Ms. Jessica, was your goal to change someone’s life? B/c MY LIFE HAS CHANGED EVER SINCE I MET YOU.

I love school now!”  #makebetterhappen
City Year’s #makebetterhappen social media campaign amplifies real City Year stories from the perspectives of corps members themselves. Every day, corps members share inspiration and impact through Twitter, Facebook, and Instagram, and their moving stories ripple out through the City Year community and beyond. Many tell of small steps of progress made by a student, like reading a chapter book for the first time. Others describe a breakthrough moment, like making a big jump on a standardized test score. For the committed champions who help make our work possible – including donors, school partners, and board members – this campaign has deepened a connection to the students and schools that City Year serves. And throughout the City Year community #makebetterhappen has become a rallying cry – bringing us together, boosting team spirit, and motivating us for the work ahead.
Jessica Hernandez @jessicahdz_cylr
"Ms. Jessica, was your goal to change someone’s life? B/c my life has changed ever since I met you. I love school now!"
#makebetterhappen

Lynnea Greene @lgreene_CYP
Call your students "YOUNG SCHOLARS" and watch their attitude about education change #positivevibes #makebetterhappen @CityYearPhilly

Norma Garcia @NormaG348
All those beautiful stars represent the positive behavior my students have demonstrated #makebetterhappen #CYCO

Jennifer Iglesias @jen_in_jax
"I am so grateful to have you in class. I don’t know what I would do without City Year everyday!"
#makebetterhappen @CityYearJAX

Janae Babineaux @BabineauxJanae
During a behavior activity students were asked to write things they can count on. On every paper Ms. Cassidy saw City Year
#makebetterhappen

G Camp @gcampos_CYCO
"CY has made an impact with me and my child. Your service is invaluable."
– Parent during Parent-Teacher conference #makebetterhappen

Tahia Islam @tahiatalks
My student just received a 100 COURSE AVG improved from a 65 last marking period! @CityYearNewYork #makebetterhappen

CYLA at 109th St ES @cyla_shine109
"At first I didn’t get it, but then Mr. Omar helped me." #MakeBetterHappen #MathMondays
Our 2015 annual report is a tribute to the dedicated young people who #makebetterhappen every day in some of America's highest-need urban schools. We hope their service and commitment inspire you and that you enjoy reading their tweets and Instagram posts, which provide a glimpse into the tremendous impact they are having across the country and the world, at our international affiliates in the UK and South Africa.

Our 2015 report is also a testament to the commitment and generosity of the individuals, families, foundations, and corporations that make possible our AmeriCorps members' service. It would be hard to overstate the gratitude that we at City Year feel for the many members of our community who give precious resources that enable City Year AmeriCorps members to serve where they are needed most.

Thank you for your support, and thank you for believing in the City Year corps.

Yours in Service,

Michael Brown, CEO & Co-Founder
Jim Balfanz, President
Jonathan Lavine, Chair, Board of Trustees
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At City Year we believe that every child has the potential to succeed and that a high-quality education can help ensure each child realizes that potential.

But we also know that students, particularly those living in poverty, face obstacles that interfere with their ability to arrive at school every day ready to learn and to succeed in school. Research shows that providing students with positive, developmental relationships, individualized academic supports, and opportunities to develop social-emotional skills can dramatically reduce the adverse effects on students’ readiness to learn, and can keep students on track to graduation and adult success.* However, for schools in areas of concentrated poverty, there is an overwhelming scale of need, resulting in chronic absenteeism, school suspension, low achievement and high dropout rates. This places an unmanageable burden on even the most experienced teachers, who must establish caring relationships, deliver instruction and create learning environments that meet the unique academic and developmental needs of their students. In other words, there is a gap between what students need and what schools are designed and resourced to provide. City Year helps to bridge that gap by providing individualized supports to students and schools that need them most – from elementary to high school.

Diverse teams of City Year AmeriCorps members serve full time, providing high-impact student, classroom and school-wide support to help students stay in school and on track to graduate from high school, ready for college and career success.

Throughout the entire school day, corps members directly support academic achievement and student engagement in and outside the classroom. City Year tutors students one-on-one; provides in-class supports in partnership with teachers; coaches students on attendance; helps students build critical social and emotional skills, including goal setting, persistence and teamwork; and leads after school programs and school-wide initiatives to improve student engagement and academic achievement.

City Year helps schools create learning environments that are responsive to

Mary DuBard
@mdubardcy
During an after-school drawing contest, kids drew their favorite
SUPERHERO. One student drew a CY logo! #inspiring #makebetterhappen
students’ developmental needs and where students feel capable and committed to their academic goals. Corps members are “near peers” trained in youth development practices, which means they can uniquely connect with and relate to the students they serve – old enough to provide the wise guidance students need, yet young enough to relate to a student’s perspective.

City Year regularly monitors student performance on three early-warning indicators – attendance, behavior and course performance in math and English – which research shows can identify students at risk of dropping out as early as sixth grade. Guided by these data, City Year partners with teachers and other school staff to identify which students are most at risk and our corps members are able to customize the types and intensity of support they provide students.

City Year also develops its AmeriCorps members as civic leaders and future educators who can drive transformative change in schools and communities. Through our work with students and our alumni, City Year is ensuring that the next generation is prepared with the skills and enduring civic mindset needed to contribute to our nation’s economic growth and prosperity and the success of our democracy.

---

Ty @tylermiguel
Met with our principal and the data doesn’t lie: our students have DOUBLED in proficiency for math standards since last yr #makebetterhappen

*“The Impact of Early Adversity on Children’s Development” (2015)*
"It takes a village to raise a child," was the setting I was raised in," shares City Year alum Jarvis Nash, who grew up in Florida with his grandparents and aunts. Describing the journey that brought him to City Year, he puts it as simply as he can: "So many people invested in me. That’s what sparked my idea of giving back."

Jarvis’s grandfather, in particular, was a powerful influence. College-educated, with an advanced degree, he made education a family hallmark. When Jarvis was six, his grandfather had Jarvis read Ernest Hemingway’s *The Old Man and the Sea*. He listened intently as Jarvis read aloud, and with each chapter’s end, they would sit and discuss. For Jarvis, after this rite of passage, going to college was no longer an option – it was a requirement. When the time came, Jarvis chose one of the country’s largest historically black colleges, Florida A&M University. A required course on African American history had a profound effect on him. "It was the first time I understood who I am as a black male in western society," reveals Jarvis. "It gave me a foundation for my identity – who I consider myself to be, and who I want to become."

College also introduced him to service. He joined the on-campus affiliate of 100 Black Men of America. "It was all about fellowship, mentoring and professional development, but through the lens of African American males," he says. "It sold me on the idea of service. I loved giving back."

Joining City Year after college, Jarvis chose to serve in Washington, D.C., believing he could be of service to its large African American community. He crafted his statement on “Why I..."
Serve” – an exercise all City Year AmeriCorps members undertake – to reflect his own life experience:

“I serve because so many people have poured their time, energy and talents into me, and I feel as it’s my obligation to do the same for someone else. I was provided a quality education that catered to my history, community and identity, so I have made it my mission to provide that to others.”

As a first year AmeriCorps member, Jarvis threw himself into mentoring his students, and was deeply drawn to one in particular, who, he discovered, could barely read. Though Jarvis tried continually to help her, she resisted all of his efforts. “I just kept at it,” he states, thinking of his grandfather. “One day I realized it was all about trust. After that, when we worked together, she started applying herself.” Unfortunately this student moved away well before the end of the year “denying me the fairy tale ending I was hoping for,” Jarvis says half-jokingly, now looking back. He did see her once again: she not only remembered him with enthusiasm, but had continued the course he had set with her.

Serving at Martin Luther King, Jr. Elementary School, Jarvis worked closely with a student who fared well academically but had outbursts of aggression. “He was an absolute struggle the whole year,” says Jarvis. Together, they focused on building social-emotional skills.

One day, he observed the student intentionally not react to a peer whose behavior was a trigger. “For him to have had the self-control to not engage was absolutely incredible!” says Jarvis. When he visited the student the following year, Jarvis saw he had continued to learn and grow. His classmates knew it, too. “He’s actually been good this year!” his classmates said. It was clear their work together had made a difference.

Now on City Year staff as an Impact Manager, Jarvis knows that change takes place slowly, at its own pace, and often out of sight. While he yearns for that “Disney moment when fireworks light up the sky and it all works out in the end,” he has come to realize that progress takes time – and that his job is as much about patience as it is about lesson plans.

Jarvis’s ability to see the bigger picture is just one of many attributes that won him City Year’s highest honor for a City Year AmeriCorps member, the Eli J. Segal Bridge Builder Award, awarded each year at City Year’s Summit. Overwhelmed by the surprise recognition, Jarvis was deeply humbled when he took the stage to thank everyone.

“You just have to do what you believe is right and continue to support the students that you came there to serve,” reflects Jarvis. “You might not see the fruit of your labor by the time your service year is done, but you will know the amount of work you put into it. And you can be confident that the next person to come along will do their part as well.”
2014-2015 NATIONAL IMPACT HIGHLIGHTS

INCREASED NUMBER OF STUDENTS PASSING ENGLISH AND MATH COURSES:
In one year or less, City Year helped drive a

57% REDUCTION
IN THE # OF STUDENTS OFF-TRACK IN ENGLISH LANGUAGE ARTS AND A

46% REDUCTION
IN THE NUMBER OF STUDENTS OFF-TRACK IN MATH.²

ACCELERATED ACADEMIC PROGRESS:
Students working with City Year on literacy or math demonstrated a higher growth rate than the national average for students at their initial proficiency level –

1.6X HIGHER
IN ENGLISH LANGUAGE ARTS,

1.7X HIGHER
IN MATH.¹

¹. 2014-15 NWEA Measures of Academic Progress (MAP) Literacy n = 1,472; Math n = 1,512; 61 schools at 10 sites
². Attendance n = 2,761 grades 6-9
³. ACT, Inc. (2011) Enhancing College and Career Readiness and Success: The Role of Academic Behaviors
⁴. 2014-15 SEL Assessment (DESSA), n = 426 students in pilot across 118 schools
Strengthened Students' Social-Emotional (SEL) Skills:
SEL skills represent one of the greatest predictors of college and career readiness and academic success. City Year helped achieve a 78% increase in the number of students classified as having strong social-emotional learning skills – such as self-awareness, self-management and relationship development – on the Devereux Student Strengths Assessment (DESSA), a validated observational assessment that measures social-emotional competencies in children and youth.

Reduced Chronic Absenteeism:
City Year helped drive a 36% reduction in students that are chronically absent (defined as missing at least 10 percent – approximately 18 days – of a school year).

Diana Gomez @dianagomez1996
Student: Mr. Dejesus when you explain math I understand, you’re like a big brother. It’s great to see my teammates #makebetterhappen @CityYear
Policy Studies Associates recently conducted a large-scale quasi-experimental study of whole-school academic outcomes for schools partnering with City Year, as compared to similar non-City Year partner schools, across 22 districts.

The findings revealed that:

Schools that partnered with City Year gained the equivalent of approximately one month of additional learning in math and English Language Arts.

Schools that partner with City Year are up to 2-3x more likely to improve on English Language Arts and math assessments than non-City Year partner schools.

Angele Maraj @angelehema
The feeling when you call a parent to tell him his former D-student son now has 110 in English & he gets choked up #makebetterhappen

Schools that partnered with City Year gained the equivalent of approximately

**ONE MONTH OF ADDITIONAL LEARNING IN MATH AND ENGLISH LANGUAGE ARTS.**
Pleasant View School was one of a slew of high poverty schools in Providence, R.I., marked for an overhaul in 2012, but three years later, it is not only out of academic crisis, but thriving. Pleasant View Principal Gara B. Field credits a big part of the school’s revival to a team of young adult AmeriCorps members who have adopted the school as part of the City Year program’s “Whole School, Whole Child” school wide initiative. “It’s been a huge partner,” she said. “One of the best things we ever did was write them into our school improvement plan.”

Some new evidence released this morning suggests Fields is not alone: Schools that participated in City Year’s 150 school wide programs in 22 cities were more likely to see overall improvements on their states’ mathematics and English/language arts tests than similar schools that did not participate, according to a new evaluation of schools in the nonprofit program’s 150 schools.

City Year is a national nonprofit supported in part by the federal Corporation for National and Community Service that hires young-adult AmeriCorps to spend a year working and running programs in high-poverty schools. The group’s school wide program uses teams of seven to 18 corps members who support teachers, as well as provide reading and math tutoring, attendance and behavior coaching, social-emotional activities, and after school homework help, and enrichment. Corps members serve in more than a quarter of schools eligible for federal school improvement grants.

Comparing Practices

The study, by the Washington-based research firm Policy Studies Associates, Inc., compared state test performance of schools which received services from City Year in a whole-school program, with local comparison schools matched on demographics and other factors. The researchers used surveys and administrative and testing data to track the performance of students across a quarter of schools which had adopted the program, and a similar number of comparison schools. They also tracked how many students in the City Year schools were identified for “focus” support in math, reading, or social-emotional or behavior issues.

Schools working with the program were about twice as likely to show overall improvements in

“In fact, because we saw CLEAR AND CONSISTENTLY POSITIVE DIFFERENCES IN CITY YEAR schools versus their matched comparisons, by subject, by school level, and by site, we believe that these results support the conclusion that City Year is on to something with its Whole School Whole Child school improvement model and that further study is warranted.”

– Leslie M. Anderson
City Year has a Long-Term Impact strategy to build the urban graduation pipeline and transform the future to significantly increase the number of students who them nearly four times more likely to graduate.*

City Year has set the following bold Long-Term Impact goals:

**IMPACT**
80% of students in the schools City Year serves will reach the 10th grade on track to graduation.

**LOCAL SCALE**
City Year will reach a majority of the students at risk of dropping out in the communities where City Year serves.

**NATIONAL SCALE**
City Year will serve in the cities that account for two-thirds of the nation’s urban dropouts.

Sarah Lyle  @style_CYCO
"You're really making a difference. On average 196 suspension days last year and only 86 this year." – Our Principal #makebetterhappen

City Year has a Long-Term Impact strategy to build the urban graduation pipeline and transform the future for thousands of students nationwide. Partnering with high-need schools across the U.S., we seek to significantly increase the number of students who reach the tenth grade on track to graduate, making them nearly four times more likely to graduate.*

City Year is investing in the following strategies to accelerate its Long-Term Impact strategy:

**SYSTEMIC CHANGE**
Influencing how schools are designed and funded

**ALUMNI**
Building a pipeline of human capital for the education sector

**IMPACT PARTNERSHIPS**
Developing impact partnerships to build a multi-year continuum of care and meet students’ holistic needs

_Sherry Leung_  @CYNH_SherryL
"I wish City Year was around when I was growing up. You are such good influences on our kids." – said by a parent today _#makebetterhappen_
Diplomas Now was designed to improve the nation’s highest-need, persistently low-performing middle and high schools. The Diplomas Now model combines evidence-based, whole-school reform with enhanced student support guided by an early-warning system, combining the efforts of three leading national nonprofits: Talent Development Secondary at Johns Hopkins University, City Year and Communities In Schools. Diplomas Now provides a comprehensive approach to redesign the school structure, culture and student supports while it provides the right students with the right supports at the right time. During the 2014-2015 school year, Diplomas Now served in 32 schools in 13 cities.

In 2010, Diplomas Now received a $30 million Investing in Innovation grant from the U.S. Department of Education. Diplomas Now is partnering with MDRC, an independent research organization, to conduct the nation’s largest randomized control trial of secondary school reform, which will study the impact of the model on attendance, behavior, course performance, and graduation rates in some of the nation’s highest-need schools and will evaluate the effectiveness of Diplomas Now as compared to other reform efforts.

Since Diplomas Now began in 2008, the PepsiCo Foundation has served as a key partner, investing more than $16 million in the partnership and enabling growth from one pilot school in Philadelphia to a national network of schools, reaching more than 26,000 students each year.

2014-15 Diplomas Now Impact Highlights:

- **44% decrease** in the number of chronically absent students*
- **57% decrease** in the number of students failing English
- **58% decrease** in the number of students failing math
- **59% decrease** in the number of suspended students

*attendance below 85%
Today I asked my student what his favorite seat in the classroom was, and he said "next to you because you always help me" #makebetterhappen
City Year has been one of the most impactful near-peer mentor programs I’ve measured in over three decades of public education service. The effects of the corps on students’ attendance, behavior and course completion has contributed to double-digit percentage gains in achievement across all five disciplines as measured on the State’s standardized graduation test, an extraordinary decrease in reported level I disciplinary incidents, and a significant increase in the number of students matriculating to the next grade level. I have the data; the partnership works!

City Year AmeriCorps members have supplemented the work of teachers and provided critical support for our students psychologically, socially, emotionally and academically.

“Through our partnership with City Year, attendance is climbing, student attitudes are improving and grades are rising. The culture of an entire school is being transformed by their ‘can do’ spirit. We’re investing school district funds to match AmeriCorps and private sector funds in our City Year teams.”

"@CityYear is not a nicety, but a necessity in Orange County Schools." Dr. Jenkins, OCPS Superintendent. It takes a village #cysummit
We are proud to partner with the following school districts (2014-2015 school year).

**Baton Rouge**
East Baton Rouge Parish School System
Superintendent: Dr. Bernard Taylor, Jr.

**Boston**
Boston Public Schools
Interim Superintendent: John McDonough

**Chicago**
Chicago Public Schools
Chief Executive Officer: Forrest Claypool

**Cleveland**
Cleveland Metropolitan School District
Chief Executive Officer: Eric S. Gordon

**Columbia**
Lexington School District Four
Superintendent: Dr. Linda G. Lavender
Richland County School District One
Superintendent: Dr. Craig Witherspoon

**Columbus**
Columbus City Schools
Superintendent: Dr. J. Daniel Good

**Dallas**
Dallas Independent School District
Superintendent: Dr. Michael Hinojosa

**Denver**
Denver Public Schools
Superintendent: Tom Boasberg

**Detroit**
Detroit Public Schools
Emergency Manager: Darnell Earley
Superintendent: Karen P. Ridgeway
Starr Commonwealth
Chief Executive Officer: Dr. Martin L. Mitchell
Harper Woods District Schools
Superintendent: Todd Biederwolf

**Jacksonville**
Duval County Public Schools
Superintendent: Dr. Nikolai P. Vitti

**Little Rock**
Little Rock School District
Superintendent: Baker Kurrus

**Los Angeles**
Los Angeles Unified School District
Superintendent: Michelle King
Green Dot Public Schools California
Chief Executive Officer: Dr. Cristina de Jesus
LA’s Promise
Chief Executive Officer: Veronica Melvin
Partnership for LA Schools
Chief Executive Officer: Joan Sullivan

**Miami**
Miami-Dade County Public Schools
Superintendent: Alberto M. Carvalho

**Milwaukee**
Milwaukee Public Schools
Superintendent: Dr. Darienne Driver

**New Hampshire**
Manchester School District
Superintendent: Dr. Debra Livingston

**New Orleans**
FirstLine Schools
Chief Executive Officer: Jay Altman

**New York**
New York City Department of Education
Chancellor: Carmen Fariña

**Orlando**
Orange County Public Schools
Superintendent: Dr. Barbara M. Jenkins

**Philadelphia**
School District of Philadelphia
Superintendent: Dr. William R. Hite Jr.
Universal Companies
Chief Executive Officer: Rahim Islam

**Providence**
Providence Public School District
Superintendent: Dr. Susan Lusi

**Sacramento**
Sacramento City Unified School District
Superintendent: José L. Banda
St. HOPE Public Schools
Chief Executive Officer: Enoch Woodhouse

**San Antonio**
North East Independent School District
Superintendent: Dr. Brian G. Gottardy
San Antonio Independent School District
Superintendent: Dr. Sylvester Perez

**San José/Silicon Valley**
Alum Rock Union Elementary School District
Superintendent: Dr. Hilaria Bauer

**Seattle/King County**
Seattle Public Schools
Superintendent: Larry Nyland

**Tulsa**
Tulsa Public Schools
Superintendent: Dr. Keith Ballard

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Michael Brown  @MBrownCY
Supt. Ballard: "We don't just like having you in @TulsaSchools, we need you in @TulsaSchools." Thank you for bringing @CityYear to Tulsa.

**Washington, DC**
District of Columbia Public Schools
Chancellor: Kaya Henderson
Cesar Chavez Public Charter Schools
Chief Executive Officer: Joan Massey
AmeriCorps is a federal program designed to meet pressing community needs in areas that include education, the environment and disaster relief by engaging American citizens in intensive, results-driven service. Each year, AmeriCorps places more than 80,000 AmeriCorps members to serve with nonprofit organizations in more than 25,000 locations across the United States. Through participation in AmeriCorps, City Year’s full-time AmeriCorps members earn a living allowance of at least $12,530, as well as health care benefits. City Year AmeriCorps members who complete a year of service receive a $5,730 Segal AmeriCorps Education Award that can be used to pay for tuition or to pay off qualified student loans. AmeriCorps is operated by the Corporation for National and Community Service (CNCS), a federal agency that engages more than 5 million Americans in service through its core programs, including AmeriCorps.

State Service Commission Partners

State service commissions are governor-appointed commissions that work with the Corporation for National and Community Service (CNCS) to support service in each state. State service commissions partner with programs such as City Year to secure funding through the annual federal AmeriCorps grant competition. Beyond grant stewardship, commissions determine social needs in their states, provide training and assistance, support national days of service, and promote service and volunteering. Over 1,000 private citizens serve as commissioners who are responsible for setting state priorities and developing sustainable infrastructures for service.

We are grateful to the following state service commissions, which provided funding to City Year during the 2014-2015 school year:

**California Volunteers**

**Massachusetts Service Alliance**

**Michigan Community Service Commission**

**New Yorkers Volunteer: New York Commission for National & Community Service**

**Oklahoma Community Service Commission**

**OneStar Foundation**

**PennSERVE: The Governor’s Office of Citizen Service**

**Serve DC: The Mayor’s Office on Service and Volunteerism**

**Serve Illinois Commission on Volunteerism and Community Service**

**Serve Ohio: Ohio Commission on Service and Volunteerism**

**United Way Association of South Carolina**

**Volunteer Florida**

**Volunteer Louisiana**

**Volunteer NH**

City Lights! @CityLightsFunky

Today I recited the AmeriCorps pledge for the 2nd time in 2 years in 2 states, so I'm going to #makebetterhappen with City Year Detroit!
City Year South Africa

City Year South Africa, a leader in South Africa’s youth service movement, annually deploys 100 corps members in nine schools across Johannesburg, where they serve nearly 1,900 students. Corps members address critical needs in schools and communities, and receive training through the year that creates pathways to employment and promotes a culture of service. The organization’s nearly 1,600 alumni continue to demonstrate the power of service in developing the next generation of South African leaders. City Year South Africa’s roots lie in the deep commitment to citizen service and its role in strengthening democracy shared by former Presidents Nelson Mandela and Bill Clinton, who played instrumental roles in the founding of City Year South Africa in 2005.

City Year UK

Launched in 2010, City Year UK has gained recognition as a leading youth and education nonprofit. During the 2014-2015 academic year, 160 corps members in 20 teams served 13,229 students in London, Birmingham and Greater Manchester. City Year UK is also a leader in the country’s growing national youth service moment, including through its participation in Generation Change (an independent partnership of the UK’s leading youth social action organizations), which is committed to growing the impact and status of high-quality youth social action initiatives.

“You’ve changed [children’s] sense of what is possible...City Year has given you awesome skills, and every child you volunteer with can be empowered to live a different tomorrow by you.”

– President Bill Clinton addressing the City Year UK corps in honor of its 5th Anniversary

City Year South Africa

The energy and idealism of young people are the two the most powerful and transformative forces at work in the world today @NYDARSA #CYSoA
Both Sandy and Paul Edgerley grew up in households that placed tremendous value on education. “Education was of great importance for my parents,” shares Sandy, a first-generation American whose mother and father came from Vienna and Belgrade respectively. “They cared very much about ensuring that I received an excellent education. Moving to the U.S. from another country, their diplomas gave them opportunities.”

It is no surprise then, that ten years ago, when City Year turned its focus to addressing the nation’s high school drop-out crisis, Sandy and Paul dove in with their time, energy and philanthropy.

Sandy and Paul’s extraordinary generosity spans City Year’s history, with their most recent commitment of $5 million to City Year’s 25th Anniversary Campaign, which included a challenge component to help launch the Red Jacket Society, a major gift program that is key to City Year’s plan to place more trained young people to serve as tutors, mentors and role models in more high-need urban schools.

When City Year sought Sandy’s advice about the development of the Red Jacket Society, she rolled up her sleeves and strategized with the team: helping to inform the levels of giving, associated benefits, and implementation stages. Now, as National Chair of the program, Sandy is leading the effort to expand it from nine City Year sites in its pilot year to the entire City Year network over the next two years.

Sandy shares why leading the society was natural for her when she speaks about the symbolism of the red jacket: “I think it means being part of something bigger than yourself. It means being part of an incredible national corps of people who have similar values, who really care about service and giving of themselves to make a difference in the world. It means helping others achieve beyond what they would without some help.”

“Sandy is a natural builder and an extraordinary professional, a highly strategic thinker with vast experience and knowledge about scaling and resourcing nonprofit impact. She is diving in at a critical time for City Year, helping us build a philanthropic model to sustain City Year on a national level,” says City Year CEO and co-founder Michael Brown.

Sandy is helping to build and grow an organization that Paul has been a part of from its earliest days. “Paul has been an invaluable mentor and friend to me from our
“start-up years,” Michael shared. “He’s an amazing listener who brilliantly synthesizes our conversations and puts his extensive business acumen to work in getting to the core of an issue. His advice over the years has had a tangible impact on our direction and growth.”

In addition to his personal time and mentorship, Paul and several of his Bain Capital partners have been instrumental in driving the firm’s ongoing sponsorship of City Year, which includes more than $25 million in donations, a special gift to celebrate City Year’s 25th Anniversary, and hundreds of volunteer hours by the firm’s employees.

“Most organizations don’t succeed because they try to do too many things,” says Paul. “City Year’s focus on education, daily presence in the schools, along with extraordinary leadership, are what makes City Year’s work highly impactful. It is a special place.”

Meeting at Bain and Company decades ago, Sandy and Paul are known throughout Greater Boston for their warmth, selflessness, and generosity. In Boston, Sandy is a go-to civic leader, working tirelessly on behalf of numerous organizations, including the Boys and Girls Club of Boston and the United Way. Together, Sandy and Paul are deeply involved at Harvard, where both earned an MBA and where Sandy earned a BA.

Paul and Sandy are also known for the importance they place on sharing their altruistic values with their children. When the Edgerley Family Commons was dedicated on the fifth floor of City Year’s national headquarters some years ago, all four children joined them for the celebration and a family briefing on City Year’s work and goals.

“We are incredibly grateful to Sandy and Paul for their remarkable commitment and friendship,” says Michael Brown. “The entire City Year family is proud to count the Edgerley family as one of its own.”

sincerely, billie
@jaswinkssangha
so excited to be an Ambassador to the Red Jacket Society ♥
A Philanthropic Initiative Supporting City Year’s Long-Term Impact Strategy

We are deeply grateful to the generous individual, foundation, and corporate campaign donors who enabled City Year to surpass its 25th Anniversary In School and On Track Campaign goal. The campaign raised more than $169 million in support of City Year’s Long-Term Impact strategy to significantly increase the urban graduation pipeline. Philanthropic investments made as part of the campaign are providing key support for this strategy during its critical early years.

Campaign objectives included building national capacities for deepening our impact, scaling local City Year program nationwide to reach additional high-poverty schools, expanding to new cities, and growing City Year’s endowment.

Capacity Building Highlights (2012-2015)

- Worked intensively with local school districts and stakeholders to complete our Blueprints for Local Impact – sophisticated, data-driven plans to scale our impact.
- Launched cyschoolhouse, an innovative national database to track City Year AmeriCorps members’ impact in the schools where they serve.
- Initiated U.S. Department of Education-supported randomized control trial of the Diplomas Now collaborative of City Year, Communities In Schools and Talent Development Secondary.
- Honed key school “feeder pattern” strategy to ensure City Year can strategically deploy for national and city-wide impact.
- Enhanced City Year AmeriCorps member training to strengthen members’ ability to deliver high-impact academic and social-emotional supports.

Expansion Highlights (2012-2015)

Grew our corps to reach more students:

- Corps Members: 1,998 to 3,016
- Schools: 189 to 292
- Students: 110,000 to 175,000

Launched New City Year Sites:

- 2012: Orlando and Sacramento
- 2013: Jacksonville
- 2014: Tulsa
- 2015: Dallas

Start-up underway: Kansas City
In partnership with AmeriCorps, our school partners, and the philanthropy from the 25th anniversary campaign, the City Year team across the country is laser focused on impact and scale. All City Year sites have their local Blueprints for Long-Term Impact, and our energetic, idealistic AmeriCorps members are, as always, ready to serve. We won't stop until every student in need has a City Year AmeriCorps member in their life.

– Jonathan Lavine
Chair, City Year Inc. Board of Trustees, and Chair of City Year’s 25th Anniversary In School and On Track Campaign, announcing the campaign’s successful close at the 2015 National Leadership Summit.

Jonathan Lavine  @Jonathan_Lavine
@CityYear will always be about what unites us. #Ubuntu
25TH ANNIVERSARY CAMPAIGN CONTRIBUTORS


Transformational Investors ($10 million+)
Anonymous
Einhorn Family Charitable Trust
Jeannie and Jonathan Lavine

Strategic Lead Investors ($5 million+)
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Ballmer Group Philanthropy
CSX Transportation
The Edgerley Family Foundation
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The campaign includes multi-year gifts pledged during the campaign (May 15, 2012 – June 30, 2015) and contributed during the campaign and beyond.
"MISS JANE SIT BY ME! YOU'RE MY CONFIDENCE!"
A second grader working on ST math #makebetterhappen
Since City Year came to Miami in 2008, corps members have reached over 225,000 students, serving more than one million hours in Miami’s highest-need schools. Much of their focus has been on literacy programs and support for English language learners, who represent 21% of the public school population in Miami.

Ana Mari Ortega, a City Year champion and lifelong Miami resident, is passionate about this work. “Spanish speakers can get by easily in Miami, without ever learning English; all of life’s necessities – the grocery store, restaurants, a doctor’s visit – can be conducted in Spanish. But, not knowing English can be really limiting in terms of jobs and opportunities.”

Education has always been a priority for Ana Mari and her family. Her parents were born in Cuba, but left the island as infants for Puerto Rico during the Cuban Revolution. Both families eventually immigrated to Miami, whose unprecedented growth at the time led to its being nicknamed the “Magic City.” There, the Ortega family established Sazón Goya, a Goya subsidiary that produces popular Latino-flavored seasonings. Ana Mari is continuing the family’s entrepreneurial tradition; after college, she became a fashion designer and established Ana Mari Ortega, her own handbag and jewelry line, based in Miami.

Ana Mari gives to City Year Miami and other organizations involved with community building and children, including Habitat for Humanity, through her family’s foundation – the Ortega Family Foundation – which also gives generous scholarships to Miami-area high school students. In addition to serving on the City Year Miami Board, Ana Mari is Vice Chair of the Red Jacket Society, City Year’s national major gifts program. Her most recent gift is a $300,000 challenge grant to City Year Miami, given over three years, to encourage new members. Ana Mari’s conversations with potential supporters now hold even more sway: when she asks for a gift, she also guarantees she’ll match it.

It is City Year’s impact on Miami’s next generation that keeps Ana Mari motivated. “When I look at the kids corps members work with, I think, ‘what if they’re able to graduate high school, go to the right school, and get a job?’” she says. “I think about how different their lives would be if they don’t graduate. And that to me is so exciting – that you can transform someone’s life for the better.”
In FY15, City Year launched the Red Jacket Society – a community of philanthropic individuals and families who believe in the power of the red jacket. Red Jacket Society commitments of $10,000 or more directly make possible the work of City Year AmeriCorps members each and every day. This initial launch included nine pilot sites, and a network-wide launch is planned for FY17.

**Red Jacket Society Annual Membership Levels**

A gift of $10,000 sponsors the service of one City Year AmeriCorps member for an entire year and increased investments enable more AmeriCorps members to serve in high-poverty schools across America.

**$100,000 and above – Platinum**

**$50,000 – Gold**

**$25,000 – Silver**

**$10,000 – Bronze**

**Membership Benefits**

- A City Year Jacket (for members who give, or pledge to give, for three consecutive years)
- Special invitations to local and national events and conferences
- Personalized updates from a City Year AmeriCorps member
- Recognition in national and local City Year materials
- Red Jacket Society digital stories each quarter
- Exclusive opportunities to visit schools and see City Year AmeriCorps members in action
- Volunteer opportunities for members and their families

**Red Jacket Society Volunteer Leadership**

**National Chair**

Sandy Edgerley
City Year Trustee; Trustee, Edgerley Family Foundation

**National Vice-Chair**

Ana Mari Ortega
City Year Miami Red Jacket Society Chair and Board Member; Founder and Creative Director, Ana Mari Ortega, LLC

For more information on the Red Jacket Society, contact Allison Graff-Weisner at agraff-weisner@cityyear.org or go to www.redjacketsociety.org.

**Ana Mari Ortega @ana_mari_ortega**

Wrapped up our City Year RJS conference with the inspirational Deval Patrick and a Q&A with David Gergen. It was a dream day for a CNN junkie like me. I’m thrilled to be serving as a volunteer leader with an organization that is actually making a difference in the lives of students across the country. #cityyear #makebetterhappen
We are grateful to the following individuals and family foundations for their contributions to City Year (July 1, 2014 - June 30, 2015).

$1,000,000+
Anonymous
Ballmer Group Philanthropy
Einhorn Family Charitable Trust
Jeannie and Jonathan Lavine

$500,000 - $999,999
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Thank you for your support and for helping to make City Year a success!
Shawn Buxton @ShawnBux
3rd quarter grades just came out! One of my students improved from a D to a B and my day has been made! #makebetterhappen
After-school is the perfect time to get in some extra reading. We encourage our students to all bring books and to read at a higher grade level so that they can excel in their English classes.

#makechangemondays #cyla #makebetterhappen

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<td>Cuan Coulter</td>
<td>Nancy Duarte</td>
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<td>Bonnie and Christopher Covington</td>
<td>Ted Dubbs</td>
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<td>Harvey Cox, III</td>
<td>Ken Duberstein</td>
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<td>Anne Craib</td>
<td>Danielle Dubreuil</td>
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<td>Tanya Crawford</td>
<td>Caleb Dulis</td>
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<td>Jonathan Cronin</td>
<td>Jackson Dunn</td>
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<td>Doug Cross</td>
<td>Anne Dupont</td>
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#makebetterhappen

It's super important for students to be in class everyday.
City Year MIA Pine Villa Elem
@cymia_pinevilla
"A GOOD TEACHER CAN INSPIRE HOPE, IGNITE THE IMAGINATION, AND INSTILL A LOVE OF LEARNING."
#AmeriCorpsWeek #AmeriCorpsWorks #WeAreAmeriCorps #makebetterhappen

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Carolyn Perelmuter
Raymond Perez
Calvin and Pamela Peters
Terry and John Petersen
Joseph Petrone
Raj and Sujata Pherwani
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David Powers
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John and Monica Ziraldo  
John and Margaret Zitzner  
Alex Zozaya  

For more information about individual and family giving, please contact Allison Graff-Weisner at agraff-weisner@cityyear.org.

Jeronica Anderson  @jeronicajma  
"One of my favorite things about @CityYear is how they CHEER THE SCHOOL UP IN THE MORNINGS" – student  #makebetterhappen #powergreetingsuccess
Quality after-school programs are crucial for children growing up in under-served communities.

– Heather Nesle
President of the New York Life Foundation

To Heather Nesle, the soul of New York Life is what makes the 170-year-old company special, and underlies its deep commitment to local communities across the country where it does business. Education has long been a critical priority for the insurance and investment company. When the opportunity arose to support City Year’s after-school programs nationwide, Heather, President of the New York Life Foundation, spearheaded a multi-year grant of $2.55 million starting in 2015. The grant will help City Year standardize and scale its after-school program over the next three years in its partner middle schools.

Safeguarding educational outcomes for students is a critical priority for the New York Life Foundation. The network of education programs that New York Life sponsors helped them zero in on middle school as a critical time in students’ academic careers. Heather explains, “One of the organizations said, ‘Look, programs that provide academic and college prep support in high school are important, but by the time these kids get to high school, it’s often too late for them.’ This rang true with us and what we see across our partner organizations.”

City Year is working with middle schools across its national network to build a menu of effective after-school programming. After testing the impact of different curricula, the results will be evaluated by an independent third party. When added to current City Year after-school efforts, the resulting programming will have the potential to impact 150,000 students across the country.

“Quality after-school programs are crucial for children growing up in under-served communities,” Heather maintains. “When you get to middle school, it’s tricky – you’re too old for a babysitter, but too young to make wise decisions regarding time-management. Kids growing up in more privileged communities have access to a variety of activities, but without those resources, after-school and summer can be a really tough time.”

The grant expands New York Life’s collaboration with City Year from its local team sponsorship in New York to making a national impact on the entire City Year network and beyond. Reflecting on how all the groups they sponsor benefit from one another’s success, Heather described the shared learning as “incredibly powerful,” and said that it “helps to ensure that we and our partners are as effective as possible in our work to improve educational outcomes for all students.”
Aramark and City Year share a mutual dedication to enriching and nourishing communities by engaging employees in high impact volunteer service. City Year is proud to support Aramark Building Community, the company’s signature global philanthropic and volunteer program. As a global provider of award-winning services in food, facilities management and uniforms, Aramark’s sponsorship of City Year Summer Academy’s Civic Engagement track and City Year’s Civic Engagement Center of Expertise helps City Year provide a high-quality volunteer experience and innovative solutions for corporate volunteerism and community impact. As City Year’s Official Apparel Partner, Aramark literally has City Year’s back, providing uniform apparel to our corps members and staff serving in schools and communities.

AT&T and City Year share the belief that every student deserves opportunities to reach his or her full potential. AT&T provides significant funding for City Year’s implementation of its Whole School Whole Child model and engages its employees to mentor students and City Year AmeriCorps members in multiple markets. AT&T is also a major supporter of Diplomas Now, an innovative collaboration designed to help turn around the nation’s most challenged schools and focused on meeting the holistic needs of students by combining three evidence-based models proven to help students and schools succeed. This support is part of AT&T Aspire, the company’s signature education initiative focused on school success and career readiness.

Bain Capital serves as City Year’s National Gala Sponsor, supporting each of City Year’s US sites and three international sites, in Birmingham and London in the United Kingdom, and in Johannesburg in South Africa, marking the first time a City Year sponsor has contributed directly to every site. In addition to this support, the firm also served as Presenting Sponsor of City Year Boston’s Red Jacket Weekend, celebrating City Year alumni, partners, family and friends. Bain Capital and Bain Capital people have been essential to City Year’s development, growth and success for more than two decades, helping City Year grow to 27 US cities, with a corps of 3,000+ members, as well as to Johannesburg and the United Kingdom. Nearly 300 members of Bain Capital have participated in volunteer service days, given their expertise as advisers and board members, contributed generously to the organization financially, and leveraged their personal and professional networks on behalf of City Year.

As City Year’s National Student Leadership Development Sponsor, Bank of America supports programs focused on helping underserved schools students graduate with the education and life skills needed to access post-secondary educational opportunities. Bank of America has supported City Year and young people who make positive change in their schools and communities for more than 25 years. In 1988, predecessor institution Bank of Boston became a founding sponsor of City Year, Inc. and was the first company in the nation to sponsor a City Year team. Bank of America played a pivotal role in the purchase and development of City Year’s national headquarters by supporting tax-exempt bond financing and bridge financing for the project.

Berhan G @BerhanG_CYCO
I love how my students introduce me to their parent. “Mom, this is Ms.G. Remember I told you she helps me with reading.” #makebetterhappen
Through a commitment to improving the quality of life for people around the world, the Celanese Foundation is supporting City Year to improve the educational outcomes for students. The Celanese Foundation is sponsoring a Dallas AmeriCorps team to make an impact for students by investing their time, resources and talent. The Celanese Foundation leverages the expertise of its employees to support leadership and professional development for City Year AmeriCorps members through mentorship and high impact service projects to help transform schools. The Celanese Foundation also played a key role in engaging local public and private stakeholders to help bring City Year to Dallas.

Comcast NBCUniversal is City Year’s Leadership Development and Training Partner. Comcast NBCUniversal supports City Year’s leadership development programs and recognizes the accomplishments of City Year alumni who have continued their dedication to community service through the conferring of the annual Comcast NBCUniversal Alumni Leadership Awards. Comcast NBCUniversal is also City Year’s National Opening Day Sponsor, Presenting Sponsor of City Year’s annual training academy, Sponsor of our Summit, as well as a multi-site team sponsor in 11 cities. Comcast NBCUniversal donates significant communication and broadcasting resources to help City Year raise awareness about its mission and focus areas by reaching more young people across the country through cable and internet. Comcast NBCUniversal’s investment in City Year makes it possible for thousands of corps members to help improve the lives of students while creating sustainable solutions for social change.

As City Year’s largest team sponsor, supporting 15 teams of City Year AmeriCorps members across their network, CSX demonstrates a shared commitment to service and the positive role it plays in transforming neighborhoods and communities. CSX partners with City Year’s Care Force® team to engage employees, customers and community members in service days throughout the year. To support Care Force® service days across the country, CSX donated and transports two branded rail containers that bring tools and materials to service events across the country. CSX is also a sponsor of City Year’s National Leadership Summit, Sponsor of the Friends of National Service Awards Event and supports our national and regional recruitment and admissions efforts.

As City Year’s National Strategy and Innovation Sponsor, Deloitte helps City Year to innovate and maximize its impact in schools across the country. Deloitte does this by providing pro-bono consulting to address key strategic and operational challenges related to City Year’s model, and by offering the skills and expertise of its employees to City Year AmeriCorps members and staff through a mentorship program and career development workshops. Through board leadership, skills-based employee volunteerism, and financial resources, Deloitte is supporting City Year’s most innovative programming and helping to maximize our impact in schools in 17 locations.

HSBC Bank USA, N.A. is a company with a legacy of providing young people with educational opportunity and, in 2015, celebrated its 150th year anniversary with an additional $150 million donation to partners across the world. Those partnerships included an expanded relationship with City Year that provides critical support to students and supports the implementation of an industry proven process for measuring City Year’s effectiveness with students while pinpointing individual instructional needs. Through HSBC Bank USA, N.A.’s support, City Year will be able to more effectively identify new math assessment tools and scale them to all of the cities and school districts in which we serve. HSBC Bank USA, N.A. is also sponsoring teams of City Year AmeriCorps members in four cities – Chicago, Los Angeles, Miami and New York – to deepen support for students in high-need schools. Lastly, HSBC Bank USA, N.A. is engaging its employees in high-impact service projects to help transform schools and offer professional development opportunities for City Year AmeriCorps members.
Microsoft has been a long-time partner of City Year, enhancing City Year's IT infrastructure through over $11.5 million in critical in-kind technology support, sponsoring teams of corps members, and providing critical capacity building funds to help City Year develop its math curriculum. Through Microsoft YouthSpark, City Year has been able to expand its math tutoring program to reach nearly 14,000 students. Microsoft also sponsors City Year teams in four schools in Chicago, New York, Seattle and Washington, DC. Microsoft helps City Year reach an unprecedented number of youth in high-poverty schools nationwide.

The New York Life Foundation is supporting a three-year plan to standardize and scale City Year’s middle school after-school program. As City Year works towards meeting its Long-Term Impact goals, the resulting middle school after-school program will be a key component in City Year’s efforts to keep middle school students across the nation in school. City Year, with New York Life Foundation input, will select up to 24 schools over the course of the three-year grant. In these communities with diverse populations, City Year will update and strengthen its after-school curriculum, provide staff training, and pilot the enhanced after-school program before the full launch of the program. The partnership will result in an after-school program that has the potential to impact an estimated 150,000 middle school students at full scale.

PepsiCo and City Year share a deep commitment to education, diversity and inclusion. The collaboration began in 2001 with community service projects that engaged PepsiCo employees in transforming communities across the country, and continued with spreading the City Year message on millions of Pepsi cans around the country. In 2008, the PepsiCo Foundation provided the initial seed funding to support Diplomas Now, and has been the driving force behind the growth and impact of its collaborative school turnaround model in the years since. PepsiCo and the PepsiCo Foundation played a critical role in Diplomas Now being awarded a prestigious federal Department of Education (DOE) Investing in Innovation (i3) grant in 2010, and have helped catalyze the program into a national network of 40 schools in 14 cities, reaching more than 31,000 students each year. Today, PepsiCo’s involvement comes back full circle to the community level, with employees mentoring Diplomas Now students to a brighter future.
Even though their headquarters are just a few miles apart in greater Boston, it took Twitter to bring Staples and City Year together.

“Staples knew how City Year supports students in high-poverty schools but it wasn’t until #makebetterhappen caught our eye that the ‘aha’ moment happened,” said Emily McCann, Staples Senior Manager of Community and Giving. “With our tagline ‘Make More Happen’, it seemed a partnership could make more, and better, happen!”

Fast forward to a tour of a City Year partner school. As Emily watched AmeriCorps members in action, a teacher shared that paper is at such a premium she acts as guardian, doling it out as needed. “Here, a ream of paper is a precious resource, worth its weight in gold,” recounted Emily, in amazement. “Down the street, Staples has a store filled with reams and reams of paper. It became instantly clear just how beneficial this partnership could be.”

Now a team sponsor, Staples supports 18 AmeriCorps members at the Curley school in Boston. This year they remodeled the in-school space where team members host tutoring sessions and run the after-school program. With months of planning, Staples employees happily pitched in. In addition to bright new paint and extensive storage space, Staples gave red backpacks filled with school supplies to 876 Curley students and resource kits to 60 teachers.

Nationally, Staples delivered its ‘Classroom in a Box’, stuffed full of school supplies, to every City Year site around the country, reaching 262 partner schools and hundreds of teachers. And Staples’ cause-marketing efforts were equally successful, generating $125,000 in proceeds for City Year by donating fifteen percent of the face value of all gift card purchases in May.

But for Emily McCann, it all comes back to that ream of paper. “It just seems so simple,” she explains. “We know that, in however small a way, these school supplies are going to have an impact on the City Year AmeriCorps members and their students as they provide necessary tools to get the job done.”
The City Year Team Sponsor Program offers a unique opportunity for partners to engage with City Year AmeriCorps members and schools. A team of approximately ten AmeriCorps members is sponsored by a company or foundation that supports their service in a high-need school and helps City Year achieve tangible results for students. Over 100 companies and foundations sponsor City Year teams in their communities nationwide. Throughout the service year, Team Sponsors join their team(s) of diverse young men and women, who proudly wear their sponsor’s logo on their uniform, to participate in high-impact service projects, transform schools and contribute to the individual leadership and professional development of the AmeriCorps members they sponsor.

We are grateful to the following team sponsors for their support (July 1, 2014 - June 30, 2015):

### Multi-Team Sponsors

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<tr>
<th>Company</th>
<th>Number of Teams</th>
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<td>Rebeca @RGomezB88</td>
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<td>It’s a great feeling walking the halls &amp; hearing “Ms! I brought my grade up from an F to a B!” #makebetterhappen @CityYear @CityYearPhilly</td>
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### Single Team Sponsors

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For more information about the Team Sponsor Program, please contact Kaitlin Sprong at ksprong@cityyear.org
We are grateful to the following corporations and corporate foundations for their support (July 1, 2014 - June 30, 2015).

**$1,000,000+**
- Bain Capital Community Partnership
- Comcast NBCUniversal
- CSX Transportation
- PepsiCo Foundation

**$500,000-$999,999**
- The Aramark Charitable Fund
- AT&T Inc.
- Bank of America Charitable Foundation
- Deloitte Services, LLP
- HSBC Bank USA, N.A.
- Microsoft Corporation
- New York Life Foundation
- Wells Fargo Foundation

**$250,000-$499,999**
- Alcoa Foundation
- Dimension Data
- JPMorgan Chase & Co.
- MFS Investment Management National Grid
- NVIDIA Corporation
- Rackspace Foundation
- TowerBrook Foundation
- Walmart Foundation

**$100,000-$249,999**
- The Acacia Foundation
- The Alter Group
- American Express Charitable Fund
- Applied Materials Foundation
- Bain & Company
- Bain Capital Children’s Charity
- Baupost Group Charitable Fund at the Boston Foundation
- BMO Harris Bank
- Capital One Bank
- Celanese Foundation
- Cisco Systems, Inc.
- Credit Suisse Americas Foundation
- Darden Restaurants, Inc. Foundation
- DIRECTV
- Drinker, Biddle & Reath, L.L.P.
- Entergy Corporation
- EverBank
- Exelon Foundation
- Ernst & Young
- Farmers Insurance Group
- Florida Blue Foundation
- Ford Motor Company Fund
- Harry's
- Harvard Pilgrim Health Care
- The Hyatt Hotels Foundation
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- Summit Partners
- Synopsys Outreach Foundation
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- Blanca Commercial Real Estate, Inc
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- PTC
- RiverStone Resources, L.L.C.
- RPM International, Inc.
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- T-Mobile USA
- USA Funds
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**Alex Williams @I_HadADream**
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We are grateful to the following foundations and nonprofits for their support (July 1, 2014 - June 30, 2015).

<table>
<thead>
<tr>
<th>Amount Range</th>
<th>Foundations and Nonprofits</th>
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<td>$1,000,000+</td>
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<td>United Way for Southeastern Michigan</td>
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<td>$250,000-$499,999</td>
<td>Barr Foundation, Carnegie Corporation of New York, Oak Foundation USA, Irene W. and C.B. Pennington Foundation, United Way of Greater Cleveland</td>
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</table>

For more information about foundation giving, please contact Duke Guthrie at dguthrie@cityyear.org.
We are grateful to the following in-kind donors for their support (July 1, 2014 - June 30, 2015).

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When asked who some leaders in their school were, an after school student excitedly responded "CITY YEAR" #makebetterhappen
Alonna Nicole  @alonnamicole12
"We aren't skipping, We're walk dancing. Me and Ms. Alonna walk-dance everywhere because IT MAKES OUR HEARTS HAPPY." #campcityyear #cityyear #danceparty #makebetterhappen
Editorial: There’s a thousand strategies to try to help teen students; this one works
Published: October 29, 2015

Teenagers, especially those who have been let down by adults before, too often see teachers only as obstacles in their way. But when instructors partner with younger helpers, the students begin to see academic opportunities. That’s how Vanessa Jimenez, a City Year team leader at Spruce High School, sums up success. “The students begin to see us differently — as valuable resources,” says 23-year-old Jimenez, from the University of California, Santa Barbara.

Thousands of programs nationwide are scrambling to help schools serve kids better. City Year, made up of AmeriCorps members assigned to low-performing campuses, is one that works.

In its first full year in DISD, City Year can’t statistically measure its success in Dallas. But a recent three-year study of its work shows that U.S. schools with City Year teams were two to three times more likely to increase English and math proficiency rates compared to similar schools without the program.

Jimenez and her fellow corps members are committed to bringing those results to Spruce, one of five DISD schools hosting City Year teams this year.

The nine corps members spend most of the day doing real teaching in classes filled with English I and Algebra I students. They roam the room to help anyone who’s struggling and do individual and small-group tutoring.

The corps reaches far beyond academics. Spruce Principal Danielle Petters believes the personal connections the twentysomethings make with students — whether starting a creative writing club, helping plan a school dance or after-school swim coaching — is as critical as their classroom instruction.

These young adults work from 8 a.m. to 6 p.m. — and sometimes longer. Early in the morning, after lining up to greet Spruce’s 1,740 students, corps members make phone calls to check on those who didn’t make it to the Pleasant Grove campus. After school, they tutor in all subjects.

In drenching rain on a recent Saturday, City Year members accompanied Petters and other Spruce staffers to knock on 74 doors to talk to families about why students weren’t showing up for school. Many of the high-absentee youth were back in class the following Monday.

At City Year’s core is a focus on grades three through nine. The local operation is intent on expanding into more DISD schools, particularly the elementaries.

That makes sense. Research shows that students who are not proficient in reading in elementary school are four times more likely to drop out. Students who reach the 10th grade on track and on time are four times more likely to graduate.

Corps member Araceli Vicuna, 25, University of California, Santa Cruz, was struck by students’ initial suspicions. “Are you really going to be here — or are you going to quit?” they asked.

From what we’ve observed, City Year doesn’t know the word quit.

***

City Year, by the numbers

In Dallas:
49 corps members are divided among Roosevelt and Spruce high schools and three of the middle schools that feed into them, Comstock, Holmes and Medrano.

Funding:
DISD picks up about a quarter of the cost, roughly $100,000 per campus. AmeriCorps picks up a little more than that; the private sector matches the other half.

Nationally:
2,800 corps members, ages 18-24, serve in 264 schools in 26 cities.

Who they help:
75 percent of the schools are in their state’s lowest 10 percent, based on performance.

Red jacket requirements:
Corps spots are highly competitive, with only one of four applicants making the cut. Training for the job can require up to 340 hours.
<table>
<thead>
<tr>
<th>Name</th>
<th>City</th>
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<tr>
<td>Ryann Denham Sanchez</td>
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<tr>
<td>Sandra Lopez Burke</td>
<td>Boston</td>
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<td>Rebeca Nieves-Huffman</td>
<td>Chicago</td>
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<td>Phillip Robinson</td>
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<td>Gail Wilson-Giarratano</td>
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<td>Alex Enriquez</td>
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<td>Morris Price</td>
<td>Denver</td>
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<td>Andrew Stein</td>
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<td>Sarah Roberson</td>
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<td>Jason Holton</td>
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<td>Pawn Nitichan</td>
<td>New Hampshire</td>
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<td>Jennie Johnson</td>
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<td>Jeff Owens</td>
<td>Sacramento</td>
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<tr>
<td>Kelly Hughes Burton (Acting)</td>
<td>San Antonio</td>
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<tr>
<td>Toni S. Burke</td>
<td>San José/Silicon Valley</td>
</tr>
<tr>
<td>Kyle Angelo</td>
<td>Seattle/King County</td>
</tr>
<tr>
<td>Tom McKeon</td>
<td>Tulsa</td>
</tr>
<tr>
<td>Jeff Franco</td>
<td>Washington, DC</td>
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</tbody>
</table>

briana a davis  @DavisCommaBriCY
In after-school someone asked "What does City Year help with?"
My student responded "City Year helps with EVERYTHING!"
#makebetterhappen
## Statement of Financial Position

<table>
<thead>
<tr>
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<th>2015</th>
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<tbody>
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<td><strong>Assets</strong></td>
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<td>Cash and equivalents</td>
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<td>Contributions receivable, net</td>
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<td><strong>Liabilities and Net Assets</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$ 3,503,630</td>
<td>2,251,722</td>
</tr>
<tr>
<td>Accrued payroll and related expenses</td>
<td>3,596,167</td>
<td>2,984,306</td>
</tr>
<tr>
<td>Interest rate swaps</td>
<td>788,619</td>
<td>907,207</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>7,635,000</td>
<td>7,875,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>15,523,416</td>
<td>14,018,235</td>
</tr>
<tr>
<td><strong>Net Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>34,529,208</td>
<td>35,431,060</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>17,253,276</td>
<td>14,530,460</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>5,981,653</td>
<td>5,881,653</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>57,764,137</td>
<td>55,843,173</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$ 73,287,553</td>
<td>69,861,408</td>
</tr>
</tbody>
</table>

## Statement of Activities

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue and Other Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and private grants</td>
<td>$ 73,975,513</td>
<td>61,446,035</td>
</tr>
<tr>
<td>Federal grants – Corporation for National and Community Service</td>
<td>33,111,983</td>
<td>32,626,297</td>
</tr>
<tr>
<td>School districts and other local government grants</td>
<td>27,254,924</td>
<td>29,903,768</td>
</tr>
<tr>
<td>Investment return utilized for operations</td>
<td>469,799</td>
<td>403,917</td>
</tr>
<tr>
<td>Other income</td>
<td>447,206</td>
<td>330,765</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>7,561,100</td>
<td>8,432,900</td>
</tr>
<tr>
<td><strong>Total operating revenues and other support</strong></td>
<td>$ 142,820,525</td>
<td>129,143,682</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td>$ 111,060,483</td>
<td>99,681,629</td>
</tr>
<tr>
<td>Support services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational support</td>
<td>14,977,414</td>
<td>14,875,054</td>
</tr>
<tr>
<td>Fundraising</td>
<td>15,388,431</td>
<td>12,347,631</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>$ 141,426,328</td>
<td>126,904,314</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in net assets from operations</td>
<td>$ 1,394,197</td>
<td>2,239,368</td>
</tr>
<tr>
<td>Increase in net assets from nonoperating transactions</td>
<td>(2,296,049)</td>
<td>152,019</td>
</tr>
<tr>
<td>(Decrease) increase in temporarily restricted net assets</td>
<td>2,722,816</td>
<td>(1,028,659)</td>
</tr>
<tr>
<td>Increase in permanently restricted net assets</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Increase in net assets</td>
<td>1,920,964</td>
<td>1,462,728</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>55,843,173</td>
<td>54,380,445</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$ 57,764,137</td>
<td>55,843,173</td>
</tr>
</tbody>
</table>
Charity Navigator Highest Ranking

Charity Navigator is America’s premier charity evaluator. Since 2003, City Year has earned Charity Navigator’s highest rating, certifying our commitment to accountability, transparency and responsible fiscal management. Only 1% of rated organizations have received this distinction for more than twelve consecutive years, placing City Year among the most trustworthy nonprofits in America.

Stanton CYDC Team
@stantonscholars
"Mr. Stephen! You have to see my behavior goals sheet! You're never gonna believe it!
I MADE ALL MY GOALS!"
#cityyearworks
#makebetterhappen
City Year is an education-focused organization founded in 1988 dedicated to helping students and schools succeed. City Year partners with public schools in 27 urban, high-poverty communities across the U.S. and through international affiliates in the U.K. and Johannesburg, South Africa. Diverse teams of City Year AmeriCorps members provide high-impact student, classroom and school-wide support, to help students stay in school and on track to graduate from high school, ready for college and career success. A proud member of the AmeriCorps national service network, City Year is made possible by support from the Corporation for National and Community Service, school district partnerships, and private philanthropy from corporations, foundations and individuals.

Jay Culkin @kenna_song
My student started off doing no homework and failing math. Now she’s honorary “Assistant City Year” in my math group. #makebetterhappen

City Year Locations

- Baton Rouge
- Boston
- Chicago
- Cleveland
- Columbia
- Columbus
- Dallas
- Denver
- Detroit
- Jacksonville
- Kansas City*
- Little Rock
- Los Angeles
- Miami
- Milwaukee
- New Hampshire
- New Orleans
- New York
- Orlando
- Philadelphia
- Providence
- Sacramento
- San Antonio
- San José/Silicon Valley
- Seattle/King County
- Tulsa
- Washington, DC
- Johannesburg, South Africa
- London, Birmingham and Greater Manchester, UK

*Start-up Site

#makebetterhappen

City Year is an education-focused organization founded in 1988 dedicated to helping students and schools succeed. City Year partners with public schools in 27 urban, high-poverty communities across the U.S. and through international affiliates in the U.K. and Johannesburg, South Africa. Diverse teams of City Year AmeriCorps members provide high-impact student, classroom and school-wide support, to help students stay in school and on track to graduate from high school, ready for college and career success. A proud member of the AmeriCorps national service network, City Year is made possible by support from the Corporation for National and Community Service, school district partnerships, and private philanthropy from corporations, foundations and individuals.

NATIONAL STRATEGIC PARTNERS

- Aramark
- Bain Capital
- Comcast NBCUniversal
- CSX
- Deloitte
- New York Life Foundation
- Pepsico Foundation

NATIONAL PARTNERS

- Bank of America
- Celanese Foundation
- HSBC
- Microsoft