

PROGRAM ELEMENTS

Whole School Whole Child

City Year Los Angeles' program plan is to continue the effective execution of our Whole School Whole Child program in LAUSD schools. Through Whole School Whole Child, City Year Los Angeles AmeriCorps members (ACMs) provides five core services to LAUSD students: academic support, social-emotional development coaching, positive school climate services, and extended day programming. City Year understands that a student's success in school is about more than mastering curricular content; their ability to be present, engaged, and in control of their learning play an inextricable role in long-term achievement. For that reason, City Year is proud to provide a continuum of services to students, all day, every day, as detailed below.

Academic Support: AmeriCorps members provide students with differentiated one-on-one and small group academic supports. Though we predominantly focus on English and math, AmeriCorps members also support social studies and science classrooms, among other subjects, in acknowledgement of the ways in which English and math are fundamentally integrated within all ongoing learning.

Social-emotional Development Coaching: AmeriCorps members work with teachers and administrators to identify the students who would benefit most from targeted social-emotional and/or attendance supports and provide "near-peer" mentorship to these students throughout the year. AmeriCorps members meet with students consistently, helping them to develop critical behavioral skills that will successfully carry them through school, work, and life.

Positive School Climate: City Year AmeriCorps members work to create a positive culture at each of our partner schools. We believe that each child deserves to feel seen, connected, and cared for. Initiatives include school-wide academic enrichment events, enthusiastic morning greetings, and culture-building activities during lunch and between classes.

Extended Day Programing: AmeriCorps members continue their work in the extended day space, building on students' academic progress with supplementary tutoring time. Additionally, our extended day programming incorporates enrichment and activities developed based on the individual needs of each school and student community.

Tiered Approach Prevention

Through City Year Los Angeles' Whole School Whole Child program, we deploy AmeriCorps members (ACMs) to serve as tutors, mentors, and role models to support LAUSD students. We use a Response to Intervention (RTI) model and provide two tiers of support in each of our three areas of focused intervention: academics, behavior, and attendance.

Academics - Tier 2 Support: Working in partnership with teachers and school leaders, City Year uses previous year data and observation to identify a caseload of “focus list” students that would benefit from targeted academic intervention. These math and literacy interventions are focused on helping students build the prerequisite skills needed to succeed on grade level and support students in effectively completing current assignments.

Focus lists are finalized after ten week grades, with six students selected to receive literacy tutoring and five selected for math tutoring. Throughout the course of the school year, each focus list student receives between 10-15 hours of targeted intervention one-on-one or in small groups. Tutoring sessions typically occur during class time with students working with the AmeriCorps member in another room (i.e. library or City Year room) or in a station or back of the classroom. Literacy tutoring typically includes differentiated session plans developed by City Year built on classroom content using the teacher's objective. Math tutoring typically includes math fluency activities (i.e. computational fluency, operations), numbers, operations and algebraic thinking skills identified by classroom content using the teacher's objectives.

Academics - Tier 1 Support: Throughout each school day, ACMs provide whole class Tier 1 Academic support when they are not providing Tier 2 Interventions. Tier 1 Academic support can occur in any academic classroom. Common activities during this time include circulating to support student engagement, asking or answering questions to keep students on task or improve understanding, modeling positive behaviors and short periods of academic tutoring. The most common model is for ACMs to follow a cohort of students throughout the school day (in schools where cohorts of students stay together) so that AmeriCorps members have strong relationships with all students, not just those on their focus lists.

Social Emotional Development (Behavior & Attendance) - Tier 2 Support: Tier 2 Social Emotional Development (SED) interventions are focused on attendance and behavior. Each ACM will provide attendance and behavior coaching and mentoring to a focus list of five students, checking in with students regularly to support improved outcomes in these areas. Activities include mentoring conversations and goal setting with these students.

SED focus list student selections are made by ACMs in conjunction with a partner teacher and/or administrator recommendations. Selection should be informed by data including a prior year Average Daily Attendance Rate (ADA) and an initial administration of the Devereux Student Strengths Assessment (DESSA), a standardized, norm-referenced behavior rating scale that assesses the social-emotional competencies that serve as protective factors for children. Based on assessment results, ACMs are able to identify an area of focus for student growth.

Social Emotional Development (Behavior & Attendance) - Tier 1 Support: City Year seeks to support regular school attendance while accelerating the development of capable, committed learners who are school-connected and community-minded by providing recognition programs for the entire school body and classrooms (Tier 1 supports). Teams may provide Tier 1 attendance supports including attendance recognition and appreciation programs in conjunction with the school partner, phone calls home for absent students, and morning greeting to enhance positive school climate and promote on-time arrival.

In addition, City Year seeks to support school partners in creating a safe and nurturing school environment and provide opportunities for students to develop social emotional learning skills to increase the number of pro-social behaviors exhibited within the school community. Teams may provide Tier 1 behavior supports such as community service projects, talent shows, and leading campus-wide initiatives around anti-bullying, kindness, and more.

Improve Graduation Rates

City Year's unique, holistic service model is the backbone of our programming, and is the framework we use to help our partner schools strive towards 100% graduation. It is based on research conducted by Dr. Robert Balfanz and his team at Johns Hopkins University which demonstrated that there are three "Early Warning Indicators" of dropping out: chronic absenteeism, behavioral problems, and poor course performance in English or math. His research found that if a 6th grade student has one or more of these indicators, they only have a 25% chance of graduating high school, absent intervention. City Year provides targeted support to students from 3rd through 9th grade with the specific goal of eliminating these indicators to get students back on track to graduation.

Achieving Proficiency

City Year's targeted academic intervention is focused on helping identify which key fundamentals students are missing in order to succeed in their classes and achieve passing grades. Once these fundamentals are identified, AmeriCorps members create individualized "planned interventions" to help students understand and master concepts and Common Core standards that are essential building blocks for their ongoing proficiency and advancement, such as understanding fractions before multiplying fractions.

Support Social-Emotional Development

City Year Los Angeles is deeply invested in developing students' social emotional skills, which has a notable positive impact on overall student behavior. We use the Devereux Student Strengths Assessment (DESSA) to guide our work in this area, developing student skills on eight key social emotional areas: Personal Responsibility, Decision-Making, Optimistic Thinking, Relationship Skills, Goal-Directed Behavior, Self-Awareness, Social-Awareness, and Self-Management. City Year AmeriCorps members meet regularly with students to provide differentiated coaching, leveraging their closeness in age to meaningfully set goals, oversee progress, and create spaces for positive reinforcement.

Reduce Tardiness and Absenteeism

We work closely with students to help ensure they arrive at school each day ready to learn. An in-depth analysis of our attendance data indicates that City Year's methods are working and contributing significantly toward LAUSD's goal of 100% attendance. Although our data shows that students typically attend school less frequently as they transition to higher grades, the data also indicates that City Year focus list students' attendance declines at a significantly slower rate than attendance rates for students not on the focus lists. According to the data, students only receiving our generalized support miss 2.2 additional days from one year to the next, but our focus list students are only missing 0.9 additional days year over year. As a result, those students are receiving more instructional days than they would otherwise.

PRICE SCHEDULE

Below are price proposals for the three types of partnerships we offer: Elementary School, Secondary School with a Part-Time Program Manager and Secondary School with a Full-Time Program Manager. These are the prices that are approved as part of our existing MSA with the District.

Following the price overviews are details of how each price is determined. This detailed version shows the fully burdened hourly rate along with the discounted/ subsidized rate we offer to all LAUSD schools and the total hours billed to schools. Prices vary based on the number of AmeriCorps members assigned to a campus. **City Year provides all services in the statement of work for inclusive hourly rates, so there are no itemized costs.**

Elementary School

<u>Team Size</u>	<u>Cost</u>
6	\$78,607.20
7	\$87,578.40
8	\$96,549.60
9	\$105,520.80
10	\$114,492.00
11	\$123,463.20

Secondary School with Half-Time Program Manager

<u>Team Size</u>	<u>Cost</u>
4	\$52,479.60
5	\$62,502.00
6	\$72,524.40
7	\$82,546.80
8	\$92,569.20
9	\$102,591.60
10	\$112,614.00
11	\$122,636.40
12	\$132,658.80

Secondary School with Full-Time Program Manager

<u>Team Size</u>	<u>Cost</u>
6	\$81,199.20
7	\$90,602.40
8	\$100,005.60
9	\$109,408.80
10	\$118,812.00
11	\$128,215.20
12	\$137,618.40
13	\$147,021.60
14	\$156,424.80
15	\$165,828.00
16	\$175,231.20

PRICE DETAILS

Elementary School

6 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost to LAUSD	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	5,966.61	53,699.49	2673
Program Manager	\$ 33.09	\$ 25.00	996.31	24,907.71	444
			Total	\$ 78,607.20	3117
7 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	6,962.74	62,664.63	3117
Program Manager	\$ 33.09	\$ 25.00	996.55	24,913.77	443
			Total	\$ 87,578.40	3561

8 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	7,958.99	71,630.90	3561
Program Manager	\$ 33.09	\$ 25.00	996.75	24,918.70	443
			Total	\$ 96,549.60	4004

9 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	8,955.33	80,598.01	4005
Program Manager	\$ 33.09	\$ 25.00	996.91	24,922.79	443
			Total	\$105,520.80	4448

10 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	9,951.75	89,565.75	4448
Program Manager	\$ 33.09	\$ 25.00	997.05	24,926.25	443
			Total	\$114,492.00	4891

11 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	10,948.22	98,534.00	4892
Program Manager	\$ 33.09	\$ 25.00	997.17	24,929.20	443
			Total	\$123,463.20	5335

Secondary- Half Time Program Manager

4 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	4,326.11	\$ 38,935.02	1,434
Program Manager	33.09	\$ 25.00	541.78	\$ 13,544.58	178
			Total	\$ 52,479.60	1,612

5 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	5,693.49	\$ 51,241.45	1,507
Program Manager	33.09	\$ 25.00	570.42	\$ 14,260.55	150
			Total	\$ 65,502.00	1,656

6 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	6,541.24	\$ 58,871.15	2,099
Program Manager	33.09	\$ 25.00	546.13	\$ 13,653.25	174
			Total	\$ 72,524.40	2,273

7 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	7,650.96	\$ 68,858.63	2,429
Program Manager	33.09	\$ 25.00	547.53	\$ 13,688.17	172
			Total	\$ 82,546.80	2,602

8 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	8,761.51	\$ 78,853.56	2,758
Program Manager	33.09	\$ 25.00	548.63	\$ 13,715.64	171
			Total	\$ 92,569.20	2,930

9 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	9,872.64	\$ 88,853.77	3,087
Program Manager	33.09	\$ 25.00	549.51	\$ 13,737.83	890
			Total	\$ 102,591.60	3,978
<hr/>					
10 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	10,986.39	\$ 98,877.54	3,414
Program Manager	33.09	\$ 25.00	550.35	\$ 13,758.86	170
			Total	\$ 112,636.40	3,583
<hr/>					
11 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	12,096.10	\$ 108,864.93	3,744
Program Manager	33.09	\$ 25.00	550.86	\$ 13,771.47	169
			Total	\$ 122,636.40	3,913
<hr/>					
12 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	11.89	\$ 9.00	13,208.25	\$ 118,874.28	4,072
Program Manager	33.09	\$ 25.00	551.38	\$ 13,784.52	169
			Total	\$ 132,658.80	4,240

Secondary School with Full-Time Program Manager

6 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	6,163.35	55,470.18	2,477
Program Manager	\$ 33.09	\$ 25.00	1,029.16	25,729.02	411
			Total	81,199.20	2,887
<hr/>					
7 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	7,203.15	64,828.39	2,877
Program Manager	\$ 33.09	\$ 25.00	1,030.96	25,774.01	409
			Actual Cost	90,602.40	3,286
<hr/>					
8 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	8,243.88	74,194.94	3,276
Program Manager	\$ 33.09	\$ 25.00	1,032.43	25,810.66	408
			Actual Cost	100,005.60	3,684
<hr/>					
9 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	9,285.30	83,567.71	3,675
Program Manager	\$ 33.09	\$ 25.00	1,033.64	25,841.09	406
			Actual Cost	109,408.80	4,081
<hr/>					

10 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	10,327.25	92,945.24	4,073
Program Manager	\$ 33.09	\$ 25.00	1,034.67	25,866.76	405
			Actual Cost	118,812.00	4,478
11 CMs					
11 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	11,369.61	102,326.50	4,470
Program Manager	\$ 33.09	\$ 25.00	1,035.55	25,888.70	404
			Actual Cost	128,215.20	4,875
12 CMs					
12 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	12,412.30	111,710.72	4,868
Program Manager	\$ 33.09	\$ 25.00	1,036.31	25,907.68	404
			Actual Cost	137,618.40	5,271
13 CMs					
13 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	13,455.26	121,097.35	5,265
Program Manager	\$ 33.09	\$ 25.00	1,036.97	25,924.25	403
			Actual Cost	147,021.60	5,668
14 CMs					
14 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	14,498.44	130,485.95	5,662
Program Manager	\$ 33.09	\$ 25.00	1,037.55	25,938.85	402
			Actual Cost	156,424.80	6,064

15 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	15,541.80	139,876.20	6,058
Program Manager	\$ 33.09	\$ 25.00	1,038.07	25,951.80	402
			Actual Cost	165,828.00	6,460
<hr/>					
16 CMs	Rate	Discounted Rate	Maximum Hours Charged to LAUSD	Cost	Hours Not Charged to LAUSD
Corps Members	\$ 11.89	\$ 9.00	16,241.54	146,173.82	6,798
Program Manager	\$ 33.09	\$ 25.00	1,162.30	29,057.38	278
			Actual Cost	175,231.20	7,076