

**TRANSFORMING
School Environments**

OUR VISION

For Student Success

**Weaving
SKILLS ROPES**

Relationships

2018 Annual Report



**Practices to
Help All Students**

Weaving SKILLS ROPES

RELATIONSHIPS

Practices to Help All Students

Transforming School Environments

Our Vision for Student Success

City Year has always been about nurturing and developing young people, from the talented students we serve to our dedicated AmeriCorps members. We put this commitment to work through service in schools across the country. Every day, our AmeriCorps members help students to develop the skills and mindsets needed to thrive in school and in life, while they themselves acquire valuable professional experience that prepares them to be leaders in their careers and communities.

We believe that all students can succeed. Supporting the success of our students goes far beyond just making sure they know how to add fractions or write a persuasive essay—students also need to know how to work in teams, how to problem solve and how to work toward a goal.

City Year AmeriCorps members model these behaviors and mindsets for students while partnering with teachers and schools to create supportive learning environments where students feel a sense of belonging and agency as they develop the social, emotional and academic skills that will help them succeed in and out of school. When our children succeed, we all benefit.



From Our Leadership

At City Year, we are committed to partnering with teachers, parents, schools and school districts, and communities to ensure that all children have access to a quality education that enables them to reach their potential, develop their unique talents and achieve at high levels.

City Year’s inspiring AmeriCorps members and dedicated school-based staff serve in under-resourced schools every day, providing students with critical academic and social-emotional supports—and the encouragement they need—to help them attend class, work hard, dream big and graduate from high school, on time and on track for future success. Through their transformational service experience, in 29 U.S. cities, our AmeriCorps members develop their own professional and leadership skills and cultivate an enduring civic mindset.

Yours in Service,

Michael Brown
CEO & Co-Founder

Jim Balfanz
President

David L. Cohen
Co-Chair, Board of Trustees

Jonathan S. Lavine
Co-Chair, Board of Trustees

Our 2018 Annual Report tells the story of how City Year AmeriCorps members help students build a wide range of academic and social-emotional skills to help them succeed in school and beyond. It also celebrates the remarkable partners and champions who make that service possible.

We are deeply grateful to the Corporation for National and Community Service and the AmeriCorps program, our school district partners, and the many individuals, families, foundations and corporations that generously support our work to help students and schools succeed. Thank you all for your commitment and partnership.

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What We Do

At City Year, we believe that developing the skills and mindsets of all children and young adults contributes to strong, vibrant communities.

Yet in too many places across the country, students do not have access to the learning environments and resources they need to thrive, due to systemic inequities that impact students of color and students growing up in low-income households.

The lack of access to learning opportunities can lead to inequitable educational, health and economic outcomes. Nationally, children living in neighborhoods of concentrated poverty graduate high school at rates that are nearly 22 percentage points lower than their middle- and upper-income peers.^{1,2}



City Year partners with schools in communities challenged by the persistent inequity in our education system to create learning environments where all students can build on their strengths and fully engage in their learning. Nationally, students attending City Year partner schools are over 90% students of color and approximately 90% eligible for free or reduced-price lunch.

City Year AmeriCorps members serve in schools as student success coaches, providing individual, small group and classroom support. They work closely with students who exhibit one or more “early warning indicators” that place these students at increased risk for dropping out of school: low attendance; poor behavior; or course failure in English Language Arts or mathematics.³

The relationships that AmeriCorps members build with their students enable the trust, confidence and perseverance necessary for students to acquire critical skills and mindsets and engage more deeply with their learning. Through their work with students and in classrooms, AmeriCorps members

help to create an environment where students can take risks in their learning and where everyone—students, teachers and families—can feel connected to the school community.

City Year provides a powerful double-bottom line: improved outcomes for students and schools and the cultivation of the next generation of community leaders through our alumni, who are making significant contributions across a range of professional fields, including education and youth development.

Through our partnership with teachers, schools and community organizations, we continue to learn about what is working to help support student success. City Year is dedicated to sharing what we are learning and seeks to contribute to broader system changes in education—both by helping to nurture future educators and working to identify and spread practices that support improvement across schools and districts.



City Year AmeriCorps Member Role: Student Success Coach

City Year AmeriCorps members serve as student success coaches, who work in schools full-time and partner with teachers to help meet student needs. Student success coaches provide students with more individualized attention and serve as tutors, mentors and role models, helping students develop social, emotional and academic skills needed for success in school and in life. Student success coaches build positive, developmental relationships, which research shows are critical for learning, and provide a stable and consistent source of support to students throughout the school day.

How Students Learn

Learning is a process of weaving together different skills to build strong “skills ropes.”

All of us pull together strands of various skills to solve problems, work with others, formulate and express our ideas, and learn from mistakes. We continuously weave together academic or “cognitive” skills with social and emotional skills, such as self-management or conflict resolution. The more strands we weave together, the stronger the rope becomes.

To complete a research project in school, a student might need skills in planning, research, reading and writing. Each of these skills—or strands—is equally important for learning.

Learning is an active process, not a passive one. Just as ropes don’t weave themselves, learning requires action to take place, like putting skills to practice and applying them in multiple scenarios.

City Year’s approach is based on a growing body of research about how students learn and how caring adults can support the learning and growing process of children and young adults.

Collaborating with teachers and principals, our AmeriCorps members help students strengthen their social, emotional and academic skills ropes, which are essential for success in and out of school, and ensure students feel valued, supported and invested in their learning.

“City Year does a great job making academic work fun. You try different ways for us to better understand the work...City Year has impacted my life because City Year members talk about college and it makes me feel more prepared and helps me build confidence to talk to people.”

Student (Los Angeles)

City Year’s Impact on Learning

In 2017–18, City Year’s work helped increase the number of students who are on track in English Language Arts and mathematics. Research shows that students who reach 10th grade on time and on track in their attendance, behavior and course performance are three times more likely to graduate from high school.⁴



51% reduction in the number of students off track in English Language Arts.⁵



50% reduction in the number of students off track in mathematics.⁶



City Year helped 66% of students identified as needing support to move on-track in their social-emotional skills.⁷

Skills measured include self-awareness, self-management and relationship development, which research shows contribute to college and career readiness.



A student completing a social studies group project will draw on many skills.

It’s important to strengthen each of these skills, which build off one another for a successful outcome.

Confidence to share their perspective

Ability to work with others

Writing and public speaking skills

Content area knowledge

Persistence in the face of obstacles



Alumni Profile

Andrea Encarnacao Martin City Year San José/Silicon Valley '02

Two constants have defined the adult life of City Year alumna Andrea Encarnacao Martin since her service as an AmeriCorps member with City Year San José/Silicon Valley: a career in public education and a steadfast dedication to national service.

“My City Year experience helped confirm for me how powerful active listening can be in building an authentic bond with students,” says Andrea, who today works as a guidance counselor for Boston Public Schools. “In my professional role now, every day is different but usually requires me asking my students to be vulnerable and share their hopes, dreams and even fears as we talk about their goals. When trust is there and they’re able to open up, that’s when I know my students are progressing and the real work happens. City Year taught me that when positive relationships are at the core, anything is possible.”

A native of Massachusetts, Andrea served with City Year more than 3,000 miles away from home. As she adjusted to her new city and work environment, Andrea quickly realized that just as her students relied on her consistent and caring presence day in and day out, she, too, needed her own community of fellow AmeriCorps members to support and help her.

“Serving in San José revealed how instrumental my ‘village’ of family, friends and other caring adults were to building confidence and encouraging me along my educational journey and my journey as an AmeriCorps member, and how that kind of support is equally critical to student success,” Andrea says. “Students I worked with would often tell me, ‘I’m not good enough’ or ‘I can’t do this.’ Through my experience as an AmeriCorps member, I learned that caring adults can connect with them in an authentic way to help change that mindset.”

Andrea is one of thousands of City Year alumni who have gone into education and youth development professions to support student success.

After earning a degree in psychology from the University of New Hampshire, Andrea’s “City Year” inspired her to pursue a master’s degree in school counseling at Northeastern University. Recently, she received an advanced degree in administration from the University of Massachusetts Boston. Today, she’s celebrating nearly 13 years as a guidance counselor at Boston Latin School, the nation’s oldest public high school, where she advises more than 250 students each year. With two young children of her own who attend Boston Public Schools, Andrea is committed to ensuring that all students receive opportunities and resources to thrive.

“Helping students not only reach their full potential but to also believe in their full potential—for me, that’s the definition of student success,” Andrea says. “That happens when we, as teachers, counselors and AmeriCorps members in schools, work alongside students to help identify their interests, passions, a pathway to the future they’re envisioning. I want all of my students to feel like there’s nothing that can stop them and get in their way of their goals.”

Andrea continues to build deep connections within the City Year and national service communities. She serves on City Year’s national board of trustees, often volunteers for City Year Boston events, and regularly attends local and national alumni service events across the country. She welcomes any opportunity to give back in the same way that sparked her initial interest in community investment and national service.

“Andrea Martin has shown tremendous commitment to City Year through her board service and deep connection to the alumni community,” says City Year CEO and Co-Founder Michael Brown. “Her dedication to her students and to education more broadly serves as a powerful reminder of the significant investment that our alumni are making in communities nationwide to ensure students reach their full potential.”

“I believe wholeheartedly that by supporting student success, whether personally or professionally, we can collectively make the world a better place,” says Andrea. “I’m who I am today because City Year showed me that one person can be a part of a larger effort to make a measurable difference in the lives of young people.”

From Boston to San José and back, Andrea’s inspiring journey and investment in student success is a testament to how transformative the City Year experience can be for AmeriCorps members, and how service can create positive ripples for many others.

“I’m forever grateful for City Year’s presence in my life,” Andrea says. “I’m proud to be a part of City Year’s legacy as an alumna and am honored to represent an organization working tirelessly to elevate service, students, families, cultures and communities—ultimately unifying us all.”

”

I’m who I am today because City Year showed me that one person can be a part of a larger effort to make a measurable difference in the lives of young people.

2018 National Alumni Survey

City Year’s remarkable AmeriCorps members and alumni are making a powerful difference in the lives of students. Now a network of 30,000 strong, City Year alumni are increasingly taking on leadership roles in schools and communities and making significant contributions as leaders who can mobilize diverse groups to tackle complex challenges across a range of professional fields. These professions include education, business, law, health, corporate social responsibility, government and public policy.

In 2018, City Year conducted an alumni survey that was delivered to 16,000 alumni and received a 33 percent response rate, which is statistically significant.⁸ More than half of the survey respondents graduated from City Year between 2014 and 2017; therefore, the data is most reflective of recent City Year AmeriCorps alumni sentiments.

“Without this opportunity, I doubt I’d be on my current career path. For that, I couldn’t be more thankful.”

Christopher Yarrell, Denver ‘13, Director of External Affairs, NYC Office of the Mayor



Impact of the City Year Experience


82% of alumni said service with City Year increased the ways in which they are civically engaged.


94% of alumni agree that their City Year experience had a significantly positive impact on their lives.


96% of alumni agree that City Year helped them to develop relationships and effectively work with people from different backgrounds than their own.

A study by Policy Studies Associates in 2007 found that City Year alumni excelled on every measure of civic engagement, had greater social capital, and were more likely to develop lasting relationships with people from different backgrounds, as compared to similar service-minded peers.

Alumni Profile

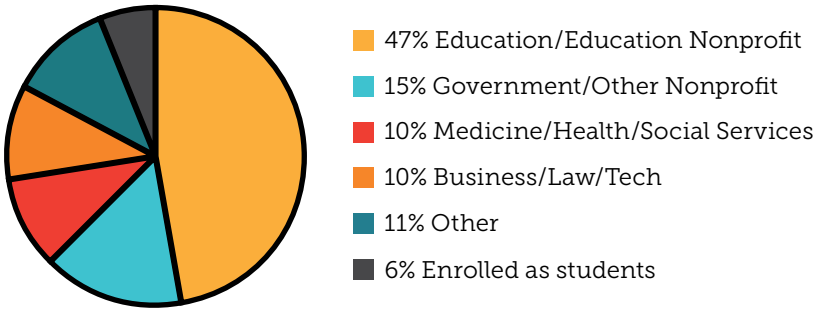
 96% have an undergraduate degree
55% have a graduate degree

 38% live or work in the community in which they served

 53% people of color
25% African American or Black
16% Hispanic or Latino
7% Asian
5% Other
Based on end-of-year AmeriCorps member data from 2016-2018⁹

Preparing Alumni For Careers

City Year alumni make a difference in a wide range of professional fields:



Building the Next Generation of Educators

47% of City Year alumni respondents work in the education sector.

As a part of City Year’s Long-Term Impact strategy to significantly increase the number of students in school and on track to graduation, City Year is partnering with schools, districts and other organizations to build a pipeline of teachers and leaders for the education sector.

► **15% work in education nonprofits**

► **16% work in other education roles**
including higher education, policy, school-based administration and ed tech

► **16% are teachers**
Each year, more than 300 City Year alumni decide to become teachers after their year of service,¹⁰ creating a strong, diverse pipeline of talented and trained educators committed to student success.

City Year alumni teachers:

39% people of color
Students who share similar backgrounds with their teachers are more likely to convey higher levels of academic engagement and motivation.¹² In recent City Year partner schools, 94% of students were people of color.

10% men of color

84% teach at least three years
Of alumni who completed City Year three or more years ago and went into teaching, 84 percent remain in the profession.

U.S. Public School teachers:

20% people of color¹¹
< 2% men of color
66% teach at least three years¹³
About one-third of new public school teachers nationwide leave the profession within the first three years.

Transforming School Environments Through Relationships

Students learn when they feel safe, connected and welcomed in their school environment.

A growing body of research finds that one of the most powerful ways to create physically and emotionally safe learning environments is to foster positive, caring relationships between students and adults.¹⁴

All students should have at least one adult who they know and trust at school. These relationships help to enable the trust, confidence and perseverance necessary for students to acquire critical skills and mindsets, practice and make mistakes, and engage more deeply with their learning.

“He motivates me. He’s the best person I ever met ... I have no other people like him, that’s always on me, pushing me. Ever since I met with Justin the first time, it was a big difference for me. I felt like he cared for me.”

Student speaking about City Year AmeriCorps member Justin Roias (Providence, RI).

City Year’s Whole School Whole Child services help to create a positive learning environment that makes a difference for the entire school community.

Foundational to our work in schools are the positive and caring relationships that City Year AmeriCorps members build with students over the school year. These relationships help to create an environment where students feel seen, valued and connected to their school—preconditions for academic success.

AmeriCorps members get to know students before school, during class, in the hallways and after school. They’re not just there when a student is struggling with a math problem or when they raise their hand in English class, but also when the student argues with a friend at lunch or leads their team to a win on the basketball court.

With this understanding of the student experience, AmeriCorps members are better able to build relationships that enable the trust, support and confidence necessary for students to acquire critical skills and engage more deeply with their learning. City Year AmeriCorps members work with the school to help create a welcoming school environment where all students feel like they belong and are excited to engage and learn.

City Year’s Schoolwide Impact

Research shows that positive school environments lead to better student outcomes,¹⁵ and that students stay in school, are more engaged and report that they perform better academically when they feel connected to at least one adult in school.¹⁶

In 2017–2018, students coached by City Year improved their attendance by at least 2 percentage points,¹⁷ translating to more than



5,900 collective additional days of instruction.

92% of partner teachers agreed

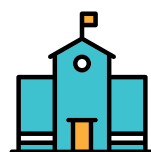
that City Year AmeriCorps members helped to foster a positive learning environment for their students.¹⁸

A national randomized control trial found that schools that partner with Diplomas Now, a collaboration founded by City Year, Communities In Schools and Talent Development Secondary:

- ▶ Reduced the number of students at risk of dropping out according to research-based indicators: low attendance, poor behavior and course failure in English Language Arts or math.¹⁹
- ▶ Had students who were more likely to report a positive relationship with an adult at school who was not a teacher.²⁰

School District Partners

We are proud to partner with the following school districts. (July 1, 2017–June 30, 2018)



Baton Rouge

Baton Rouge College Prep
School Director: Kathryn Rice

Celerity Schools Louisiana
Superintendent: Craig Knotts

Democracy Prep Baton Rouge
Executive Director: Michelle Gieg

East Baton Rouge Parish Public Schools
Superintendent: Warren Drake

IDEA Bridge Academy
Executive Director, Southern Louisiana:
Ken Campbell

Kenilworth Science and Technology
Principal: Hasan Suzuk

Boston

Boston Public Schools
Superintendent: Laura Perille (Interim)

Chicago

Chicago Public Schools
Chief Executive Officer: Dr. Janice Jackson

Cleveland

Cleveland Metropolitan School District
Chief Executive Officer: Eric Gordon

Columbia

Lexington School District Four
Superintendent: Justin Nutter (Interim)

Richland County School District One
Superintendent: Dr. Craig Witherspoon

Columbus

Columbus City School District
Superintendent: Dr. Talisa Dixon

Dallas

Dallas Independent School District
Superintendent: Dr. Michael Hinojosa

Denver

Compass Academy
Executive Director: Marcia Fulton

Denver Public Schools
Superintendent: Susana Cordova

Detroit

Detroit Public Schools
Superintendent: Dr. Nikolai Vitti

Jacksonville

Duval County Public Schools
Superintendent: Dr. Diana Greene

Kansas City

Kansas City Public Schools
Superintendent: Dr. Mark Bedell

Ewing Marion Kauffman School
Chief Executive Officer: Hannah Lofthus

Little Rock

Little Rock School District
Superintendent: Michael Poore

Los Angeles

Green Dot Public Schools
President and Chief Executive Officer:
Dr. Cristina de Jesus

Los Angeles Unified School District
Superintendent: Austin Beutner

Memphis

Achievement School District
Chief: Dr. Sharon Griffin

Gestalt Community Schools
Co-Founder & Chief Executive Officer:
Yetta Lewis

KIPP Memphis Collegiate Schools
Executive Director: Kendra Ferguson

Memphis Scholars
Executive Director: James Dennis (Interim)

Shelby County Schools
Superintendent: Dorsey Hopson

Miami

Miami-Dade County Public Schools
Superintendent: Alberto Carvalho

Milwaukee

Milwaukee Public Schools
Superintendent: Dr. Keith Posley

New Hampshire

Manchester School District
Superintendent: Dr. Bolgen Vargas

New Orleans

Arise Academy
Chief Academic Officer & Co-Director:
Cari Killian

Collegiate Academies
Founder & Chief Executive Officer:
Benjamin Marcovitz

FirstLine Schools
Chief Executive Officer: Jay Altman

New York

New York City Department of Education
Chancellor: Richard Carranza

Orlando

Orange County Public School District
Superintendent: Dr. Barbara Jenkins

Philadelphia

School District of Philadelphia
Superintendent: Dr. William Hite

Providence

Providence School District
Superintendent: Christopher Maher

Sacramento

Sacramento Unified School District
Superintendent: Jorge Aguilar

St. HOPE Public Schools
Chief Executive Officer: Jake Mossawir

San Antonio

San Antonio Independent School District
Superintendent: Pedro Martinez

San José

Alum Rock School District
Superintendent: Dr. Hilaria Bauer

East Side Union High School
Superintendent: Chris Funk

Seattle

Seattle Public Schools
Superintendent: Denise Juneau

Tulsa

Tulsa Public Schools
Superintendent: Dr. Deborah Gist

Washington DC

Achievement Prep School District
Founder and Chief Executive Officer:
Shantelle Wright

District of Columbia Public Schools
Chancellor: Lewis Ferebee

Ingenuity Prep Charter School
Co-Founder & Chief Executive Officer:
Aaron Cuny

School district leaders listed are current as of April 2019.

Superintendent Profile

Dr. Nikolai Vitti

Dr. Nikolai Vitti became superintendent of schools in Detroit, Michigan in May 2017 with a mandate to dramatically improve one of the most challenged public education systems in the country. Dr. Vitti, who prior to moving to Detroit led public schools in Jacksonville, Florida, has an Ed.D in urban superintendency from the Harvard Graduate School of Education and sees access to an equitable education as a key social justice issue in America.

Nikolai Vitti has an ambitious vision for student success in Detroit Public Schools Community District, a place he considers home.

"I think every child is gifted and talented," he says. "It's a responsibility of the school system to actualize that talent and those gifts so that students are leaving their educational experience empowered to be successful in college or in the world of work."

Dr. Vitti, 42, grew up in the Detroit area, and as for serving as superintendent of the 50,000-student district, "there is no place I'd rather be," he says.

He knows firsthand that many of his students face challenges outside of their control that make it difficult for them to show up for school every day, ready to learn. These challenges can include family issues as well as economic and political problems at the city and state level that have stripped resources and opportunities from local schools and communities.

"My father left when I was young, and English was not always the first language in my home," Dr. Vitti says. "I was dyslexic and school was a struggle for me academically. Socially, I was awkward for many reasons."

Two things made the difference for Dr. Vitti—a network of caring adults and a love of sports. Now he is on a mission to make sure that every Detroit student has a team of teachers and mentors who support them.

"It wasn't until high school that a teacher said, 'Nikolai, do you know how smart you are?' recalls Dr. Vitti. "I just started to wake up intellectually. I went to college on a football scholarship, but that's where I fell in love with books and college and education. I had some professors who believed in me and worked with me."



Dr. Vitti pursued a career in education after graduating magna cum laude from Wake Forest University. After teaching in historically segregated schools in Winston-Salem, North Carolina and then in the Bronx, New York, he earned a doctorate from Harvard's Urban Superintendents Program and moved into administrator roles.

He first encountered City Year when he worked in Miami as a principal and later as chief academic officer, among other roles in the district. He continued to collaborate with City Year in Jacksonville where he served as superintendent of Duval County Public Schools from 2013 to 2017.

”

I understood the need for a City Year before I even knew that City Year existed.

"I understood the need for a City Year before I even knew that City Year existed," Dr. Vitti says. "Looking back at my own life, I realize how fragile in many ways it was, but how, at key moments, adults stepped up to fill gaps and allowed me to build relationships of trust."

As an educator, Dr. Vitti wants his students to forge positive identities, make meaning of what they are learning, feel empowered to set and achieve goals, and form durable skills that will serve them in future endeavors, like college and career. Caring, consistent connections with adults are crucial to these outcomes.

"It's those mentoring relationships, like the ones nurtured by City Year, that allow for real connections to be made," he says. "Once that relationship is established, then you can get into the academic work."

In May 2017, Dr. Vitti became superintendent of Detroit Public Schools Community District, where most students are of color and are eligible for free lunch. He says that City Year is a key part of his vision to rebuild the city's schools and give all students opportunities to succeed.

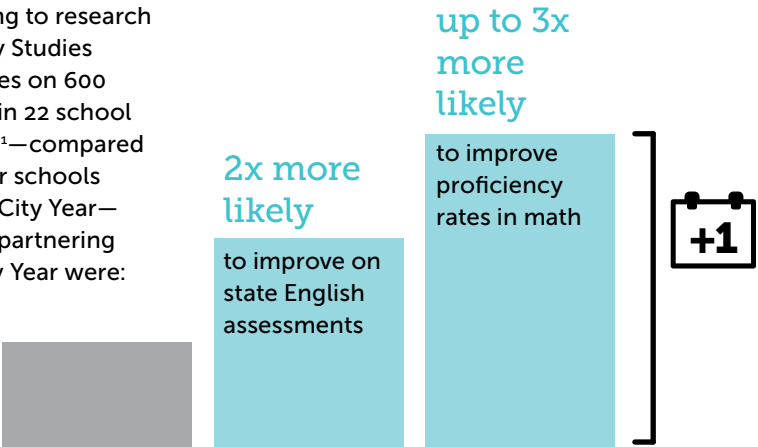
Currently, teams of City Year AmeriCorps members serve in 10 district schools. "City Year Detroit knows what a passionate advocate Dr. Vitti is for all kids," says City Year Detroit Executive Director Andrew Stein. "We are excited about the plans he has to support student success in the district, including being able to provide more schools with our AmeriCorps members."

"In Detroit, we're just getting started," Dr. Vitti says. "I want to see a City Year team in every school in Detroit. Children deserve the opportunity to excel and we are seeing that acceleration move more rapidly in schools with City Year."



City Year's Return on Investment

According to research by Policy Studies Associates on 600 schools in 22 school districts²¹—compared to similar schools without City Year—schools partnering with City Year were:



Students in schools with City Year gained one month of additional learning, compared to similar schools without City Year.

In 2017, Deloitte Consulting LLP was engaged to aggregate and synthesize various industry and internal analyses to help City Year estimate and articulate ROI.

► **In one year**, the impact of a City Year team could generate savings that recoup up to 97% of the cost to our partner schools, and

for schools we partner with, City Year is 78% more cost effective than contracting with individual providers to deliver City Year's holistic set of services.²²

► **Long-term benefits of investing in City Year include**

a diverse pipeline of talented, trained educators committed to student success, with 300+ alumni each year deciding to become teachers after their City Year service,²³ and

\$7 million in increased government revenue and cost savings from new high school graduates in each class served by City Year.²⁴

Developing and Spreading Practices to Help Students

When our students and schools succeed, we all prosper.

City Year and our partners commit to multiple years of service in under-resourced schools so that students “grow up with City Year” during key transitions in their educational experience—our seven year promise to students. Working closely with partner schools and educators, City Year is building communities of district and school leaders to share learning, spread promising practices and support continuous improvement.

Ultimately, our goal is to spread proven practices across our national network of 350 schools and beyond, significantly increasing the number of students who are on track to graduate from high school in communities across the country.

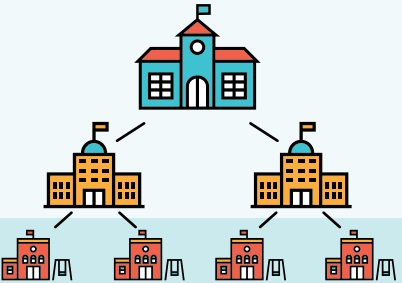
“City Year has been one of our strongest improvement partners. The positive energy, the care and the commitment that City Year AmeriCorps members bring to our school are invaluable.”

Dr. Hilaria Bauer, Superintendent, Alum Rock Union Elementary School District

City Year's Long-Term Impact Goals

City Year partners with high-need schools across the U.S., seeking to ensure that more students are reaching 10th grade on time and on track, making them three times more likely to graduate.

By 2023, City Year seeks to ensure that 80% of students in our schools within 50–70 priority elementary-to-high school feeder patterns will reach 10th grade on time and on track to graduation.



Over time, our goals are:

80 percent of students in City Year schools reach 10th grade on track to high school graduation

Reach 50 percent of off-track students in the communities we serve

Serve in the cities that account for two-thirds of the nation's urban dropouts

AmeriCorps & the Corporation for National & Community Service



The Corporation for National and Community Service (CNCS) is an independent federal agency that deploys more than 3 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. The agency focuses 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.²⁵

In addition, national service helps young people develop into leaders, problem solvers and more active citizens. Nine out of 10 AmeriCorps alumni reported that their service experience improved their ability to solve problems. Eight out of 10 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.²⁶

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 \$12,630, as well as health care benefits. City Year AmeriCorps members

who complete a year of service receive a \$5,920 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 community 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 2017–2018 school year:

- | | |
|--|---|
| California Volunteers | Serve Illinois |
| Massachusetts Service Alliance | Commission on Volunteerism and Community Service |
| Michigan Community Service Commission | Serve Ohio: Ohio Commission on Service and Volunteerism |
| Missouri Community Service Commission | Serve Rhode Island |
| Oklahoma AmeriCorps | Serve Washington |
| OneStar Foundation | United Way Association of South Carolina |
| PennSERVE | Volunteer Florida |
| Serve Colorado | Volunteer Louisiana |
| Serve DC: The Mayor's Office on Service and Volunteerism | Volunteer NH |
| | Volunteer Tennessee |

Voices for National Service



Voices for National Service is a coalition of national, state and local service organizations working together 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 the Corporation for National and Community Service.

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 the leaders of more than 27 national service organizations and state service commissions. City Year's Chief Strategy Officer and Executive Vice President AnnMaura Connolly serves as the President of Voices for National Service and Jennifer Ney, City Year's Senior Vice President for Public Policy, serves as its Managing Director. The work of Voices for National Service is made possible through membership dues, philanthropic grants and gifts, and annual support from co-chairs and members of Voices for National Service's Business Council and Champions Circle.

To learn more about Voices for National Service, visit voicesforservice.org.

"Investing in national service programs is an investment in our students, communities, and young leaders. Programs like AmeriCorps, which funds City Year and Teach for America, instill in their participants a deep-seated appreciation for service and community. Their dedication is inspiring, and makes these programs a huge asset to our state."

Senator Roy Blunt (R-MO)

"I'm deeply awed by the incredible work your AmeriCorps members do to support communities across our country and carry on a strong tradition of national service."

Senator Patty Murray (D-WA)



Red Jacket Society

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

City Year's Red Jacket Society is a community of philanthropic individuals and families who believe in the power of the City Year jacket. Red Jacket Society commitments of \$10,000 or more make possible the work of City Year AmeriCorps members each and every day. In 2017–2018, there were over 500 Red Jacket Society members across City Year's national network of supporters.



Annual Membership Levels

An annual gift of \$10,000 helps support one City Year AmeriCorps member during their year of service.

| | |
|------------|----------|
| \$100,000+ | Platinum |
| \$50,000 | Gold |
| \$25,000 | Silver |
| \$10,000 | Bronze |

Membership Benefits

- A City Year jacket for bronze, silver and gold members who give or pledge to give for three consecutive years, or for platinum members who give in their first year
- Quarterly Red Jacket Society communications
- Special invitations to local and national events
- Opportunities to visit schools and see City Year AmeriCorps members in action
- Personalized updates from a City Year AmeriCorps member ambassador
- Platinum members only: Exclusive opportunities to engage with a specific City Year team; Platinum Supporter Patch on team members' jackets
- Recognition in national and local City Year materials

Red Jacket Society Volunteer Leadership

National Chair

Sandy Edgerley
Trustee
City Year
Trustee
Edgerley Family Foundation

National Vice-Chair

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



The Edgerley Family 30th Anniversary Red Jacket Society National Challenge

As a part of their generous \$10 million pledge to the City Year Campaign, Paul and Sandy Edgerley have established the Edgerley Family 30th Anniversary Red Jacket Society National Challenge to help deepen the impact of the commitments made by new Red Jacket Society members.

Each new multi-year Red Jacket Society commitment will receive a special, one-time match from the Edgerley Family challenge grant.

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

"I think the red jacket 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."

Sandy Edgerley

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INVESTING IN STUDENT SUCCESS

The City Year Campaign

In 2018, City Year launched a multi-year campaign to catalyze the next phase of our Long-Term Impact strategy to ensure that more students are on track to graduate from high school and to position City Year to increase its impact, sustainability, scale and permanence.

The campaign includes the following funds:

Leadership Investors Fund

Leadership gifts accelerate momentum in pursuit of our impact goals. This critical fund will help City Year build essential capacities and position the organization for long-term impact—both locally and nationally.

Red Jacket Society Fund

The Red Jacket Society is a growing community of philanthropic leaders and families who believe in the power of City Year AmeriCorps members to help students and schools succeed. Red Jacket Society commitments make possible the work of our corps each and every day.

Corporate Partners Fund

City Year's corporate partners invest significant resources, time, expertise and ideas to support the success of our AmeriCorps members and increase the impact of our service across the country, while engaging employees in City Year's mission through service days, school events and other engagement activities.

Voices for National Service Fund

City Year inspired the founding of AmeriCorps and is proud to be the organizational host for Voices for National Service, a coalition of leading national, state and local organizations whose collaboration and outreach helps to build bipartisan support for the federal commitment to national service. This vital fund supports the essential work of Voices for National Service.

Endowment Fund

The Endowment Fund helps sustain City Year's work in perpetuity, providing a permanent legacy opportunity for our donor community and ensuring that City Year's service will continue to benefit communities and the nation as a whole, while developing the leadership and civic skills of our corps members for generations to come.



Special Campaign Feature: Four Questions for Jeannie & Jonathan Lavine

City Year champions Jeannie and Jonathan Lavine were first introduced to the organization when they were students at Harvard Business School, where in 1991, they volunteered at a service day and made their first gift to City Year of \$18. Since then, the Lavines have been an integral part of City Year's growth and success. A long-time board member, Jonathan has served as chair of City Year's national Board of Trustees since 2013. He also chaired the organization's successful 25th Anniversary Campaign and now serves as chair of The City Year Campaign: Investing in Student Success. In 2018, the Lavines pledged a new gift of \$18 million to launch The City Year Campaign, ultimately ensuring that thousands of students across the country have mentors in their lives who will help them thrive in school and in life.

Your transformational gift of \$18 million to launch the City Year Campaign comes full circle from your first gift to the organization of \$18. What is the significance of the number 18 for you?

Jonathan: The symbolism of the number 18 comes from our Jewish faith—it represents the Hebrew letters for "chai," which means "life" or "luck." We hope that making this kind of an investment in City Year will inspire others, signaling how significant City Year is in changing the trajectory of lives of children in the United States, and how worthy it is of such a donation.

Why are you passionate about investing in education?

Jeannie: We were both very well prepared by our public school experiences. We are huge believers in public education and we want more students to have the same kind of educational opportunities that we have had.

Jonathan: My public high school in Providence, Rhode Island had dedicated teachers and provided me with the education I needed to be able to go on to Columbia University, and be prepared for it. Access to good schools opened doors for us, and we want to ensure that students today receive a fair shot to succeed.

Since your initial commitment to City Year in 1991, you have become extraordinary champions of City Year. What drives your enduring commitment to the organization?

Jonathan: The unique thing about City Year is that it has identified a problem and has worked with educational institutions and other nonprofits to develop a model that has had and continues to have significant impact.

Jeannie: We've been impressed with the organization's approach to building local partnerships and expanding educational equity, as well as the three-fold impact that City Year has on students, schools and AmeriCorps members who serve.

Jonathan: The City Year story is the story of 29 individual communities that come together to make City Year what it is. It's the work that each of the local sites do and the innovations that they discover and feed back into the system that makes City Year so great. I don't know of a lot of other organizations that have successfully pulled off that multi-local energy that City Year's been able to harness.



We know that you approach your philanthropy as a team, and it's an incredibly important part of your lives, both personally and professionally. What does it mean to you to do this work together?

Jeannie: I think the work has brought us closer. We both feel incredibly fortunate and proud that so much of our free time is spent together in pursuit of these issues that we are so passionate about. We've also shared our values and the importance of giving back with our two daughters—we've partnered with City Year for a service day at our daughters' school, for example. More recently, our youngest daughter and her boyfriend attended City Year Boston's gala last year and wrote a check for \$180 to start their philanthropic journey with City Year.

Jonathan: The mission of our family foundation is to "level the playing field," and our entire family is involved. It's been really meaningful to see our daughters get involved and live out their values in different ways, especially as they grow their commitment to ensuring everyone has access to the kind of education and opportunities that they have had. It's a privilege to do this work as a family.

National Corporate Partners

We are grateful to the companies that invest significant resources, time, expertise and ideas to support the success of our AmeriCorps members and to increase the impact of City Year across the country.

(July 1, 2017–June 30, 2018)



National Strategic Partners



AT&T and City Year share the belief that every student deserves opportunities to reach their full potential. AT&T provides significant funding for City Year's implementation of its Whole School Whole Child services by supporting teams and engaging employees to mentor students and City Year AmeriCorps members. AT&T has also been a major supporter of Diplomas Now, an innovative collaboration of three evidence-based 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. AT&T also collaborates with City Year's Care Force® team to engage employees in high-impact service days to create more welcoming environments for students in communities across the country.



Bain Capital and its employees have contributed to City Year's development, growth and success for more than two decades. Since 1988, the firm and its people have invested in City Year through a wide range of philanthropic support, including over \$41M 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 16 years, helping develop and support more than 300 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 a former National Gala Sponsor, and through the underwriting of Red Jacket Society events, which bring together City Year's top investors 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 supports 12 teams of City Year AmeriCorps members in 11 cities. Comcast NBCUniversal has donated more than \$100 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 AmeriCorps members to help improve the lives of students, while creating sustainable solutions for social change.



As City Year's largest Team Sponsor, supporting teams of City Year AmeriCorps members in 15 schools 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 and the Friends of National Service Awards.

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 services to help address key strategic and operational challenges related to City Year's model and by offering the skills and experiences of its professionals 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 innovative programming and helping to maximize our impact in schools in 18 locations.



NEW YORK LIFE FOUNDATION

The New York Life Foundation is supporting City 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 FOUNDATION

The PepsiCo Foundation, the non-profit of food and beverage company PepsiCo, and City Year share a deep commitment to education, diversity and engagement. The collaboration began in 2001 with community service projects that engaged PepsiCo employees in supporting 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 to expand the evidence-based practices of the program across the entire City Year network of 350 schools, 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. In 2018, The PepsiCo Foundation joined the Voices for National Service Business Council, which highlights the vital role the private sector plays in supporting and investing in national service programs to address our most pressing challenges.



Red Nose Day in the United States is a fundraising campaign run by the non-profit organization Comic Relief Inc., also known as Comic Relief USA, a registered U.S. 501(c)(3) public charity. Launched in the U.S. in 2015, Red Nose Day is dedicated to ending child poverty, both in the U.S. and around the world. The money raised by Red Nose Day in the U.S. has benefited programs for children and young people in all 50 states, Puerto Rico, and 34 countries internationally. As City Year's newest National Strategic Partner, Red Nose Day sponsors 12 teams of City Year AmeriCorps members serving across high-need urban communities in the United States. These teams all serve in schools working to build positive relationships and provide academic supports for students in schools where 89 percent of students are considered economically disadvantaged.

National Partners



Adobe and the Adobe Foundation are working to increase student access to engaging computer science, technology, engineering and art experiences 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.

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 making 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 team of City Year AmeriCorps members. Bank of America played a pivotal role in the purchase and development of City Year's national headquarters building in Boston by supporting tax-exempt bond financing and bridge financing for the project.



Celanese FOUNDATION

Through a commitment to improving the quality of life for people around the world, the Celanese Foundation is supporting City Year to improve educational outcomes for students. The Celanese Foundation provided the lead investment to bring City Year to Dallas and directly supports a team of City Year AmeriCorps members in Franklin D. Roosevelt High School. 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.



MICROSOFT

Microsoft is advancing a future that is for everyone by supporting the City Year mission to ensure equity in education and participation in computer science programs. With nearly 77% of jobs requiring some digital skills in less than a decade,²⁷ Microsoft is expanding access to high-quality computer science programs by supporting City Year to build a national curriculum pathway to deliver dynamic and engaging computer science experiences to students who may not otherwise have had access to these programs. Microsoft technology solutions have enabled greater access to real-time data to empower City Year to monitor student progress, tailor supports with students and demonstrate our impact. In addition, Microsoft has helped more young people reach their full potential by supporting students with tutoring, mentoring and supports throughout the school day and computer science after-school programs in high-adversity schools in Chicago, Detroit, New York, San Jose, Seattle and Washington, D.C.



Champion Profile

Janet Scardino, The Red Nose Day Fund at Comic Relief USA

Over the past four years, Comic Relief USA has been working to end child poverty through its annual Red Nose Day campaign, which has raised nearly \$150 million and changed the lives of more than 16 million children. Through a simple and fun call to action to put our “Noses on!”, Comic Relief has inspired millions of Americans to join the Red Nose Day campaign and to help make a difference. In partnership with Comcast NBCUniversal, Comic Relief and City Year are helping to ensure that students in under-resourced schools are on track to graduate from high school by building on their strengths and cultivating skills that are important for success in the classroom and in life.

By now, Americans are used to seeing bright red, round noses appear each spring and recognize them as a powerful symbol meant to help end child poverty and give the world something to smile about.

By tapping into the power of humor and entertainment, Red Nose Day has forged a shared sense of purpose and optimism that a simple action can create change and confront the enormous challenge of ending child poverty—one nose at a time.

Janet Scardino, chief executive officer of Comic Relief USA, knows the power of creating fun and easy ways for individuals to support this movement.

“It’s the simple idea of making it fun to make a difference that has really caught on,” Janet says. “We entered the U.S. at a time when there are so many great organizations for Americans to support. One thing that was unique to Red Nose Day was this idea of really inviting people in with a lot of joy, optimism and positivity.”

These are the same qualities Janet says she sees personified in City Year AmeriCorps members when she sees them interact with students. “I’ve personally had the pleasure to be at various schools and meet not only the corps members, but importantly the kids who benefit from this incredible program,” Janet says. “Corps members get to understand children in a much more individual way and have a deeper understanding not only of the challenges that each child is facing, but the strengths and opportunities that they bring. Corps members also bring a lot of joy into the schools they serve.”

Last year, Red Nose Day partnered with Comcast NBCUniversal to sponsor 24 school-

based City Year teams across the country, expanding the reach and impact of City Year and together becoming the largest team sponsor in City Year’s history.

“It is a privilege to partner with Comic Relief, an organization that shares our vision of helping schools become places where all students have access to the caring relationships and support they need in order to thrive,” says Michael Brown, City Year CEO and co-founder. “We are grateful for this unique partnership which helps us deepen and expand our impact in communities across the country.”

Red Nose Day’s focus on the well-being of the whole child is critical to reaching its vision of a just world that is free from poverty—one where every child is safe, healthy, educated and empowered.

“Education is absolutely a fundamental component to break that cycle of intergenerational poverty,” Janet says. “If you don’t graduate from high school in America, your opportunities in your future are so much more limited.”

Like City Year, Red Nose Day believes that all children have enormous potential to succeed. Yet, in the schools where City Year serves, approximately 90 percent of the students are economically disadvantaged, which makes the path to success that much harder. The presence of a City Year AmeriCorps member who can offer the mentorship, support and guidance throughout the day truly makes a difference, Janet says.

“That ongoing emotional support, mentorship and empathy are so critical to getting to graduation,” she says. “We recognize that for kids who are likely to drop out during those

pivotal transition years between elementary and middle school and middle and high school, there’s not a single silver bullet—but we’re thrilled that City Year is making a demonstrable impact.”

Through its joint partnership with Red Nose Day and Comcast NBCUniversal, City Year has been able to provide holistic supports to 25,000 children in the last school year alone, helping to ensure they succeed in school and beyond, as well as nurture the next generation of leaders—the AmeriCorps members who dedicate a year of their lives to supporting under-served students.

“With City Year, it’s not just the kids who benefit from the AmeriCorps members’ support,” says Janet. “Corps members are also coming away with skills and experiences that will provide an on-ramp to careers and a successful future. Investing in our kids and our young adults is something we are truly proud to be a part of.”



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Team Sponsors

The City Year Team Sponsor Program offers a unique opportunity for companies to engage with City Year AmeriCorps members and schools. Companies sponsor a team of AmeriCorps members, supporting their service in an under-resourced school and helping City Year achieve tangible results for students. Nearly 100 organizations sponsor City Year teams in their communities nationwide. Throughout the service year, Team Sponsors join their team(s) of diverse young adults 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 AmeriCorps members.

We are grateful to the many team sponsors that supported our work. (July 1, 2017–June 30, 2018)

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Lexus Pursuit of Potential
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Louisiana Lottery Corporation
Marcus Hotels
MassMutual South Texas
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The Mike Cox Law Firm
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Saunders Construction Inc.
Schriver, Carmona and Company PLLC
Seyfarth Shaw LLP
Sloane Offer Weber and Dern LLP
The Smith-Free Group LLC
Sparkhound
Spectrum
Spectrum Marketing Companies
Squire Patton Boggs
Stenhouse Publishers
Stradley Ronon Stevens and Young LLP
Streett Law Firm, P.A.
Sundt Construction Inc
Superior Investigative Services
SYNOVUS
Taylor, Porter, Brooks and Phillips LLP
Turner Industries, LLC
Valley National Bank
Valls Group
Wal-Mart 2828

Wicker, Smith, O'Hara, McCoy and Ford, P.A.
World Bank Community Connections Fund
Zachry Interests Inc

\$1,000-\$2,499

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AmazonSmile Foundation
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Crane Group
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Dauby O'Connor & Zaleski, LLC
David K & Andrea Page
Philanthropic Fund
Devine, Millimet and Branch PA
Donnelley Financial
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dPOP
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Dyn
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FIU-Center of Leadership & Service
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Champion Profile

Heather Graham & Bethiel Girma Holton '06, '07
Oak Foundation

Since 2015, the Oak Foundation has enabled City Year to design, implement and share practices that support the success of students who are facing adversity. This support includes the launch of City Year’s School Design Division, a joint venture between City Year and the Everyone Graduates Center (EGC) at Johns Hopkins University, to create school improvement models, tools and strategies that can be implemented in under-served communities where students with learning differences are especially vulnerable. Heather Graham, Director of the Learning Differences Programme, and Bethiel Girma Holton, Learning Differences Programme Officer and City Year alumna, share their reflections about student success and how the Oak Foundation and City Year are working together to improve outcomes for all learners including students with learning differences.

Early experiences working in schools taught Heather Graham and Bethiel Girma Holton an important lesson that guides their work today at the Oak Foundation: every child has a diverse set of skills and knowledge and deserves a learning environment that provides them opportunities to grow, achieve and develop their unique strengths.

“I was a middle school teacher in the South Bronx during one of the early years of Teach For America,” recalls Heather. Her classroom had 35 students with a range of learning differences, including illiteracy and dyslexia. “Trying to find the supports that worked for my students gave me a great amount of humility about just how challenging it is to meet the needs of all students, and elevated my understanding of the inequities in our public education system.”

Heather’s experience showed her that academic achievement is only one component of holistic student development. “Success is about more than how a student does on a



particular test,” she says. “It’s about how well they’re being set up to be engaged citizens, to be happy, to be able to pursue their own goals and advocate for themselves and their families.”

Bethiel served as an AmeriCorps member with City Year Boston before earning a master’s degree in social work and joining City Year staff for several years as National Director of Student Engagement. Her experience inspired her to focus on helping teachers and caring adults create supportive, rigorous learning environments that “embrace the variability of all learners.”

“Like City Year, the Oak Foundation thinks about students holistically and what they need to be successful in a changing world,” Bethiel says. “We also share a broad view of learner variability, which is the idea that every student has a diverse set of skills. We want schools and educators to be able to respond to each student’s unique talents and potential.”

There are a number of reasons why a student might struggle to learn, including undiagnosed learning differences or challenges associated with poverty. “Some of the most marginalized learners in the United States come at the intersection of race, poverty and learning difference,” Bethiel says. City Year and the Oak Foundation are committed to

”

Success is about more than how a student does on a particular test. It’s about how well they’re being set up to be engaged citizens, to be happy, to be able to pursue their own goals and advocate for themselves and their families.

Heather Graham

The optimism and sense of possibility City Year brings can transform a learning environment—for both students and adults.

Bethiel Girma Holton

serving these students in schools across the country and through the launch of Compass Academy, a public charter school in Denver, as an “open source” of innovation accessible for all educators.

All too often, Bethiel says, students blame themselves for their academic struggles, rather than understanding the education system may not be designed to accommodate different ways of processing information and learning. The Oak Foundation and its partners want to change that by helping students understand how they learn so they become their own best advocates for the creation of productive learning environments.

“The Oak Foundation’s investments in City Year are helping us to better meet the needs of students who attend under-resourced schools and have learning differences,” says City Year President Jim Balfanz. “The Oak Foundation’s support as a thought partner and investor has helped City Year focus more strategically on how we can enhance students’ school experience and equip schools to maximize the potential of all learners.”

“City Year’s approach makes a difference for diverse and complex learners,” Bethiel says. “The focus on building strong relationships between AmeriCorps members and students, and the impact a team of young adults has on the culture of the school—they bring such energy and joy and connection.”

Those elements are important for all learners, say Heather and Bethiel, but especially for students who have struggled in academic settings and who perhaps have felt like failures. “The optimism and sense of possibility City Year brings can transform a learning environment—for both students and adults,” says Bethiel.

“We are learning a lot from City Year’s network of schools across the country, and we share a deep commitment to expanding educational equity,” says Heather. “Importantly, our organizations are also aligned in wanting to expand the definition of student success.”



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City Year South Africa

Executive Director: Daylene van Buuren*

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 4,685 students in the 2017 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.

City Year UK

Chief Executive: Kevin Munday

Launched in 2010, City Year UK has gained recognition as a leading youth and education nonprofit in the UK. During the 2016–2017 academic year, 169 corps members in 19 schools served 12,000 students in London, Birmingham/West Midlands, and Greater Manchester. City Year UK is also a leading advocate for full-time youth service opportunities in the UK, including its work through Generation Change, an independent partnership of the UK’s leading organizations committed to growing the impact and status of high-quality youth social action initiatives.

*City Year alumni

2018 Financial Statement

Years ended June 30, 2018 and 2017

Statement of Financial Position

| | 2018 | 2017 |
|-----------------------------------|----------------------|-------------------|
| Assets | | |
| Cash and equivalents | \$ 33,279,904 | 30,344,254 |
| Government grants receivable, net | 14,013,709 | 10,601,666 |
| Contributions receivable, net | 5,076,085 | 6,838,232 |
| Other assets | 2,373,462 | 2,081,007 |
| Investments, at fair value | 15,302,883 | 14,105,400 |
| Property and equipment, net | 16,180,046 | 17,225,302 |
| TOTAL ASSETS | \$ 86,226,089 | 81,195,861 |

Liabilities and Net Assets

Liabilities:

| | | |
|---------------------------------------|--------------|------------|
| Accounts payable and accrued expenses | \$ 3,350,332 | 2,484,985 |
| Accrued payroll and related expenses | 5,032,857 | 5,060,013 |
| Interest rate swaps | 269,473 | 444,544 |
| Bonds payable | 6,900,000 | 7,125,000 |
| Total liabilities | 15,552,662 | 15,114,542 |

Net Assets:

| | | |
|------------------------|------------|------------|
| Unrestricted | 45,478,390 | 42,045,263 |
| Temporarily restricted | 18,923,013 | 17,854,403 |
| Permanently restricted | 6,272,024 | 6,181,653 |
| Total net assets | 70,673,427 | 66,081,319 |

| | | |
|---|----------------------|-------------------|
| TOTAL LIABILITIES AND NET ASSETS | \$ 86,226,089 | 81,195,861 |
|---|----------------------|-------------------|

Statement of Activities

| | 2018 | 2017 |
|---|---------------|------------|
| Operating Revenue and Other Support | | |
| Contributions and private grants | \$ 75,548,159 | 72,945,526 |
| Federal grants – Corporation for National and Community Service | 38,135,163 | 37,452,206 |
| School districts and other local government grants | 36,464,295 | 34,764,960 |
| Investment return utilized for operations | 560,136 | 541,328 |
| Other income | 243,905 | 209,050 |
| Net assets released from restrictions | 11,365,281 | 9,411,879 |

| | | |
|---|-----------------------|--------------------|
| TOTAL OPERATING REVENUES AND OTHER SUPPORT | \$ 162,316,939 | 155,324,949 |
|---|-----------------------|--------------------|

Operating Expenses

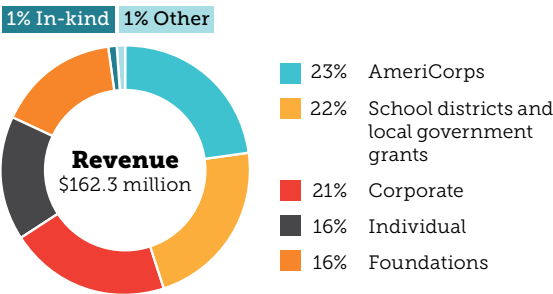
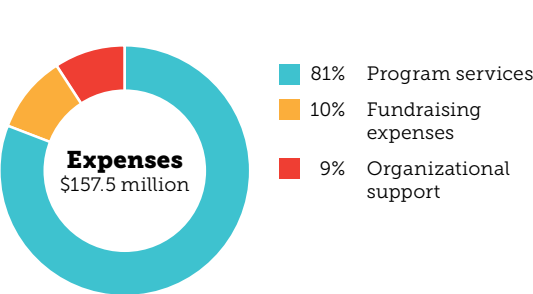
| | | |
|------------------------|----------------|-------------|
| Program services | \$ 126,536,298 | 120,102,565 |
| Support services: | | |
| Organizational support | 14,667,815 | 14,351,324 |
| Fundraising | 16,276,743 | 16,508,516 |

| | | |
|---------------------------------|-----------------------|--------------------|
| TOTAL OPERATING EXPENSES | \$ 157,480,856 | 150,962,405 |
|---------------------------------|-----------------------|--------------------|

Change in Net Assets

| | | |
|---|--------------|------------|
| Increase in unrestricted net assets from operations | \$ 4,836,083 | 4,362,544 |
| (Decrease) in unrestricted net assets from non operating transactions | (1,402,956) | (975,803) |
| Increase in temporarily restricted net assets | 1,068,610 | (355,809) |
| Increase in permanently restricted net assets | 90,371 | 100,000 |
| Increase in net assets | 4,592,108 | 3,130,932 |
| Net assets, beginning of year | 66,081,319 | 62,950,387 |

| | | |
|--------------------------------|----------------------|-------------------|
| NET ASSETS, END OF YEAR | \$ 70,673,427 | 66,081,319 |
|--------------------------------|----------------------|-------------------|



Endnotes

1 Balfanz, R. New analyses of the influence of concentrated neighborhood poverty on schools, districts, and students nationwide. (2014.) Pg. 10. Retrieved from: <http://new.every1graduates.org/wp-content/uploads/2015/12/Concentrated-Neighborhood-Poverty-Act-2-New-Analyses.pdf>

2 Civic Enterprises, Everyone Graduates Center at the School of Education at Johns Hopkins University. (2014.) Building a Grad Nation: Progress and Challenge in Ending the High School Dropout Epidemic. Pg. 16, Table 4. Retrieved from: http://www.americaspromise.org/sites/default/files/d8/17548_BGN_Report_FinalFULL_5.2.14.pdf

3 Bruce, M., Bridgeland, J., Fox J.H., Balfanz R.. (2011) On Track for Success: The use of early warning indicator and intervention systems to build a grad nation. Pg. 14 Retrieved from: https://ncfy.acf.hhs.gov/sites/default/files/docs/20902-On_track_for_success.pdf

4 Ibid.

5 2017-2018, ELA recovery, Gr. 6-9, n=1,699

6 2017-2018, math recovery, Gr.6-9, n=1,673

7 2017-2018, SEL n=5,973 (SEL as measured by Devereux Student Strengths Assessment (DESSA), a validated observational assessment that measures social-emotional competencies in students in K-8.)

8 Given the size of City Year's alumni, a 33 percent response rate is a statistically significant sample with a 95 percent confidence interval and one-point margin of error. Because we chose to seek input from as many alumni as possible, the survey was not designed as a randomized sample. A general limitation of this study design is the potential for natural biases based on who opted to respond. Our analysis of respondents based on alumni demographics did not surface any significant concerns in this area.

9 Demographics from the end-of-year survey are reflective of demographics from alumni survey respondents, which indicated that 42% were people of color: 17% African American or Black; 12% Hispanic or Latino; 7% Asian; 6% Other.

10 On end-of-year AmeriCorps member surveys from the past three years, between 10 to 12 percent of City Year AmeriCorps members (from a corps of approximately 3,000 each year) indicated that they were on-track to enter the teaching profession.

11 National Center for Education Statistics. (2018). Characteristics of public elementary and secondary school teachers in the United States: Results from the 2015-16 National Teacher and Principal Survey. Retrieved from: <https://nces.ed.gov/pubst2017/2017072rev.pdf>

12 Egalite, A., & Kisida, B. (2016). The effects of teacher match on academic perceptions and attitudes, pp. 3, 14. <https://ced.ncsu.edu/wp-content/uploads/2015/07/Egalite-Kisida-Teacher-Match-Working-Paper-June-2016.pdf>

13 Headon, S. (2014). Beginners in the Classroom: What the Changing Demographics of Teaching Mean for Schools, Districts, and Society. Carnegie Foundation for the Advancement of Teaching. Retrieved from: https://www.carnegiefoundation.org/wpcontent/uploads/2014/09/beginners_in_classroom.pdf

14 The Aspen Institute National Commission on Social, Emotional and Academic Development. (2018) From a Nation at Risk to a Nation at Hope: Recommendations from the National Commission on Social Emotional and Academic Development. Retrieved from: http://nationathope.org/wp-content/uploads/2018_aspen_final-report_full_webversion.pdf

15 Berger, R., Berman, S., Deasy, J. and Garcia, J. (2018) National Commission on Social, Emotional and Academic Development: A Practice Agenda in Support of How Learning Happens. Retrieved from: http://nationathope.org/wp-content/uploads/aspens_practice_final_web_optimized.pdf

16 Johns Hopkins Urban Health Institute. Best Practices for Effective Schools. Retrieved from: http://urbanhealth.jhu.edu/media/best_practices/effective_schools.pdf

17 2017–2018, attendance, Gr. 6-9, 1,703 students coached by City Year improved ADA by 2% or more, n=4,681

18 Spring 2018 teacher survey, n=1,626

19 Diplomas Now Brief. i3 Early Impact Report: Analysis and Implications. (2016).

20 Ibid.

21 Policy Studies Associates. (2015). Analysis of the Impacts of City Year's Whole School Whole Child Model on Partner Schools Performance. Retrieved from: <https://www.cityyear.org/sites/default/files/PSAstudy2015.pdf>

22 City Year costs as compared to benchmark analysis of costs to provide similar services provided by a combination of individual providers.

23 On end-of-year AmeriCorps member surveys from the past three years, between 10 to 12 percent of City Year AmeriCorps members (from a corps of approximately 3,000 each year) indicated that they were on-track to enter the teaching profession.

24 City Year cost savings based on an estimate of \$292,000 benefit to society per graduate from: The consequences of dropping out of high school. (2009). Center for Labor Studies, Northeastern University. Retrieved from: https://repository.library.northeastern.edu/downloads/neu:376324?datastream_id=content

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

26 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

27 The Future of Jobs Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution, World Economic Forum, January 2016.

City Year Locations

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



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City Year helps students and schools succeed. Fueled by national service, City Year partners with public schools in 29 urban, high-need communities across the U.S. and through international affiliates in the U.K. and 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 two-to-three 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.



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. Less than 1 percent of rated organizations have received this distinction for 15 consecutive years or more, placing City Year among the most trustworthy nonprofits in America.



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NATIONAL PARTNERS

