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OFFICE OF THE CHIEF FINANCIAL OFFICER
52 Chambers Street, New York, NY 10007

SCHOOL ALLOCATION MEMORANDUM NO.61, FY09

DATE: December 29, 2008

TO: **COMMUNITY SUPERINTENDENTS, INTEGRATED SERVICE CENTERS AND SCHOOL PRINCIPALS**

FROM: Susan Olds, Executive Budget Director

SUBJECT: **ACHIEVE NOW ACADEMY ALLOCATION**

This memorandum presents resources to support the continuation of the Achieve Now Academy Program (formerly called Twilight Academy) in pursuit of providing students with expanded opportunities for timely graduation. Program guidelines are detailed in the Appendix (see Attachment). The FY09 budget contains \$2.45 million to support this venture in 16 eligible schools, up from seven in FY08. The allotments per school are given in the table below.

The allocation is intended to support the Office of School and Youth Development's (OSYD) goal of providing expanded educational and disciplinary options for middle and high schools. School allotments are based on the criteria developed by the Office of School and Youth Development in conjunction with the Integrated Service Center (ISC) Senior Youth Development Directors and Children First Networks (CFN). The Principals of each school will need to consult with the ISC or CFN to fully schedule the allocation.

Primary purpose of this allocation is to defray personnel costs. Purchase of instructional materials should be limited to materials for math and reading test preparation, interest surveys, drug-and-alcohol-abuse and violence-prevention professional development. Funds should not be used to cover direct payments to parents for reimbursement of expenses. Allowable costs are detailed in Galaxy.

Please refer to The New York City Department of Education Standard Operating Procedures Manual for instructions on all purchases. Any request for equipment that totals \$1,000 or more, needs to be requested in writing to Debra Schwartzman and approved by OSYD before purchase can be completed.

Allotments this year are lower than in FY08 due to the increased number of schools. The following method has been applied to distribute the funds:

- Five large high schools will each receive \$250,000.
- One small high school will receive \$175,000
- Nine middle schools will each receive \$100,000.

Funds should be scheduled in the “**TL ACHIEVE NOW**” allocation category.

Location	Level	School Name	Allocation
04M117	MS	TITO PUENTE EDUCATION COMPLEX	100,000
05M195	MS	I.S. 195 ROBERTO CLEMENTE	100,000
07X298	MS	ACADEMY OF PUBLIC RELATIONS	100,000
10X660	HS	GRACE DODGE CAREER AND TECHNICAL	250,000
11X415	HS	CHRISTOPHER COLUMBUS HIGH SCHOOL	250,000
12X098	MS	J.H.S. 098 HERMAN RIDDER	100,000
13K113	MS	J.H.S. 113/OLD 294 EDMONDS CENTER	100,000
13K595	HS	BEDFORD ACADEMY HIGH SCHOOL	175,000
17K002	MS	M.S. 002	100,000
19K660	HS	W. H. MAXWELL CAREER AND TECHNICAL EDUCATION	250,000
22K240	MS	ANDRIES HUDDE	100,000
22K495	HS	SHEEPSHEAD BAY HIGH SCHOOL	125,000
24Q485	HS	GROVER CLEVELAND HIGH SCHOOL	250,000
27Q400	HS	AUGUST MARTIN HIGH SCHOOL	250,000
31R049	MS	I.S. 49 BERTA A. DREYFUS	100,000
32K291	MS	J.H.S. 291 ROLAND HAYES	100,000
Grand Total			\$2,450,000

Attachment: Appendix

SO:ddz

Cc: Marcia Lyles
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Debra Schwartzman
ISC Senior Youth Development Directors
CFN Network Leaders

APPENDIX

ACHIEVE NOW ACADEMY – PROGRAM GUIDELINES

I. Program Spending Plans

Please note the Achieve Now Academy allocations are preliminary. All schools are requested to submit spending plans. Until your spending plans are received and approved by the Office of School & Youth Development, allocations will not be released. Programs should be running by October 2008.

II. Achieve Now Academy success

The success of Achieve Now Academy in your school depends on three key elements:

- Principal interest, leadership and commitment
- Demonstrated need
- Ability to provide adequate space and facilities for Achieve Now Academy so that a separate and personalized environment can be developed for students

In addition, preliminary data suggests that within the population of repeating 9th graders, the following students will benefit most from the program.

- Students who have been in 9th grade for 2 or 3 years prior to entry
- Students who enter Achieve Now with 2-8 credits

For Middle Schools, those students who are 15 or more years old in the 7th or 8th grade will be most successful through Achieve Now.

It is important to note that Achieve Now is NOT an attendance program and should not be selected on the basis of improving the attendance for selected students or for reconnecting Long Term Absentees (LTAs) to school.

III. General Program Structure

Achieve Now Academies are developed along the following guidelines:

High Schools:

- Run for a full school day (6 hours), Monday through Friday on an alternate schedule; usually from approximately 1:00 – 7:00 pm.
- Have 4 cycles corresponding to quarter and semester dates so that program is synchronized with the day school in terms of credit accumulation and entry.
- Ensure that students can only enter the program at the beginning of a cycle.
- Expect the program to be voluntary. Students are generally expected to stay for one year but they may leave at any time and exceptions can be made for longer terms where appropriate.
- Engage parents regularly for students enrolled in the program by guidance personnel

Middle Schools:

- Run as an extended day program (1½ hours), 2 – 4 days per week
- Provide academic and guidance support each session.
- Provide small group instruction.

- Expect the program to be voluntary for students.
- Ensure that accelerated electives must meet high school course requirements and seat time.
- Provide opportunities for career exploration, service learning, and job shadowing.
- Include exit projects, test preparation.
- Engage parents regularly for students enrolled in the program by guidance personnel.

IV. Professional Development and Training

The success of Achieve Now Academy depends on a committed staff that is prepared to work on an alternate schedule and meet the individual needs of students that often have many behavioral and discipline problems. As such, it is important the staff training take place prior to the implementation of Achieve Now and that staff have the opportunity to work together as a team on an ongoing basis to share ideas, discuss issues with the program or individual students and trouble-shoot.

Please note Achieve Now funds are supplementary and are not in place of existing programs and/or funds.

V. Technical Assistance

The Office of School and Youth Development (OSYD), Integrated Service Center's Borough-based Youth Development (YD) team, ISC budget office and/or Children First Network budget liaison can provide technical assistance and serve as a resource to you as you implement your Achieve Now Academy. The ISC YD team will work with your school to ensure a smooth implementation. In the Fall of 2008, OSYD will also facilitate an opportunity for all the principals with Achieve Now Academies in their schools to meet in order to share best practices and arrange site visits among schools.

VI. Budget Considerations

One of the first considerations for creating a successful Achieve Now Academy within your school is to understand the budget for the program and decide whether your school can find the necessary funding. Achieve Now Academy is a program of the school. Schools should look for additional resources to improve their programs. There should be three main funding streams that contribute to the program:

- 1) Per Pupil Allocation: The funds attached to each student should follow them into this program once they are selected.
- 2) Additional School Allocation: School Principals have the discretion to budget additional money for Achieve Now.
- 3) Central Allocation provided by this SAM.

VII. Staffing and Supervision

The staffing model developed for Achieve Now is an important factor in the program's success as well as its long term sustainability. Principals may choose any staffing pattern that works best for their school, however, the following recommended staffing model might be a possible way to balance the needs of the staff and students:

- One full-time Supervisor
- A mix of full-time teachers and per-session teachers

- One full-time guidance counselor in addition to per session guidance counselors
- Social Worker
- School Aide
- Contracting with a community-based organization

The Achieve Now Academy program is not a separate, but a supplemental program of the school which provides additional support to over-aged and under-credited students. As such, the Achieve Now allocation is not the primary source of financial support for this program and is not intended to cover the full cost of the program. Funding for this program should be blended or combined with other resources. Students continue to be part of the school and receive benefit from the per pupil allocation and school staffing and resources.

VIII. Enrollment and Student Selection

The student selection process is one of the most essential parts of creating a successful program and students must be selected according to the following guidelines:

- Approximately 60-80 students can be in the program
- Achieve Now Academy is a voluntary program. Students cannot be placed in the program if they do not want to be.

Students selected are:

- Repeating 9th graders
- Attending school (LTAs cannot be put into the program)
- Middle school students who were at least 15 years old in the 7th grade.

Schools should coordinate outreach efforts to students and their families.

IX. Data collection

As in 2006-2007 and 2007-2008, OSYD will collect data on the Achieve Now Academies and evaluate the success of this innovative program to improve student achievement. We will provide you with a template at the start of the school to collect program data on a quarterly basis. All data should be submitted in a timely manner.

X. Curriculum

For High Schools, Achieve Now Academies are designed to have four (4) cycles over the course of the academic year instead of the regular two semesters. These 4 cycles allow for quick credit accumulation and greater flexibility to meet the course needs of the students in the program.

For Middle Schools, Achieve Now Academies are designed to function as an extended day during the regular two semesters. Students receive support to successfully complete the units of study and assessments required for middle school promotion. They also have the opportunity to earn high school elective credit during the spring semester. Emphases on counseling and social/emotional growth help students build coping and practical skills, and career awareness.

The following guidelines should be considered when shaping the program's curriculum:

- How will the program offer courses that meet the diverse needs of the students?
- What courses will be taught and do we have the teachers necessary?
- Will students be prepared to take Regents Exams?

- Will students accumulate enough credits to transition back to the day school at the appropriate grade level?

XI. Student Support

Guidance is an essential part of the Achieve Now program and should be incorporated into guidance activities into the curriculum and schedule. Students are expected to meet with a guidance counselor or social worker on an individual basis each week. In addition, other supports might include:

- Group counseling
- Career awareness skills
- Study skills
- Anger management and bullying prevention
- Peer counseling
- Collaboration with a Community-Based Organization

XII. Transitioning Back to Day School

Ultimately, **for High Schools**, the goal of an Achieve Now Academy is to bring students up to a point where they can transition back into day school and experience continued success in their regular school environment. It is therefore important that schools and program staff develop a comprehensive transition plan for students that will ease their transition. Elements of the plan should include:

- Individual guidance planning
- Explanation of alternative options students might pursue depending on their level of credit and/or needs (e.g. Transfer Schools, Young Adult Borough Centers)
- Coordination with day school guidance counselors
- Possible collaboration with a Community-Based Organization

For Middle Schools, the goal is to increase the level of engagement of over-age students and provide support to help them complete the assessments and units of study required for 9th grade promotion. Career counseling and the option to take high school level courses while earning high school credit, engages students to stay in school and build their real-world technical skills. Elements of the plan should include:

- Individual guidance and career planning
- Explanation of the high school options available depending on their field of interest and age.
- Opportunities for real-world work experience through service learning, job shadowing, and/or paid community opportunities.