THE POWER OF RELATIONSHIPS

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Annual Report 2016

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THE POWER OF RELATIONSHIPS

City Year's work is fueled by relationships – particularly the powerful connections that develop between City Year AmeriCorps members and the students they serve. These relationships can be life-changing, and they create lasting impact in the communities we serve for years to come.

Research has confirmed that the relationships in our lives greatly influence our well-being. Our work in classrooms is based on this research, showing that students' academic outcomes are directly tied to their social-emotional growth, and that positive relationships with caring adults in school help them to develop important life skills.

This year, more than 200,000 students across the United States will forge transformational relationships with a City Year AmeriCorps member, thanks to the support and collaboration of our generous corporate and philanthropic investors, along with our committed school district partners, the federal AmeriCorps program, our dedicated board and staff, and – especially – the more than 3,000 young adults who serve with us.

For nearly three decades, these connections have led to positive outcomes for our students, our communities and our nation at large. Our champions have proven instrumental in helping City Year weave this strong web of relationships that advances our collective goal of ensuring that all children are provided the education they need to thrive and succeed.



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DEAR CITY YEAR COMMUNITY

At City Year, we believe that all students should have access to positive and caring relationships. Strong developmental relationships, studies have shown, are in fact a critical component of an effective learning environment that fosters intrinsic motivation.

Each day, our dedicated City Year AmeriCorps members build strong relationships with thousands of students in high-need schools that strengthen the academic and social-emotional skills that drive success in school, the workforce and life. The pages that follow provide a glimpse into the close connections that City Year AmeriCorps members forge with students who need a tutor, mentor and role model – a student success coach – helping them to meet their full potential every day. Through this transformational service experience, our AmeriCorps members develop their own leadership skills and cultivate an enduring civic mindset.

Our 2016 Annual Report also shares the stories of City Year AmeriCorps members and champions who themselves have been transformed by caring, positive relationships in their own lives, experiences that ultimately led them to be engaged so passionately in our collective work to help students and schools succeed.

We are deeply grateful to the remarkable community of engaged donors and institutions that make this work possible, including the Corporation for National and Community Service and the AmeriCorps program, our school district partners, and the many individuals, families, foundations and corporations who generously support our work. Thank you for your commitment and partnership.

Yours in service,

Michael Brown, CEO & Co-Founder

Jim Balfanz, President

Jonathan Lavine, Chair, Board of Trustees

TABLE OF



what do you think that.

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WHAT WE DO

At City Year, we believe that every child has the potential to succeed.

At the same time, we recognize that many children face obstacles that interfere with their ability to arrive at school every day ready to learn and achieve at high levels. Research shows that providing students with a positive relationship with a caring adult at school, individualized academic supports, and opportunities to develop social-emotional skills can dramatically improve students' readiness to learn, and help keep students on track to high school graduation and adult success.

Great teachers are critical, but many students need more than a good lesson every day. There is a significant gap between the personalized supports that students need and what most schools have the capacity to provide. By partnering with teachers and principals to deliver individual student, classroom and whole-school support, City Year helps to bridge that gap.

Diverse teams of City Year AmeriCorps members serve fulltime in schools alongside teachers, connecting with students and providing evidence-based, integrated academic and social-emotional supports to help students and schools succeed. City Year AmeriCorps members receive extensive training to deliver these holistic supports to students who need them most - from elementary to middle to high school so students grow up with City Year.

City Year AmeriCorps members serve from before the first bell rings in the morning, throughout the school day and during afterschool programs, becoming an integral part of the fabric of the school. Working in collaboration with teachers and principals, City Year AmeriCorps members not only offer direct support to students within classrooms, but also lead whole-school activities that enhance the overall culture and learning environment, and provides the capacity to helping the school achieve its vision of educational excellence.

Central to this approach are the developmental relationships City Year AmeriCorps members cultivate with the students they serve, which research shows to be associated with multiple character strengths, including motivation to learn and personal responsibility.¹ AmeriCorps members build connections with students that value each student's developmental stage and talents, leveraging them as strengths in a student's academic and personal growth. AmeriCorps members' "near peer" status – mature enough to provide guidance but young enough to relate to students' perspectives - and training in youth development practices enable them to connect with and relate to the students they serve every day.

City Year regularly monitors student performance on three evidence-based 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 this data, City Year partners with teachers and other school staff to monitor progress and better meet student needs.

City Year is committed to developing its AmeriCorps members as civic leaders, future teachers and education advocates 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 mindsets needed to contribute to our nation's economic growth and prosperity and the vibrancy of our democracy.



City Year is a proud member of the AmeriCorps national service network.



CHEYENNE MYERS @CHEYENNE_CY15 To hear my fourth grade student say she is starting to love math...that's the best feeling ever! #makebetterhappen



¹ Search Institute. (2015) The Developmental Relationships Framework. Retrieved from http://www.search-institute.org/downloadable/Developmental-Relationships-Framework.pdf

AMERICORPS MEMBER PROFILE



Justin Roias, City Year Providence, '15, '16

MENTORING STUDENTS: A TWO-WAY STREET

City Year Providence AmeriCorps alumnus Justin Roias knows firsthand how positive relationships with caring adults can help children succeed as they navigate their educational path.

"My high school guidance counselor helped propel me into a life of service by inspiring me to explore opportunities that would give me a vehicle to change the world," he says.

Growing up in Rhode Island, Justin describes his childhood as "unstable," full of obstacles many kids never have to worry about. He credits the mentors and role models he had along the way for guiding him during these critical times and sparking his exploration of the question, "What can I do to give back?"

"I saw children and families in my own backyard struggling, and wanted to do something impactful," says Justin. "I didn't know where to start, but I knew I had a stake in my own community and wanted to make a difference."

As the first person in his family to finish high school or earn an undergraduate degree, Justin was inspired to seek an opportunity that would help children reach their full potential. His search brought him to City Year, and through his two years of service, he built close-knit relationships with students that illustrate the transformational power of genuine connections between caring adults and students.

"My journey with City Year was challenging, but rewarding," Justin says. "So many of the students I interacted with were just looking for someone who would actively listen. City Year allowed me to build trust with students and strong near-peer mentoring relationships. That one-to-one relationship can change a student's whole outlook."

One of the students Justin interacted with regularly during his service at Gilbert Stuart Middle School was a young man named Manny.* After being accidentally shot during a gang altercation at age six, Manny lives with anxiety that has hindered his readiness to learn and caused him to miss school on occasion. Justin and Manny formed a strong bond by spending time together talking, playing basketball and walking the halls together, and this relationship has helped Manny open up to other peers and teachers.

- "He motivates me. He's the best person I ever met in the world...I have no other people like him...that's always on me, pushing me," Manny told the Christian Science Monitor. "Ever since I met with Justin the first time, it was a big difference for me. I felt like he cared for me."
- "Manny has a great personality and has overcome so much," Justin says. "I'm proud to have been a role model and consistent figure in his life, but he doesn't know that he's also showed me how to listen better and be more present in my daily life. I'm grateful to know him."

Manny is still working hard to get to class on time, and continues to focus on academics. Even though Justin is no longer present in Manny's school on a daily basis, Justin says they keep in touch regularly through phone calls or the occasional outing to a Providence College basketball game.

Because of his impact and his commitment to his students. Justin was honored with the 2016 Eli J. Segal Bridge Builder Award, given to a City Year AmeriCorps member who embodies City Year's core values and has shown exemplary leadership.

Eli J. Segal Bridge Builder Award Winner '16

Today, Justin works as a college advisor at College Crusade of Rhode Island, where he helps high school students navigate their path to higher education. He describes this opportunity as rewarding beyond words.

"As an advisor, my greatest joy is when kids submit their "I feel like I grew up with City Year," he says. "Because of college applications and get that acceptance letter," he says. my experiences with City Year, I will always invest in my "As a first generation high school and college graduate myself, community and young people who need extra supports. I I know what that moment means. When I see my students encourage others to take an active role in building and embrace their future, it brings me hope that I am helping sustaining healthy communities. When that happens, we empower the next generation of leaders." all grow."

* Manny's story was featured in the Christian Science Monitor in September 2016. The article can be found here: http://bit.ly/2caHuEg





Justin sees his journey towards his current role as coming full circle from his days at City Year. He says the relationships he formed as an AmeriCorps member have helped him guide the students he works with each day.

NATIONAL IMPACT HIGHLIGHTS

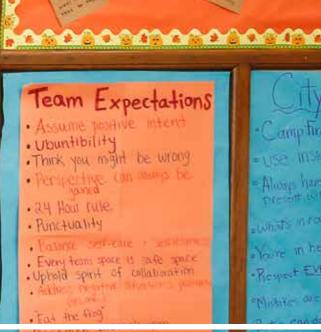
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KELSEY LINEBURG @KLINEBURG _ CYBR My joy yesterday was seeing my student eagerly volunteer to solve all the problems in class on the smart board #makebetterhappen

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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:

1.4X HIGHER GROWTH in math

1.5X HIGHER GROWTH in English Language Arts²

FEWER OFF-TRACK STUDENTS

In one year or less, City Year helped drive a:

51% REDUCTION

in the number of students off-track in English Language Arts

47% REDUCTION

in the number of students off-track in mathematics³

REDUCED CHRONIC ABSENTEEISM

City Year helped drive a:

38% REDUCTION

in students who are chronically absent⁴ (defined as missing more than 10 percent of school days in a single academic year).

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 **68%** of evaluated students move ontrack in their SEL skills, including self-awareness, selfmanagement and relationship development.⁵

^{2 2015-16} Northwest Evaluation Association Measures of Academic Progress (MAP) English Language Arts (ELA) n = 1,230; Math n = 1,325; 50 schools at 9 sites

³ ELA n=1,748; Math n=1,994; grades 6-9

⁴ Attendance n=2,361; grades 6-9

⁵ SEL n=5,094 (SEL as measured by Devereux Student Strengths Assessment (DESSA), a validated observational assessment that measures social-emotional competencies in children and youth in kindergarten through the eighth grade.)



OUR PLAN IS TO DRIVE THE GREATEST IMPACT

by strategically deploying our AmeriCorps members, reaching the following Long-Term Impact Goals:



to graduation.

LOCAL SCALE

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City Year will reach 50% of off-track students in the communities we serve.



NATIONAL SCALE

City Year will serve in the cities that account for two-thirds of the nation's urban dropouts.

To accelerate our fulfillment of these goals, City Year is partnering with school leaders, teachers, policy makers, funders and other organizations to pursue strategies that build on our collective strengths.



Build a pipeline of teachers and leaders for the education sector.



6 "What Matters for Staying On-Track and Graduating in Chicago Public High Schools: A Close Look at Course Grades, Failures, and Attendance in the Freshman Year" from the Consortium on Chicago School Research from July 2007

Impact Partnerships

Develop partnerships to support holistic needs of students.



Systemic Change

Inform how schools are designed and resourced

DIPLOMAS NOW

Major New Study Demonstrates Impact



For the past decade, City Year, Communities In Schools and Johns Hopkins University's Talent Development Secondary have collaborated in the most challenged middle and high schools through Diplomas Now, a multi-year, whole-school improvement model designed to increase on-track rates, graduation rates and college readiness.



A MAJOR NATIONAL STUDY

released in June 2016, which looked at results from the first year of a multi-year intervention in 11 major U.S. cities, validates Diplomas Now's impact on reducing students' "early warning indicators" – or EWIs – the key metric Diplomas Now was designed to improve.

Research shows students who exhibit one or more EWIs – low attendance, poor behavior or course failure in English or math – are substantially more at risk of dropping out of high school.⁷ Preventing one or more of these warning signs makes it three times more likely that a student will graduate, dramatically improving his or her lifetime trajectory.⁸

Early findings from the new study, which is of one of the largest randomized control trials of a secondary school improvement model in the U.S., have provided strong evidence that it is possible to not only identify students at risk of dropping out of school but also to get them back on track to graduation by reducing or preventing these early warning indicators.

This positive, statistically significant finding is an encouraging contribution to the evidence base for school improvement models, as just ten percent of similar studies produce results that meet this threshold.



STUDY FINDINGS SHOW THAT CITY YEAR AND ITS DIPLOMAS NOW PARTNERS:

- Had a statistically significant, positive impact on the percentage of students with no early warning indicators;
- Decreased chronic absenteeism in middle schools, defined as missing more than 10 percent of school days in a single academic year;
- Helped keep students who were on track in sixth and ninth grades – key transition years – stay on track to high school graduation;
- Increased the number of students who report having a positive relationship with an adult at school who was not a teacher, a finding that bolsters previous research that students stay in school and are more engaged when they feel connected to at least one adult who is part of their educational experience.

SUPPORT FOR DIPLOMAS NOW

In 2010, Diplomas Now received a highly competitive \$30 million Investing in Innovation grant from the U.S. Department of Education to expand the program and to conduct the randomized control study and a series of reports by MDRC. Two more independent reports are scheduled for 2018 and 2019.

PEPSICO FOUNDATION

The PepsiCo Foundation has served as a founding partner of Diplomas Now, 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 and informing the broader education field on the value of early warning systems.

⁷ Balfanz, R. & Fox, J. (Oct. 2011). Early Warning Systems – Foundational Research and Lessons from the Field. Retrieved from https://www.nga.org/files/live/sites/NGA/files/ pdf/1110EARLYDROPBALFANZ.PDF

CITY YEAR MILWAUKEE @CITYYEARMKE

Corps Member Haley shares "I serve because I believe that every young person deserves a network of champions" #startstrongCY

SCHOOL DISTRICT PARTNERS

We are proud to partner with the following school districts. (2015-2016 SCHOOL YEAR)

BATON ROUGE

Celerity Schools Louisiana Superintendent: Craig Knotts Democracy Prep Baton Rouge

Executive Director: Michelle Gieg

East Baton Rouge Parish School System Superintendent: Warren Drake, Jr. Kenilworth Science & Technology School

Superintendent: Dr. Tevfik Eski

BOSTON

Boston Public Schools Superintendent: Dr. Tommy Chang

CHICAGO

Chicago Public Schools Chief Executive Officer: Forrest Claypool

CLEVELAND

Cleveland Metropolitan School District Chief Executive Officer: Eric Gordon

COLUMBIA

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

COLUMBUS

Columbus City Schools Superintendent: Dr. Daniel Good

DALLAS

Dallas Independent School District Superintendent: Michael Hinojosa

DENVER

Compass Academy Executive Director: Marcia Fulton Denver Public Schools Chief Executive Officer: Tom Boasberg

DETROIT

Detroit Public Schools Interim Superintendent: Alycia Meriweather Education Achievement Authority Chancellor: Veronica Conforme

JACKSONVILLE

Duval County Public Schools Superintendent: Dr. Nikolai Vitti

KANSAS CITY

Ewing Marion Kauffman School Chief Executive Officer: Hannah Lofthus Kansas City Public Schools Superintendent: Dr. Mark Bedell

LITTLE ROCK

LOS ANGELES

MEMPHIS

Achievement School District Superintendent: Malika Anderson Shelby County Schools Superintendent: Dorsey Hopson, II

MIAMI

Superintendent: Alberto Carvalho

MILWAUKEE

Milwaukee Public Schools Superintendent: Dr. Darienne Driver

NEW HAMPSHIRE

Manchester School District Superintendent: Dr. Debra Livingston

NEW ORLEANS

FirstLine Schools

NEW YORK

New York City Department of Education Chancellor: Carmen Fariña

ORLANDO

Orange County Public Schools Superintendent: Dr. Barbara Jenkins



Little Rock School District Superintendent: H. Baker Kurrus

Green Dot Public Schools California Chief Executive Officer: Dr. Christina de Jesus

Los Angeles Unified School District Superintendent: Michelle King

Miami-Dade County Public Schools

Chief Executive Officer: Jay Altman

PHILADELPHIA

School District of Philadelphia Superintendent: Dr. William Hite

PROVIDENCE

Providence Public School District Superintendent: Chris Maher

SACRAMENTO

Sacramento City Unified School District Superintendent: Jose Banda

St. HOPE Public Schools Superintendent: Erik Swanson

SAN ANTONIO

San Antonio Independent School District Superintendent: Pedro Martinez

SAN JOSÉ/SILICON VALLEY

Alum Rock Union School District Superintendent: Dr. Hilaria Bauer

East Side Union High School District Superintendent: Chris Funk

SEATTLE/KING COUNTY

Seattle Public Schools Superintendent: Dr. Larry Nyland

TULSA

Tulsa Public Schools Superintendent: Dr. Deborah Gist

WASHINGTON, D.C.

Achievement Prep Founder and Chief Executive Officer: Shantelle Wright

District of Columbia Public Schools Interim Chancellor: John Davis



CHAMPION PROFILE

ballmer Connie and Steve Ballmer

TOGETHER, WE ALL GO FARTHER

If philanthropy is always a mixture of heart and head, then Connie and Steve Ballmer, who launched Ballmer Group to focus on improving outcomes for children, youth and families affected by poverty, exemplify that combination.

"Steve and I approach things very differently and I think we balance each other well," Connie says. "But what matters to us both is, does anyone get better as a result of what we are funding and the service that is being provided?"

Since Steve retired as CEO from Microsoft in 2014, the Ballmers have focused their philanthropic efforts on expanding economic mobility for children and families – "removing barriers to success," as Connie says – and supporting organizations that use data and investments wisely. Their philanthropic focus builds on Connie's many years of supporting children and education in their home state of Washington and beyond, including her work in 2006 to co-found Partners for Our Children, which works to improve the lives of vulnerable children and families in Washington, particularly those involved in the child welfare system. "Many people have asked me over the years why I became involved in the issue of foster care, when I didn't have any specific experiences with that system," Connie says. "As a mother of three sons, I have experienced and understand the importance of stability and support to enable children to grow up feeling safe and able to thrive. Healthy, prospering children are the foundation to our future, and every strong community in this country needs stable families."

With the launch of Ballmer Group, the Ballmers have prioritized helping organizations achieve higher levels of impact, scale and replication, with a special emphasis on building an organization's capacity to partner effectively with the public sector to achieve greater results and expand.

"I believe the best work today in philanthropy is when multiple sectors – public, private and nonprofit – come together to tackle problems, because everybody brings a different perspective," Connie says. "Sometimes it's a little painful, because we are all so different, but I really think that's where the power is. It doesn't matter how much money you have – there is still a limit to what you can do," reflects Connie. "Together, we all go farther." The Ballmers' involvement with City Year began with a visit to a Seattle middle school, where Connie observed City Year AmeriCorps members serving students in partnership with principals and teachers.

"We were just really touched by the corps members and the connections they made with the kids and how the principals and teachers really wanted to partner with City Year," recalls Connie. "Then we learned more about how City Year continuously evaluates and improves its program, and how it uses data to measure and improve outcomes. The organization has figured out how to partner with the public sector, so it's not only dependent on philanthropic support but can sustain itself and replicate. City Year is an organization that needs to be lifted up as a great example and brought to as many communities as it can serve."

Today, Ballmer Group supports City Year Seattle, City Year Los Angeles, and City Year's work nationally. Last year, the Ballmers made an innovative national challenge grant to all City Year sites across the country, designed to catalyze transformational partnerships between local City Year programs and school districts. The "City Year Ballmer Challenge" provided a strong platform for City Year sites to



- sit todeepen their school district partnerships through multi-yeararcommitments for funding and expanded access to studentthlevel data with the ultimate goal of achieving even better andmore sustainable outcomes for students and schools.
 - "The Ballmer Challenge has been a game-changer for our organization – it has completely revolutionized our partnerships with the local public education sector," says City Year CEO and Co-Founder Michael Brown. "It's increased our sustainability and enabled us to become much more strategic in the deployment of our AmeriCorps members and data-driven in how we identify and better serve students who need City Year's services the most. We've also become a proof point for the potential of cross-sector collaboration, and we couldn't have done it without such creative and generous philanthropic support from the Ballmers."
 - That spirit of collective action is captured in Ballmer Group's logo, which italicizes the "all" in Ballmer. "It really does take a village," says Connie, "and no one can do this work alone. The 'all' represents the coming together of multiple sectors, and it also represents the multiple interventions needed in any child's life, in any family, and how a community can lift all of us up, together. It's going to take everybody."



AMERICORPS AND THE CORPORATION FOR NATIONAL **AND COMMUNITY SERVICE**

The Corporation for National and Community Service (CNCS) is an independent federal agency that leverages more than three million Americans in service through its core programs, including AmeriCorps. CNCS is the nation's largest grantmaker, investing in locally-driven service and volunteering efforts focused on several high-priority areas including education, disaster relief, veterans and military families, and housing.

Congress created CNCS as a public-private partnership designed to release civic energy to meet pressing needs, and to lessen the burden on government, particularly in rural and urban areas where the social safety net is strained. Research shows that for every \$1 from taxpayers invested in national service programs, there are returns to society of nearly \$4 through higher earnings, increased economic output, and other community benefits.9

In addition, national service helps young people develop into leaders, problem solvers, and more active citizens. Nine out of ten AmeriCorps alumni reported that their service experience improved their ability to solve problems. Eight of out ten alumni say that if they were confronted with a community issue, they could confidently develop a plan to address it and get others to care.¹⁰

Each year, AmeriCorps enables more than 75,000 AmeriCorps members to serve with nonprofit organizations in more than 21,000 locations across the United States. Through participation in AmeriCorps, City Year's full-time AmeriCorps members earn a taxable 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.

STATE SERVICE COMMISSION PARTNERS

State service commissions are governor-appointed commissions that work with 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 2015-2016 school year:

- CaliforniaVolunteers
- 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

VOICES FOR NATIONAL SERVICE





Voices for National Service is a coalition of leading national service programs whose collective impact and outreach helps to build support for the federal commitment to national service, including the Corporation for National and Community Service (CNCS) and one of its signature programs, AmeriCorps. City Year serves

as the organizational and operational host for Voices for National Service, and the coalition's work is guided by a Steering Committee of more than 25 service organizations and leaders of state service commissions. The City Year Public Policy Team leads Voices for National Service, with City Year Executive Vice President & Chief Strategy Officer AnnMaura Connolly serving as the President, and City Year Vice President of Public Policy Jennifer Ney serving as the Managing Director.

Voices for National Service works to build bipartisan support for national service, develop policies to expand and strengthen service opportunities for all Americans and ensure a robust federal investment in CNCS.

TO LEARN MORE ABOUT VOICES FOR NATIONAL SERVICE. VISIT VOICESFORSERVICE.ORG.

"The spirit of AmeriCorps and the people that spend one, two or three years doing what they do continues to reverberate through their lives and the communities that they choose to live in." SENATOR ROY BLUNT (R-MO)

"Now is the time to invest in programs that have proven their worth. AmeriCorps has proven its worth." SENATOR LINDSEY GRAHAM (R-SC)

⁹ Belfield, Clive (2013). The Economic Value of National Service. Center for Benefit-Cost Studies in Education, Teachers College, Columbia University

¹⁰ Corporation for Community and National Service. (2015) AmeriCorps Alumni Outcomes: Summary Report. Retrieved from https://www.nationalservice.gov/sites/default/files/ evidenceexchange/FR CNCS Alumni%20Outcomes%20Survey%20Report.pdf

"My heart warms up every time I see a red jacket." **TUSHARA CANEKERATNE**

CHAMPION PROFILE

Tushara Canekeratne

From her earliest days growing up in Colombo, Sri Lanka, entrepreneur and philanthropist Tushara Canekeratne understood the power of relationships to change lives. Raised in a home and a culture that highly valued collective wellbeing and education, Tushara grew up with an expectation that she "had to do things for others," a commitment reflected in her long-standing support for City Year.

"I believe that City Year is a life-changing year, as much for the AmeriCorps members as the students they serve," she says. "And I believe, just as my parents did, that education can change lives. City Year puts that belief into action."

Tushara's own life was transformed by her sixth grade math teacher who recognized Tushara's potential and pushed her to excel at a time when girls were not always encouraged to master math and science.

This experience influenced Tushara's decision to attend university in the United Kingdom, where she became one of only a handful of women to graduate with a computer science and mathematics degree in the 1980s. She later co-founded several technology companies in Massachusetts and became founder and CEO of Nadastra, Inc., a global services company focused on business operations transformation. Actively involved in the Boston-area philanthropic community, Tushara also serves on several of City Year's national board committees.

Over the years, Tushara has invested in initiatives designed to make social impact on young people, leadership and education. She is focused on building the capacity of young adults to excel; she also cultivates mentoring relationships that can support organizational excellence, accelerate personal growth and give back to the community.

"I really believe that a core aspect of leadership is making the people around you feel valued and empowered," she says. Tushara recognizes these same values in City Year's appreciation and respect for its staff and AmeriCorps members who model and share these priorities with the more than 200,000 students they serve every day. "My heart warms up every time I see a red jacket," she says.

Tushara's focus on investing in people and building strong connections has inspired her to make significant philanthropic investments in City Year, including the LEAD program, an executive leadership development program that trains a small group of high-potential City Year staff each year for leadership positions in the organization.

"Tushara is a tremendous champion – of City Year and many other causes that she believes deeply in. She has an almost magical way of connecting with people wherever she goes, and of inspiring them to do good, and to do more," says City Year CEO and Co-Founder Michael Brown. "She knows first-hand from her own leadership experience that any organization is only as effective as its people, and her strategic philanthropic investment in City Year has been transformational for our ability to provide rich professional development opportunities for our leaders, so that they, in turn, can continue to refine and expand our work to serve even more students."

"To scale for impact, you need leaders," Tushara says. "As City Year gets closer to its 30 year anniversary, the organization's impact keeps growing, and it's important that City Year cultivate and retain its incredible talent."



and schools succeed.

RED JACKET SOCIETY

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-need schools across America.

PLATINUM	\$100,000+
GOLD	\$50,000
SILVER	\$25,000
BRONZE	\$10,000

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 communications each guarter
- Exclusive opportunities to visit schools and see City Year AmeriCorps members in action
- Volunteer opportunities

For nearly 30 years, City Year AmeriCorps members have worn the red jacket with pride. In the communities we serve, the jacket is much more than a uniform. It is a symbol of idealism and the power of young people to help students

City Year's Red Jacket Society is 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. In FY16, City Year expanded the Red Jacket Society from 9 to 21 sites with 400 members.

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

To learn more about the Red Jacket Society, visit redjacketsociety.org.

INDIVIDUALS AND FAMILY

FOUNDATIONS

We are grateful to the following individuals and family foundations for their

\$1,000,000+

Anonymous Ballmer Group The Edgerley Family Foundation Einhorn Family Charitable Trust Jeannie and Jonathan Lavine

\$500,000-\$999,999

Anonymous Hauptman Family Foundation The Lovett-Woodsum Foundation Anna Reilly and Matthew Cullinan Diana Davis Spencer Foundation TOSA Foundation David & Julia Uihlein Charitable Foundation

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What do you want to be when you grow up? "I want to be a City Year. So I'll see you all again when I'm in college!" #makebetterhappen

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As an ELA tutor, when my student can teach me what math they learned from another City Year, I see the full circle! #makebetterhappen

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"We support organizations that can teach kids to think out of the box, to really achieve and know that they can own their future. I like to be cutting edge, and I support City Year because it's an entrepreneurial organization. City Year constantly thinks of ways to help students and reach them in different ways." **DIANA DAVIS SPENCER**

CHAMPION PROFILE

Diana Davis Spencer

The themes of mentorship and education have shaped bo Diana Davis Spencer's life and the areas of focus for her family philanthropy, the Diana Davis Spencer Foundation.

A journalist, activist and philanthropist, Diana credits her fourth-grade teacher, Mrs. Campbell for supporting and

the box, to really achieve and know that they can own their future," said Diana. "I like to be cutting edge, and I support inspiring her. City Year because it's an entrepreneurial organization. City "Not until fourth grade did I learn to read," Diana recalled. "My Year constantly thinks of ways to help students and reach teacher was the one who identified the problem and said I them in different ways." had to learn through a phonetic approach. That was pivotal."

Her teacher went on to encourage Diana to pursue writing, laving the groundwork for Diana's future career as a writer and journalist for local papers and publications such as Yankee Magazine.

Diana never forgot her fourth grade teacher and how her teacher's caring and intervention influenced the trajectory of her life. Education, Diana says, is the gateway to opportunity, and that's why she is so committed to supporting City Year and other education nonprofits that strive to ensure that all children have access to an excellent education and the supports they need to succeed.

"I was shocked to learn when I moved to Washington that the District of Columbia is one of the lowest performing school districts in the country," she said. "That in and of itself motivated me to make a difference."

Under her leadership, the Diana Davis Spencer Foundation has taken a holistic approach to supporting education,



th	investing in organizations that focus on developing teachers and principals, along with nonprofits that have an innovative approach to improving schools.
	"We support organizations that can teach kids to think out of

- City Year Washington, D.C. Vice President and Executive Director Jeff Franco says that support from the Diana Davis Spencer Foundation is helping the site to reach its goal of doubling the number of students served from 7,000 to 14,000 a vear.
- "The gift from the Foundation is catalytic for us," Jeff said. "Right now, we have to turn away principals because so many schools are asking for City Year. Diana is helping us answer that call, and in doing so, she's helping to make sure that students in D.C. have the support they need to succeed."

Students crave extra attention and connection with caring adults, and that's exactly what City Year AmeriCorps members provide, Diana says.

"City Year's corps members are phenomenal," she said. "Especially in this day and age, it's so valuable for kids to have someone in their lives who shows they care, and can help to instill a love of learning, and can help them become more confident and empower them to do their best.'

NATIONAL CORPORATE PARTNERS

National Corporate Partners are among City Year's closest strategic and significant resources, time, expertise and ideas to increase the service and

premier partners. They invest impact of City Year across the country.

NATIONAL STRATEGIC PARTNERS



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-guality 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 discounted uniform apparel to our corps members and staff serving in schools and communities.

BainCapital Bain Capital and its employees have contributed to City Year's development, growth and success for nearly three decades. Since 1988, the firm and its people have invested in City Year through a wide range of philanthropic support, including over \$40M in financial contributions. More than one third of Bain Capital employees have participated in volunteer projects, given their expertise as advisors and board members, and made generous financial contributions to the organization. Bain Capital has sponsored teams of AmeriCorps members for over 15 years, helping develop and support more than 200 young idealists giving a year of service. Additionally, the firm is the only partner that has supported every one of City Year's domestic sites, both as our National Gala Sponsor, and with the underwriting of Red Jacket Society events nationwide



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 National Investors Summit, Sponsor of the Friends of National Service Awards Event and is a multi-site team sponsor in 11 cities. Comcast NBCUniversal has donated more than \$85 million in cash, 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 16 As City Year's largest team sponsor, supporting 16 teams of City Year AmeriCorps members across the country, 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 two branded rail containers that transport tools and materials to service events across the country. CSX is also a sponsor of City Year's National Investors Summit, Sponsor of the Friends of National Service Awards Event and supports our national and regional recruitment and admissions efforts

Deloitte. 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.



The New York Life Foundation is supporting City New York Life Year's multi-year initiative to standardize and scale its middle school afterschool program. Through

this grant, City Year is updating and strengthening its afterschool curriculum, providing staff training, and significantly enhancing the afterschool program model for implementation across the network. At full scale, it will have the potential to impact an estimated 150,000 middle school students and be a key component of City Year's strategy to keep students in school and on track to graduation.

PepsiCo and City Year share a deep commitment to PEPSICO education, diversity and inclusion. The collaboration **FOUNDATION** 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 Investing in Innovation (i3) grant in 2010, and have helped catalyze the program into a national network of 32 schools in 13 cities, reaching more than 26,000 students each year, investing \$16.1 million in the program to date. Today, PepsiCo's involvement comes back full circle to the community level, with employees mentoring Diplomas Now students to a brighter future.

NATIONAL PARTNERS

Adobe Foundation

Students in high-need urban schools often do not have access to engaging computer science, technology, engineering and art experiences. Adobe and the Adobe Foundation are working to address this and diversify the

tech industry through their Youth Coding initiative. Through its partnership with City Year, the Adobe Foundation is helping to build computer science afterschool programs for elementary schools across City Year's network. In addition, the Adobe Foundation provides support for City Year San José/Silicon Valley's STEAM (science, technology, engineering, arts and mathematics) program to open students' minds to the possibilities of careers in the tech industry.



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 services and engages its employees to mentor students and City Year AmeriCorps members

in multiple markets by sponsoring teams. AT&T has also been a major supporter of Diplomas Now, an innovative collaboration of three evidencebased models designed to help turn around the nation's most challenged schools by addressing the holistic needs of students. This support is part of AT&T Aspire, the company's signature philanthropic initiative that drives innovation in education by bringing diverse resources to bear on the issue including funding, technology, employee volunteerism, and mentoring.

Bank of America As City Year's National Student Leadership Development Sponsor, Bank of America supports programs focused on helping 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.



Through a commitment to improving the quality Celanese of life for people around the world, the Celanese Foundation is supporting City Year to improve

educational outcomes for students. The Celanese Foundation sponsors a City Year Dallas team to make an impact for students by investing their time, resources and talent; it also provided the lead investment to bring City Year to Dallas. 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.

HSBC C HSBC Bank USA, IN.A. IS a company management of providing young people with educational HSBC Bank USA, N.A. is a company with a legacy 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 was able to identify and test a math assessment tool and scale it 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.

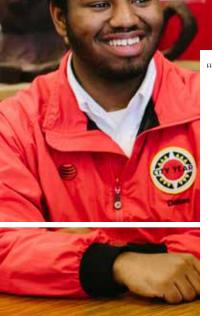


Microsoft has been a long-time partner of City **HE Microsoft** Year, enhancing our IT infrastructure through over \$11.5 million in critical in-kind technology support,

sponsoring teams of AmeriCorps members, and providing critical capacity building funds to help City Year develop its math curriculum and build a computer science afterschool program for middle schools. Microsoft also supports five City Year AmeriCorps teams serving in schools in Seattle, Chicago, Washington, D.C., New York and Silicon Valley. Microsoft helps City Year expand access to computer science education and reach youth in high-need schools nationwide, ensuring the right students receive the right interventions at the right time.







'City Year AmeriCorps members inspire us. The chance to meet them, hear their passions and learn what drives them every day, gives us additional motivation to do the work we do through AT&T Aspire.' **NICOLE ANDERSON**

CHAMPION PROFILE

AT&T Interview with Nicole Anderson

AT&T has led the country in corporate philanthropy aimed at dramatically increasing the U.S. graduation rate and helping studen to thrive, in school and beyond. This commitment is underscored by the work of AT&T Aspire, the company's signature philanthropic initiative, and its role as lead supporter of GradNation, a campaign America's Promise Alliance that seeks to achieve a 90 percent high school graduation rate by 2020, a goal shared by City Year.

"City Year is proud to collaborate with AT&T to promote evidencebased solutions to ensure that all students graduate from high scho prepared for college and careers," says Jim Balfanz, President of City Year. "We could not succeed in this mission to the same degree without the leadership and support of AT&T."

Nicole Anderson, Assistant Vice President of Social Innovation and President of the AT&T Foundation, shares why the mission alignment her organization and City Year creates such a strong collaboration.

Q: How did AT&T first get involved in the work to increase graduate rates, and why did you decide to make this investment a priority?

Since its inception, our philanthropic initiative to drive innovation in education, AT&T Aspire, has focused on evidence-based interventions that can significantly increas the nation's high school graduation rate over the next sever years. We invest in programs that can prove they are really moving the needle for students who are at risk for dropping out. That's why we were so excited by City Year's research based and data-driven approach, and the impact they are having in high schools across the country.

We have to do better if AT&T is going to have the workbenc we need to continue to be an innovative company that creates innovative products. We need skilled and prepared employees to bring our company into the future. And that means high school success and workforce readiness.



nts	Q: How does the collaboration between City Year and AT&T help your company reach its philanthropic goals?
of Dol e	AT&T Aspire seeks to drive innovation in education in multiple ways, including through mentoring. That's part of the reason why we love City Year's near-peer model. The relationships between AmeriCorps members and students are what enables the delivery of the evidence-based interventions. Not only are the corps members improving the lives of students, but the corps members themselves are amazing young people who we want to support.
nt of tion	We know many City Year alumni will continue in the field of education, as great classroom teachers or influencing education policy in different ways. City Year AmeriCorps members inspire us. The chance to meet them, hear about their passions and learn what drives them every day, gives us additional motivation to do the work we do through AT&T Aspire.
se ral g -	Another big emphasis for us is employee volunteerism. We so appreciate the way City Year creates phenomenal engagement opportunities for our employees to experience firsthand the work going on every day in schools to help students thrive. Whether it's painting murals at the local elementary school, getting to meet AmeriCorps members or serving on the boards of local City Year sites, City Year offers AT&T amazing engagement experiences and a way to bring our philanthropic work to life for employees.
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CYSAC LEATAATA FLOYD @CYSAC_LEATAATA

While eating lunch with one of my guiet students, he tells me "City Year makes me feel safe." #makebetterhappen #startstrongCY @CityYearSAC

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"We believe in the goals and the people of City Year, and see our missions as highly aligned." JEFF RAIDER

A NUMBER OF STREET, ST.

CHAMPION PROFILE

HARRY'S | Interview with Jeff Raider

Harry's, an innovative men's grooming company that gives both time and money to organizations that help prepare people for personal and professional success, and City Year, an education nonprofit that helps students and schools succeed, are both committed to empowering people to get ready for challenges and opportunities.

"Harry's and City Year share a belief that companies can and should play a critical role in making the world a better place through their people and profits," says Christopher Mann, City Year Vice President of Corporate Partnerships.

Harry's Co-Founder and CEO Jeff Raider, who also cofounded Warby Parker, the online eyewear retailer, shares in his own words why his company is passionate about helping City Year AmeriCorps members "get ready" both for their year of service to students and their future careers, and how his company has benefitted from the partnership with City Year.

Q: Getting people ready has always been a key theme for both Harry's and City Year. Why do you think the experience of serving with City Year helps our AmeriCorps members get ready for their careers?

What Harry's does is help people to get ready in the morning. When you shave, you go through this metamorphosis from asleep to awake, from the time when you're not ready to take on the challenges of the day to a time where you are ready to venture out. That has a lot of powerful parallels in the world. We wanted to work with organizations that share the goal of helping people to get ready for life.

City Year AmeriCorps members get up at 5 a.m. to get to schools by 7 o'clock and spend a full day working closely with students and teachers, constantly thinking about their needs and helping to resolve conflicts. They are the last to leave at the end of the day, and above all, they are people kids can look up to. When I think about these AmeriCorps members, I see so many parallels to the kind of culture and leadership and work ethic we are striving for here at Harry's. We believe in the goals and the people of City Year, and see our missions as highly aligned.

Q: What are the different ways Harry's employees have been involved with City Year over the past four years?

Employee engagement has been a huge part of our partnership with City Year. We've hosted hackathons to help City Year teams problem solve, donated hundreds of hours of professional development to the corps, and participated in City Year service days. For our team to be able to sponsor and support young adults during their year of national service – a life-changing experience for them – was a direct manifestation of this idea of getting ready for life.

What we've done is try to find opportunities for mutual benefit and engagement that also utilize the skills of our team in new ways. Working with AmeriCorps members has given our team the ability to get out of their daily routine and use their talents in different ways to solve problems. That shift in perspective creates better relationships across our organization and makes people feel refreshed and rejuvenated.

Q: What about service prepares individuals for being a successful entrepreneur or working at a company like Harry's?

Harry's understands that the service of City Year corps members instills important values that benefit not only students and the young adults who serve, but the communities where we live and work. Perseverance, professionalism, community-mindedness, a sense of maturity and purpose, and perhaps most important, the idea of being a mentor to somebody – these are the values that also drive our work. Helping someone else to grow and learn is a very important leadership trait, and one we want to model and promote.

TEAM SPONSORS

The City Year Team Sponsor Program offers a unique opportunity for partners to engage with City Year AmeriCorps members and schools. A team of 10 to 15 AmeriCorps members is sponsored by an organization that supports their service in a highneed 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 people 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.

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For more information about the Team Sponsor Program, please contact Kaitlin Sprong at ksprong@cityyear.org.



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MISS HAZEL @MISSHAZELMH

One of my girls told me that talking to me every week about her behavior has actually helped & I totally agree #makebetterhappen

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International Affiliates

DAYLENE VAN BUUREN City Year South Africa

City Year South Africa's roots lie in its deep commitment to strengthening democracy through citizen service, a vision shared by former Presidents Nelson Mandela and Bill Clinton, who played instrumental roles in the founding of City Year South Africa in 2005. A leader in South Africa's youth service movement, City Year South Africa deployed 50 corps members in six schools across Johannesburg, serving nearly 1,900 students in the 2016 academic year. City Year South Africa's corps members address critical needs in schools and communities, and receive training throughout the year that creates pathways to employment.

SOPHIE LIVINGSTONE

City Year UK

Launched in 2010, City Year UK has gained recognition as a leading youth and education nonprofit in the UK. During the 2015-2016 academic year, 173 corps members in 23 teams served 15,000 students in London, Birmingham & West Midlands, and Greater Manchester, City Year UK is a leader in the country's growing service year movement, 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.

DARRYL BUNDRIGE Philadelphia

JENNIE JOHNSON Providence

JEFF OWEN Sacramento

KELLY HUGHES BURTON San Antonio

PETE SETTELMAYER San José/Silicon Valley

KYLE ANGELO Seattle/King County

TOM MCKEON Tulsa

JEFF FRANCO Washington, D.C.



"I really don't know if I could live without City Year in my building now."

CENTRAL MIDDLE SCHOOL PRINCIPAL JOHN WILLIAMS

"City Year comes in with a resiliency lens, rather than a deficit lens. City Year members see the good in every one of our students and are thinking about how they can add value."

KANSAS CITY PUBLIC SCHOOLS SUPERINTENDENT MARK BEDELL **AT CITY YEAR KANSAS CITY'S** FOUNDING OPENING DAY

WE ARE GRATEFUL TO THE FOLLOWING FOUNDING KANSAS CITY **PARTNERS**:

AmeriCorps/Missouri Community Service Commission Ewing Marion Kauffman Foundation Hall Family Foundation Marion and Henry Bloch Family Foundation JE Dunn Construction Team Sponsor The Sosland Foundation George K. Baum Family Foundation Hunt Family Foundation/Kansas City Chiefs Team Sponsor William T. Kemper Foundation Brandmeyer Charitable Giving John & Terry Petersen Polsinelli Hallmark Corporate Foundation **Oppenstein Brothers Foundation**

2016 FINANCIAL STATEMENT

Years ended June 30, 2016 and 2015

Statement of Financial Position		2016	2015
		2010	2013
Assets			
Cash and equivalents	\$	27,760,240	24,377,585
Government grants receivable, net		9,348,163	8,618,829
Contributions receivable, net		7,705,170	5,798,300
Other assets		2,230,105	1,458,813
Investments, at fair value		12,419,422	12,929,486
Property and equipment, net	•	18,727,105	20,104,540
Total Assets	\$	78,190,205	73,287,553
Liabilities and Net Assets Liabilities:			
Accounts payable and accrued expenses	\$	3,143,013	3,503,630
Accrued payroll and related expenses	Ψ	3,949,068	3,596,167
Interest rate swaps		762,737	788,619
Bonds payable		7,385,000	7,635,000
Total liabilities		15,239,818	15,523,416
Net Assets:		10,200,010	10,020,410
Unrestricted		38,658,522	34,529,208
Temporarily restricted		18,210,212	17,253,276
Permanently restricted		6,081,653	5,981,653
Total net assets		62,950,387	57,764,137
Total liabilities and net assets	\$	78,190,205	73,287,553
Statement of Activities		2016	2015
Operating Revenue and Other Support			
	•	70.005.050	70 075 540
Contributions and private grants	\$	72,685,656	73,975,513
Federal grants – Corporation for National and Community Service		33,942,136	33,111,983
School districts and other local government grants Investment return utilized for operations		31,532,175 519,253	27,254,924 469,799
Other income		230,912	409,799
Net assets released from restrictions		8,710,726	7,561,100
Total operating revenues and other support	\$	147,620,858	142,820,525
	Ψ	147,020,030	142,020,020
Operating Expenses	•		111 000 100
Program services	\$	112,341,515	111,060,483
Support services:		14005 770	14077414
Organizational support		14,085,772	14,977,414
Fundraising	•	16,514,772	15,388,431
Total operating expenses	\$	142,942,059	141,426,328
Change in Net Assets	<u>,</u>		
Increase in unrestricted net assets from operations	\$	4,678,799	1,394,197
(Decrease) in unrestricted net assets from non operating transactions		(549,485)	(2,296,049)
Increase in temporarily restricted net assets		956,936	2,722,816
Increase in permanantly restricted net assets		100,000	100,000
Increase in net assets		5,186,250	1,920,964
Net assets, beginning of year	<u>۴</u>	57,764,137	55,843,173
Net assets, end of year	\$	62,950,387	57,764,137



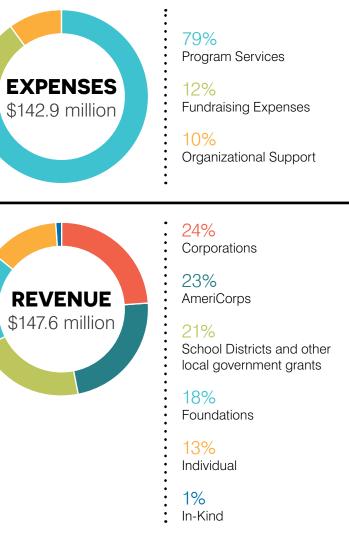
@CITYYEARSAC

CHARITY NAVIGATOR **HIGHEST RANKING**

Charity Navigator is America's premier charity evaluator. Since 2003, City Year has earned $\star\star\star\star\star$ Charity Navigator's highest rating, certifying our Four Star Charity 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.

CITY YEAR SACRAMENTO

Even on the tough days, @AmeriCorps members show grit & resiliency. You all make this work possible! #ThankYouCorps





City Year Locations

Baton Rouge	New Hampshire
Boston	New Orleans
Chicago	New York
Cleveland	Orlando
Columbia	Philadelphia
Columbus	Providence
Dallas	Sacramento
Denver	San Antonio
Detroit	San José/Silicon Valley
Jacksonville	Seattle/King County
Kansas City	Tulsa
Little Rock	Washington, D.C.
Los Angeles	
Memphis	INTERNATIONAL AFFILIATES Johannesburg, South Africa
Miami	London, Birmingham/West Midlands,
Milwaukee	Greater Manchester, UK

#MAKEBETTERHAPPEN

O f C ecityyear Cityyear.org/blog

City Year helps students and schools succeed. Fueled by national service, City Year partners with public schools in 28 urban, high-need 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 research-based student, classroom and school-wide supports to help students stay in school and on track to graduate from high school, ready for college and career success. A 2015 study shows that schools that partner with City Year were up to 2-3 times more likely to improve on math and English assessments. A proud member of the AmeriCorps national service network, City Year is supported by the Corporation for National and Community Service, local school districts, and private philanthropy from corporations, foundations and individuals.

