To Los Angeles - 3 trips @ \$350 airfare, 3 days per trip @ \$40 food and local transportation per day,

lodging \$150 per night;

To Milwaukee - 3 trips @ \$250 airfare, 3 days per trip @ \$40 food and local transportation per day,

lodging \$110 per night;

To Rhode Island - 3 trips @ \$250 airfare; 3 days per trip @ \$40 food and local transportation per day,

lodging \$110 per night (Note: Some Headquarters staff members visiting the site will not be Boston-based staff.)

To San Jose - 3 trips @ \$350 airfare; 3 days per trip @ \$40 food and local transportation per day,

lodging \$150 per night;

To Seattle - 3 trips @ \$350 airfare, 3 days per trip @ \$40 food and local transportation per day, lodging \$114 per night

Clarification Item: Academy Travel Costs: Break out costs associated with travel and explain why per person rate for Rhode Island is higher.

Response: The Academy travel costs are based on historical air travel costs. Travel to the Summer Academy for Rhode Island is \$600 total, not per person. The Rhode Island explanation for staff travel has been adjusted in the budget to more clearly represent the cost.

Clarification Item: Local travel for training and conferences: provide calculations. Only two sites are listed.

Response: This expense was incorrectly broken out from the general local travel for members. The budget has been changed to reclassify these costs and include them in local member travel with similar

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costs for the other sites.

Clarification Item: Van Rentals: Member travel budgets \$84,900 for van rentals that go as high as \$23,500 per year. These are significant costs that warrant supporting calculations and justifications to support rent over purchase as the most reasonable and economical choice.

Response: Van rental costs have been re-categorized and included within local travel. Local travel includes van rentals, fuel costs, car rentals, etc. Also, \$15,000 of local travel costs were reclassified to "Transit Passes" for the Rhode Island site.

Section E. Supplies:

Clarification Item: Uniforms: The \$200 per uniform cost needs to be supported with an explanation as to how it is valued since it establishes a significant \$402,000 matching contribution.

Response: The total estimated cost of uniforms is \$750 per member. Each member is issued boots, shoes, 1 sweatshirt, winter jacket, gloves, belt, cap, backpack, neck warmer, 2 hats, 4 shirts and 2 pairs of pants. The total cost is based on prior years' actual expenses of uniform costs. Based on a submission of 521 members uniform costs total \$390,750.

Clarification Item: Supplies: The supply valuations per location are significant, and need supporting calculations to provide a starting point to understand how they were developed; from there, additional questions may or may not rise up.

Response: Estimates are based on actual expenses from prior years. Included in supply costs are program supplies as well as office supplies for operations. Program supplies include supplies for service days including paint, paint brushes, mulch, tools, canvas, wood, arts & crafts supplies, shovels, etc. Office Supplies includes but is not limited to pens, pencils, paper, toner, paper clips, staples etc.

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Section G. Staff Training:

Clarification Item: The term "fee" is used in the line item, "Academy fee" for all site staff that appear to pay \$250 each; explain this fee is, and what it is paying for needs to be identified.

Response: The Summer Academy Fee is a per person cost for attendance to the annual weeklong programmatic training for all City Year staff members and Team Leaders. The \$250 per person charge includes the cost of training facilities, trainers, housing, food, and other related training costs.

Clarification Item: Staff and Member Training: Training costs estimated at about \$25k to \$62k and totaling almost \$200k are estimated using a per corps member or per staff ?daily rate.? Supporting costs for major training events should be supported with a calculation based on the component costs (e.g., space \$ + materials \$ + speaker fee \$ + break food \$ + etc.) in order to be considered for necessity, reasonableness, and so forth. If the per person estimate is based on prior cost experience, that should be stated, and the items that the estimate covers should be described.

Response: Expenditures are based on historical costs for trainings. Staff training and Member Training costs include Basic Training Retreat (BTR) and Advanced Training Retreat (ATR) and periodic trainings throughout the year. Costs include materials, external trainers, training space rental. Additionally, the BTR and ATR trainings include offsite training inclusive of meals and overnight accommodations.

Section I. Other Program Operating Costs:

Clarification Item: Space and Utilities: This major cost needs to be broken down by site, with supporting calculations to reflect how the amounts were determined. The \$227,420 per year cost for the Milwaukee site needs additional details to explain the high cost. Similarly, please break out cost for telecommunications and printing/postage/shipping.

Response: The space and utility costs of \$227,420 are related to the Los Angeles site, not the Milwaukee

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site. The high cost are due to market value in downtown Los Angeles. Space and Utility costs include space rental, common area maintenance, and utilities (water, electric, etc. Space rental costs vary based on Corps size, size of staff necessary to support the Corps, market value based on location etc.

Telecommunication costs include internet, cell phone service, and BlackBerry in-kind donation from T-Mobile.

Clarification Item: Equipment Rental: Since equipment rental totals \$100,225, this is a major cost and the types of equipment being rented need to be identified so that we can determine if there needs to be a cost-benefit discussion on purchase vs. rental.

Response: This line item includes equipment, space rental and maintenance. Includes rental equipment and maintenance of: copiers, equipment rental for service days/events, maintenance on van rentals.

Space rentals include: event space/tent rental for events, off site storage space, programmatic space rental.

Section II. B. Member Support Costs

Clarification Item: Health Insurance: Member benefit calculation identifies the health care cost using a 75% factor which implies that only 75% of the health care premium is being paid by the grantee ? this needs to be clarified since 100 percent of the premium should be paid.

Response: Health care premiums for all members are included at \$100/month, and discounted to 75% of total cost. This reduction takes into account the new Affordable Care Act of 2010, under which students up to the age of 26 are allowed to stay on their parent's health insurance. City Year presumes that under the new law approximately 25% of our 18-24 year old corps will elect to waive coverage next year. Every member who chooses to receive City Year's coverage will receive 100% of benefits according to City Year's Harvard Pilgrim Health Plan.

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Clarification Item: CYZYG: CYZYG costs are not mentioned on the budget. Are any CYZYG costs being charged to this grant?

Response: Our apologies for communicating this change via avenues other than this grant application. Beginning in 2008-09 City Year's annual convention, cyzyg, has not been held. In it's place, a Leadership Summit on Education and Service is planned, held over a shorter period of time, and includes fewer staff and members.

Programmatic Clarification Items:

Please respond to item #1 below in the clarification issues screen in eGrants and make the following changes in the performance measurement section.

Clarification Item: 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.nationalserviceresources.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, or please explain how these costs will be covered.

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

Additionally, minor adjustments have been made to the locations we anticipate for Care Force projects - - due to the nature of the projects which are short term with other partners determining the communities served, the list of locations is updated constantly.

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Expected targets for the number of children and youth served via the pilot performance measures are slightly higher than originally anticipated. In the months since the original proposal was submitted, sites have developed a better sense of how many students they expect to serve in 200-11 based on this year's accomplishments to-date.

Continuation Changes

YEAR 3: 2011-12 CONTINUATION APPLICATION

PROGRAM CHANGES

Request Overview: In 2011-12, City Year respectfully requests 624 MSY, a total request of \$8,299,200 at a cost per MSY of \$13,300. This request incorporates renewal of 521 MSY (\$6,773,000) and an expansion request of 103 MSY (\$1,526,200) to support local site growth and launch a new operating site in Denver, CO. All operating sites, including our new site will continue to implement activities as outlined in our original proposal, meeting the Corporation's priority of Education in high-need, low-income urban school districts. Our top organizational priority for 2011-12 is to add the Denver location (55 MSY/\$704,000). In Milwaukee and Los Angeles, we propose to expand the number of MSY by 48, specifically by adding another 23 MSY in Milwaukee and 25 MSY in Los Angeles to serve two new schools in each city. We will renew Care Force, Columbia, Columbus, Seattle and San Jose at number of MSY per site consistent with 2010-11 and redeploy 10 MSY currently allocated to our Washington, DC site to Little Rock, Providence, and Milwaukee to fill out team sizes in those locations, increasing small teams of 8-10 to 11-12 members and meeting school expectations for number of children and classrooms served. A summary of comparative corps sizes from 2010-11 to 2011-12 follows:

Care Force: 8 to 8

Columbia: 24 to 24

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Columbus: 25 to 25

Denver: 0 to 55 (+55)

Little Rock: 34 to 37 (+3)

Los Angeles: 200 to 225 (+25)

Milwaukee: 55 to 80 (+25)

San Jose: 55 to 55

Seattle: 60 to 60

Washington DC: 10 to 0 (-10)

Total all sites: 521 to 624

EXPANSION JUSTIFICATION

NEW SERVICE LOCATIONS: Denver: Over 79,000 students are enrolled in Denver's 162 Public Schools (DPS) and the majority of children are low-income, minority, and struggling academically. Just over half (52.7%) of DPS high school students graduate. High school student reading proficiency scores range from 28 to 32% and math scores do not exceed 7.5%. In the middle schools, students performing at grade level in reading range from 28 to 42%, and in math from 12 to 29%. (Source: DPS Facts and Figures 2010, www.dpsk12.org). Superintendent Tom Boasberg has announced a sweeping reform initiative to improve student performance, including targeted interventions on a per student basis beginning in 6th grade that aligns directly with City Year's Whole School Whole Child program and mission. Under his leadership DPS has committed to funding City Year for the next 3 years as an integral component of its school turnaround strategy. Together with DPS, City Year is evaluating nine middle and high school partners with selection of 5 schools to be finalized by April 2011. Potential school locations include Noel, Lake International, Manny Martinez, Skinner and Kepner Middle

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Schools, and Denver West, Montebello, Denver North and Lincoln High Schools. Eight of these are designated for Turnaround or Priority Improvement Plans.

Milwaukee: City Year Milwaukee (CYM) is now in its first year providing EWI targeted interventions for 6th-9th grade students in 6 high-needs Milwaukee schools (South Division High School, Northwest Secondary School, Roosevelt Creative Arts Middle School, Alexander Mitchell Integrated Arts School, 81st Street School, and Rogers Street Academy). As the result of a January 2011 meeting with Milwaukee Public Schools (MPS) Superintendent Dr. Gregory Thornton, CYM proposes to continue all current partnerships and add two more teams in 2011-12. These will be placed in middle or K-8 schools, funded at \$100K per school by MPS, with terms and specific school partners to be finalized in May 2011 pending review of 2011 service outcomes. The 23 expansion members will permit CYM to serve in 8 MPS schools altogether, providing targeted academic support to an additional 144 low-income students in grades 6-8 and classroom-based support for 360 more students overall.

Los Angeles: City Year Los Angeles (CYLA) serves 14 elementary and middle schools that feed into 3 high schools in Boyle Heights/East L.A., Pico Union, and South L.A./Watts, each producing disproportionate amounts of dropouts. Demand for effective intervention strategies in the early grades is high. For 2011-12, CYLA expects individual school applications for teams to outpace availability by 2:1. Seven elementary and middle schools have already applied for teams, with another 6-10 new applications expected. The 25 expansion members will allow CYLA to fulfill team requests from 2-3 new schools, providing targeted academic support to an additional 175 low-income students in grades 3-9.

MEMBER ACTIVITIES

City Year's 103 expansion members will implement the Whole School Whole Child model in Denver,

Narratives

Milwaukee, and Los Angeles (at least 9 new schools altogether). With a goal of assigning 6-8 students per member, 91 first year members (plus 12 Team Leaders) will result in 620 new students placed on "focus lists" who will receive targeted academic, behavior and attendance interventions and whose improvement will be tracked through individual, comparative baseline and end of year data. Several sites will also implement City Year mentorship programs to promote positive behavior and connection to school, called Lunch Buddies and 50 Acts of Leadership (Providence, RI; Milwaukee; Little Rock; Seattle; San Jose; and Columbia).

Diplomas Now: Diplomas Now is a unique, whole school reform collaboration which unites Talent Development (from Johns Hopkins University), City Year, and Communities in Schools to provide comprehensive and appropriate interventions to at-risk students in high-need urban schools. The Diplomas Now model was recently selected through a highly competitive process for a \$30M, i3 Validation Award by the Department of Education, meaning that the model is being tested over a 3-year period using a comparison group approach. Diplomas Now, or a version with just a City Year-Talent Development partnership, will be implemented in Milwaukee (South Division High School), and is under consideration in Los Angeles, Seattle, Columbia and Columbus.

ORGANIZATIONAL CAPACITY

Each operating site proposing expansion has worked to secure local champions, funding, identify staffing, training and logistical needs, and assess prospective school partnerships with local districts well in advance. Nationally, City Year's recruitment pipeline reflects capacity to fully enroll next year. Nearly 9,000 individuals have registered online for 2011-12, and more than 3,150 young adults to date have completed applications for all 21 U.S. City Year operating sites (including Denver). Los Angeles and Milwaukee have both exceeded their second quarter goals (with 223 and 100 applications received,

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respectively); 20 applicants and 51 leads have been received from Colorado.

Denver: Over the past 18 months we have developed a robust partnership with the Denver School District, built community champions and relationships, raised over 2.8M in sustainable multi-year funding, and are recruiting a start-up team to begin on-the-ground planning in February 2011 (pending City Year Board of Trustees approval in January). Local Founding Committee members bring broad cross-sector support and include Chair Ben Walton of the Walton Family Foundation, representatives from Comcast Denver, Rose Community Foundation, Colorado College, CO Department of Education, Office of Community Affairs at TIAA-CREF, as well as CO State Representative Joe Miklosi. The Committee has sponsored numerous planning visits both in Denver and to other City Year sites; hosted a major event at the Colorado Governor's Mansion (February 2010) and secured 25 letters of support. Denver Mayor Guillermo Vidal has pledged assistance along with DPS Superintendent Tom Boasberg, who formally committed to a 3-year strategic partnership in December 2010, investing \$1.5M of DPS resources at \$500K per year. Other funding commitments include a \$1M gift from prominent local foundation Daniels Gund; a \$1M challenge grant from the Walton Family Foundation; and a 3-year team sponsorship at \$100K/team from Comcast. The start-up team will further develop local service and funding partnerships, work with school officials, and launch full-scale recruitment. Team members will be supported by Denver-based City Year veterans Marc Morgan (City Year's National Director of Secondary School Initiatives) and Sean Edwin (City Year's National Focus Schools Manager).

Los Angeles/Milwaukee: CYLA site leadership expects more than \$500K in new funding for 2011-12 with first-time \$100K-level sponsorship from Walmart, Goldman Sachs and the Eisner Foundation. In Milwaukee, \$100K per school will be committed by the Milwaukee Public School district; \$150K by Johns Hopkins University; and \$200K in new revenue has been requested from Deloitte & Touches LLP, Wells Fargo and the Brewers Community Foundation. Both sites have planned for additional Program

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Manager staffing to supervise new teams, with no more than two teams per Manager. This year, midyear teacher surveys (N= 225, in 20 partner schools) show broad satisfaction across all grades: 79-95% of teachers agreed/strongly agreed that members are helping to foster a positive environment for learning, provide meaningful support, improve teachers' quality of contact with students, and serve as good role models. Both sites have to date enrolled and collected baseline data for 2,295 "focus list" students (cyImpact database, Jan. 2011).

BUDGET CHANGES

City Year respectfully requests a cost per MSY of \$13,300 and a total award of \$8,299,200 to support 624 MSY. The CNCS Share increases from 2011-12 by \$1,526,200, while City Year will assume a commensurate share of costs (raising an additional \$1,526,200 in Grantee share), and maintaining overall match percentage of 50%.

Section I: Budget reflects 53.1 FTE, and includes title changes at site and HQ level, cost of living salary increases, promotions and addition of staff to support growth in Denver, Los Angeles and Milwaukee. Total FTE has increased by 1.6 FTE, with number of individual staff increasing from 78 to 90. Fringe benefits increased by 2% from 18 to 20% based on actual costs. Other program operating costs (Sections C-I) capture addition of the new Denver operating site and adjustments to line items (supplies, etc.) based on FY10 actual expenses.

Section II: This section captures a significant increase to all members' living allowances and related fringe in 2011-12. The average living allowance will increase from \$10,415 in 2010 to \$12,352 in 2011, plus related fringe.

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INCREASE IN COST PER MSY

City Year respectfully requests a \$300 increase in cost per MSY from \$13,000 to \$13,300. Under the leadership of City Year's National Board of Trustees, we intend to raise the living allowance for our first year members over two years to the AmeriCorps \$12,100 minimum and raise the Team Leader rate commensurately in order to improve the quality of the corps experience and attract harder to reach cohorts. The average living allowance for our first year members will increase from \$8,916 to \$10,623 (over \$1700 per member) and from \$13,526 to \$14,557 (over \$1000 per member) for our Team Leaders. The \$300 increase in cost per MSY represents just 2% ($\$187,200/\$8,874,069$) of our total member support costs. The investment from AmeriCorps provides critical support for local fundraising strategies, as it demonstrates federal approval and backing for cost of living increases in program operating costs.

ENROLLMENT

2009-10: City Year filled 249/250 FT and 0/2 HT slots Awarded to achieve a fill-rate of 99.6%, However, a total of 250 full-time members and 5 half-time members were actually enrolled through the use of Re-Fill slots. The Re-Fill slots enabled us to achieve a grant fill rate of 103% [257.5/ 250 MSY Awarded].

RETENTION

2009-10: City Year achieved a retention rate of 89% [227/255]. One member's term has been suspended for compelling personal circumstances and another member who was serving his third term of service successfully completed the program but was not eligible for an award. The 28 members who exited early without awards left due to:

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- 1) Dismissal for failure to meet program standards outlined in Member Contract (e.g. attendance, fraternization);
- 2) Resignation due to poor fit with program culture, dissatisfaction with program, or to attend school, take another job or meet family obligations.

To address these challenges, City Year sites plan to:

- a) Increase the living allowance;
- b) Improve communication about the corps experience during recruitment in Columbia, Los Angeles and Seattle;
- c) Improve member support such as more frequent one-to-one meetings with Program Managers in Columbus, Little Rock and Seattle;
- d) Include retention analysis and strategies as a standing topic in weekly staff meetings in Milwaukee.

COMMUNICATION WITH STATE COMMISSIONS

City Year operating sites work to maintain good relationships and consistent communication with their respective State Commissions. Each State Commission receives the standard "initial consultation form" including City Year's local and national contact information for the coming year. The 2011-12 forms have been sent to each Commission as of January 25, 2011. Program staff in each site participate in State Commission-sponsored trainings and State Service Plan information sessions where available, members attend state Opening Days, and State Commission staff are included on site mailing lists and invited to all major local events (often as speakers) such as City Year Opening Days, National Service Day events,

Narratives

and Graduation.

In Colorado, City Year leadership met with Executive Director Toya Nelson during the initial planning stages in December 2009 and during CNCS national service conferences in 2009 and 2010; communicated updates on community leaders' support and other planning meetings in writing; met with the State Commission AmeriCorps grantee Urban Education Service Corps, also placed in Denver Public Schools; and Colorado Governor's Commission on Community Service Lindsey Morgan Tracy was a key invited guest at the February 2010 Governor's Mansion event.

PERFORMANCE MEASURE CHANGES

For 2011-12, we will eliminate our mentoring measure (ED3, ED4, and ED6) and incorporate all students (grades 3--9) under the academic support measure. This program year we are testing the mentoring measure and the early indication is that our program design does not fully align with the mentoring definition, specifically the compliance requirements around length of relationship and the hour-per-week. In addition, there have been challenges with the timing in collection of baseline data for prior attendance, meaning that we cannot achieve full compliance for the attendance metric.

2010-11 versus 2011-12:

As a result of the elimination of the mentoring measure, changes have been made to the National Improved Academic Performance Measure in order to accommodate the 6th to 9th grade range. These changes include:

* Number of students enrolled in CY's Education programs [ED1] will more than double, increasing

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from 1,422 to 3,628; number completing [ED2] will increase from 1,087 to 2,349; and, number improving [ED5] will increase from 544 to 1,190.

* Student age range is expanded to cover grades 6-9.

* Student ELA and math course grades will be utilized as our primary assessment tool for per-student improvement in grades 6-9.

In 2011-12, our 9 sites and Care Force will engage 11,500 volunteers in 60,000 hours of service. These targets are lower than in 2010-11 due to some sites redistributing members from volunteer engagement to school-based service (e.g. reducing or eliminating the Heroes program) and due to reduction in scale or elimination of some large one-day events.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 442.85

Service Categories

Tutoring and Child (Elementary) Literacy

Other Education

National Performance Measures

Priority Area: Education

Strategy to Achieve Results

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

City Year AmeriCorps members will provide one-on-one and small group literacy and math tutoring for students in grades 3 to 9. Literacy and math intervention programs vary between schools and are expected to include (but may not be limited to: BURST, Great Leaps, Guided Reading Math Counts, McGraw Hill's Story Town, Open Court, Read 180, Read Naturally, Sound Partners and other school district approved standardized curriculums. such as the Milwaukee Public Schools Comprehensive Literacy Plan). Minimum dosage requirement varies by location and structure of tutoring program. Dosage requirements range between 5 and 15 hours per student. Assessment tools include but are not limited to DIBELS, DRA, district assessments, and student report card grades to be used only to show on-time course completion. Students will be selected for tutoring who have demonstrated just at or below benchmark academic performance.

Result: Output

Result.

Students will receive the minimum number of hours of literacy or math tutoring to complete City Year's AmeriCorps Education program.

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

Target : Number of students who complete City Year's AmeriCorps Education Program.

Target Value: 1970

Instruments: student logs for entry into cylmpact database

PM Statement: 1970 elementary school students will receive the minimum number of hours of literacy or math tutoring to complete City Year's AmeriCorps Education program. (Minimum varies by location and tutoring program.)

Result: Intermediate Outcome

Result.

Students who complete City Year's AmeriCorps Education Program will improve their academic performance, as evidenced by assessment scores and on-time course completion.

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

Target : Number of students who improve academic performance in literacy or math.

Target Value: 1200

Instruments: Various assessments of student achievement; and course grades (to be used only to show on-time course completion).

PM Statement: 1200 students will improve academic performance in literacy or math, as evidenced by assessment scores and on-time course completion.

Result: Output

Result.

Students will be enrolled in City Year's AmeriCorps Education Program.

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

National Performance Measures

Result.

Target : Number of students enrolled in City Year's AmeriCorps Education Program.

Target Value: 3080

Instruments: Student logs for entry into cylmpact database.

PM Statement: 3080 students will be enrolled in City Year's AmeriCorps Education Program.

Subapplicants

<u>ID</u>	<u>Organization</u>	<u>Amount Requested</u>	<u>Amount Approved</u>	<u># FTEs Requested</u>	<u># FTEs Approved</u>	<u>Status</u>
Totals:		\$0	\$0	0.00	0.00	

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Federally Approved Indirect Cost Agreement

Not Applicable

Labor Union Concurrence

Not Applicable