



EDUCATE MIAMI



CITIES OF
SERVICE



Message from the Mayor

In the City of Miami we are proud to have thousands of committed residents from all walks of life who strive to serve through charities, nonprofit institutions, our many Community Boards or on their own personal initiative.

In my seven years as Mayor of Miami, I have encouraged and supported social and humanitarian initiatives, not just to improve our community, but to generate a spirit of “giving through service” which is fundamental for the growth of our City as a safe and desirable place to live with opportunities for everyone.

Throughout the year, we reach out to the business community, creating private-public partnerships to organize book-bag and school supply donations, food drives on Thanksgiving, as well as toy drives during Christmas and Holiday celebrations.

As elected officials and city leaders, we endeavor to lead by example. Our city offers programs that run the gamut from helping eligible low and moderate-income residents to purchase, rent or rehabilitate existing housing units and repairing the homes of disabled or low income veterans, to mentoring high school students and ensuring they graduate and go on to college, and taking homeless veterans off the streets and assisting them in rehabilitating their lives.

The main reason we value citizen volunteer service so highly is that the city on its own lacks the resources, both human and financial, to fill the needs of all our residents. We believe that the city can only fully achieve its goals with citizen participation. At the same time, the city will encourage its residents to become more actively involved in service, reminding them that all personal rewards are not only financial, and that improving the quality of life in the City of Miami will bring to those who choose to give of their time a feeling of self-worth, usefulness, and satisfaction, which in fact will contribute to improving the quality of life for all.

I believe that private-public partnerships and expanded citizen engagement opportunities like the ones featured in this service plan strengthen both a culture of service and a sense of responsibility that remove barriers to participation. These make us all protagonists in building a better Miami for all our residents.

Sincerely,



Tomás P. Regalado

Executive Summary

Mayor Tomás P. Regalado's citywide Service Plan provides a comprehensive picture of the city's strategic priorities and will connect Miami residents to volunteer initiatives that address local challenges to create a positive impact. The City of Miami has been a member of the Cities of Service coalition since 2010. In 2014, Mayor Tomás Regalado signed the Declaration of Service, reaffirming Miami's commitment to engaging and leveraging resident volunteers as a key city resource. In 2016, Miami was one of three cities in the nation to receive a Cities of Service Leadership Grant. This grant supports the development of this high-impact service plan which aims to improve the social fabric of the city through increased civic and volunteer engagement on the key priority issue of education.

The Miami Service Plan is the product of a ten-month planning process, led by Mayor Tomás P. Regalado and executed by Miami's Chief Service Officer, Raul Hernandez. An extensive landscape analysis guided the identification of the priority focus area (education) and the development of volunteer-driven high-impact service initiatives (Graduation Coaches and Education Success). The landscape analysis included one-on-one meetings, discussions, conference calls, and consultations with hundreds of stakeholders from the public and private sectors, key members of the administration, and community leaders representing nonprofits, businesses, foundations, neighborhood and service associations, universities, the Miami Dade County Public Schools District, law firms, and leaders from other cities that have implemented similar initiatives through the support of Cities of Service.

The Service Plan focuses on leveraging volunteers to address the city's needs related to the City of Miami Strategic Plan priority of Education & Economic Access. The Mayor's commitment to increased civic engagement will include implementing the Graduation Coaches and Education Success high-impact service initiatives.

GRADUATION COACHES: The goal of the initiative is to connect high school students with volunteer mentors who are trained to help mentees graduate from high school, and pursue opportunities for financial aid if post-secondary education is planned.

The initiative, based on the Cities of Service Graduation Coaches Blueprint, is designed to engage citizens in supporting the Mayor's education goals of increasing graduation rates so as to improve access to economic opportunities.





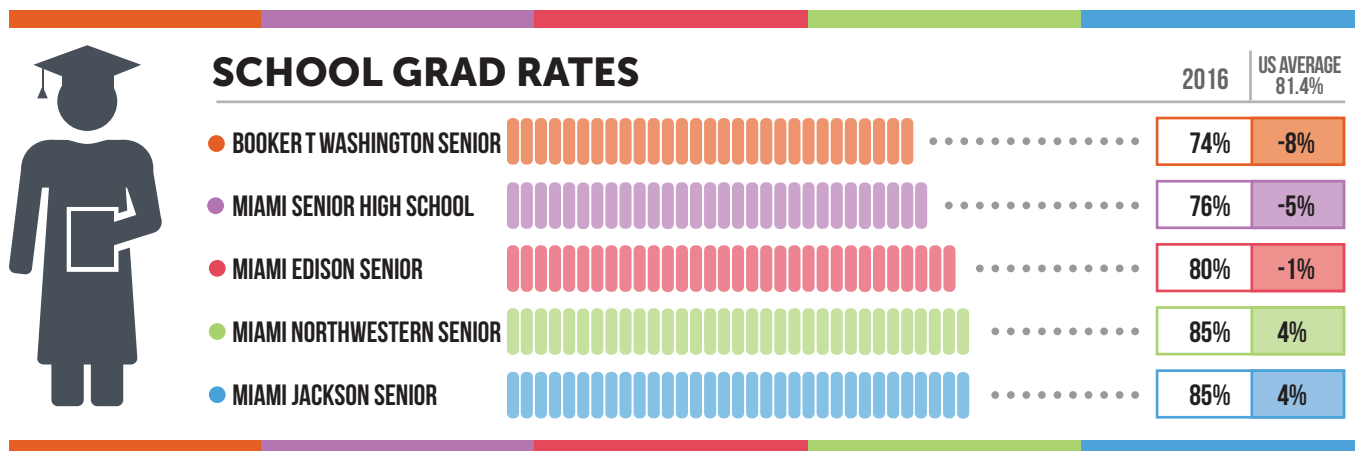
EDUCATION SUCCESS AT BOOKER T. WASHINGTON: With support from the City of Miami’s Partners in Service advisory group, the Chief Service Officer is compiling a comprehensive portfolio of school-based volunteer opportunities and support resources, starting this year at Booker T. Washington Senior High School. The goal of this initiative is to have up-to-date profiles of all the agencies and programs serving in the school, creating an easy to navigate menu of resources for students, their parents, and school staff, and making it easier for volunteers to know how they can support the students. The portfolio will help ensure that every City of Miami student who wants to graduate high school will receive the help they need to do so.

THE EDUCATIONAL LANDSCAPE IN THE CITY OF MIAMI

The Miami Dade Public Schools District is the 4th largest in the nation and covers all of Miami-Dade County. Students from the City of Miami are among the poorest students in the school system. While overall the county (Miami-Dade) high school graduation rates have increased by over 7 percentage points in the last five years to a record 80.4 % (compared to a national average of 81.4% and a Florida average of 77.8%), not all schools have achieved the same results¹.

The Mayor’s office has set a goal to have the five Senior High Schools in the City of Miami meet or exceed the county and national average through intensely coordinated Services Planning with key city partners, including Take Stock in Children, Big Brothers Big Sisters, HISPA and others that will be identified through the implementation of the Education Success Initiative.

The first step was to compare the current graduation rates at each of the five senior high schools in the city to national averages.



Booker T. Washington was chosen as the first school due to its low graduation rate compared to national average. Booker T. Washington has developed a turnaround culture for improvement and therefore made an ideal starting point as the need is clear and the will to improve is evident.

About the City of Miami



The City of Miami, known as the “Gateway to the Americas,” is the second largest municipality in the State of Florida, with a population of 456,089². As a result of immigration waves between 1960 and 1994 -- mainly from Cuba, Haiti and Central America -- the City has one of the largest proportions of foreign-born residents of any city in the US (56%)³. Recent demographic data shows that approximately 70% of the city population is Hispanic or Latino; 19% Black or African American; and 11% White, not Hispanic or Latino⁴.

Experiencing an extensive boom of high-rise architecture since the year 2000, Miami is the gateway for global industries and the second largest international banking center in the US. Still the city is considered among the poorest cities of its size in the country, even though it has decreased its poverty rate from 28.9% in FY 2014 to 26.6% in FY 2015. An estimated 69.6% of residents possess a high school degree but only 23.6% have a bachelor’s degree or higher vs. 29.3% nationally.

“Miami’s distinctive characteristics, including racially and ethnically diverse populations; the transnational flow of goods, people, and ideas; and a highly transient local population, intensify the particular challenges Miami

residents face in building civic cohesiveness. Yet, because these features also vividly reflect trends that increasingly typify global cities in the new millennium, effective approaches to enhancing civic engagement hold the potential to serve as models for the nation at large.” (Robin Bachin, Director, Office of Civic & Community Engagement, University of Miami.) “Miami is the definition of dynamic.” (James Anderson, Director of Government Innovation Programs with Bloomberg Philanthropies).

Since 2010, the City of Miami has seen a notable improvement in the local economy as well as the City’s financial position. According to data published by the federal government, the City’s population and the local labor force have both grown since 2010. Also, development activity in the City has increased dramatically in the past year. The City’s Adopted Budget for Fiscal Year 2016 – 2017 estimates that revenues will be 4.2% higher than previous years and 31% higher than in 2010, in the midst of the recession.

ABOUT CITIES OF SERVICE

A national nonprofit organization, Cities of Service helps mayors and city leaders tap the knowledge, creativity, and service of citizens to solve public problems and create vibrant cities. As of June 2017, the Cities of Service coalition had 235 member cities in the U.S. and U.K., representing nearly 55 million people in 45 states and more than 10 million people in the U.K.

In 2016, Miami received a Cities of Service Leadership Grant. Cities of Service established a new cohort of chief service officers in three major U.S. cities, including Miami. As a result, the city used the grant to hire its first chief service officer, Raul Hernandez, who plans, directs, coordinates, and evaluates the implementation of the city’s first comprehensive, citywide service plan.



**CITIES OF
SERVICE**

Strategic Plan **Process**

The City of Miami's strategic planning process started in June 2013. The process included participation from a wide variety of stakeholders, residents, city employees and community partners representing governmental entities, civic institutions, nonprofit organizations, and the private sector.

To prepare for the Strategic Plan, the City of Miami surveys residents annually for their views on the "Livability" of Miami and their perceptions of Miami as a desirable place to live. The survey focuses on eight characteristics of life in the City of Miami – Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment, and Community Engagement⁵.

Concurrent with the Citizen Survey, City of Miami employees gave input through one on one meetings, focus group sessions, and an electronic survey. The City of Miami also actively sought input from community partners and stakeholders including other government entities (e.g. federal, state and county), civic institutions, nonprofit and volunteer based organizations, and the private sector through focus groups and meetings.

In the fall of 2014, the City of Miami adopted the Strategic Plan outlining the City's highest priorities for the following three years to ensure that resources were aligned with the identified priorities of our community. The Plan was also designed to evaluate the performance of city services and programs. The Strategic Plan is updated annually to reflect the most current priorities of the community and performance metrics. The Plan which was also approved by elected officials is based on the mission, vision and core values of the City, as described below.

The mission of the City of Miami is to effectively serve the community and continuously enhance quality of life by "Serving, Enhancing, and Transforming our Community."

The City's leadership envisions Miami as an internationally renowned city with a commitment to public engagement and excellent service delivery, a diverse and vibrant community with a high quality of life, and a global destination for business, culture, and leisure. Its core values are integrity, accountability, commitment and teamwork.





PUBLIC SAFETY: Creating and sustaining a safe environment for residents, businesses, and visitors of the City of Miami



CLEAN AND BEAUTIFUL NEIGHBORHOODS: Creating beautiful, clean, vibrant, and environmentally sustainable communities



GROWTH AND DEVELOPMENT: Promoting development and sustainable economic growth in the City of Miami



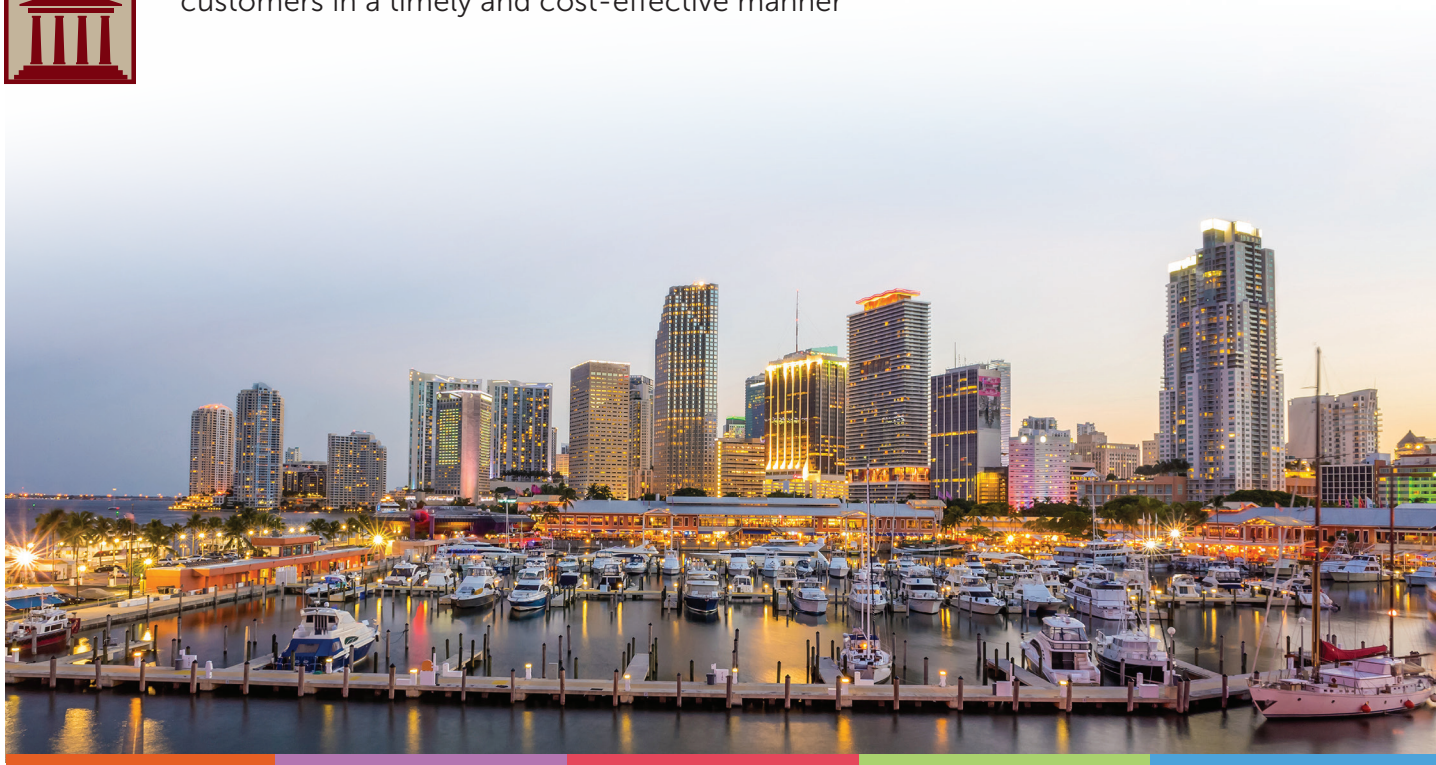
EDUCATION AND ECONOMIC ACCESS: Increasing economic access and improving social outcomes among all City of Miami residents



CULTURE AND RECREATION: Strengthening Miami's reputation as a global destination for arts and culture, and providing residents and visitors with opportunities for leisure, recreation, and cultural exchange



EFFICIENT AND EFFECTIVE GOVERNMENT: Delivering high-quality, effective services to customers in a timely and cost-effective manner



The Service Plan



The Service Plan of Miami was created to address the priority of **Education and Economic Access**, engaging citizens to support the Mayor's education goals of increasing graduation rates and improving access to economic opportunities.

The Service Plan initiative also aligns with two of the milestones of the *White House's My Brother's Keeper Challenge*, accepted by the City in 2014 to ensure all youth:

- Graduate from High School
- Access post-secondary education or training.

The Service Plan has been created and will be implemented in collaboration with local agencies and key stakeholders. To that end, the City of Miami formed Partners in Service, an advisory group that was launched in September 2016 by Mayor Regalado and includes representatives from Miami Dade College, Hands-on Miami, Take Stock in Children Miami, Overtown Youth Center, United Way, College Summit, Wells Fargo At Work Program, Florida International University Office of Engagement and the Education Effect, The Education Fund, and INROADS, Inc. Key individuals representing the City of Miami are also part of the group.

The Partners in Service is led by the City of Miami's Chief Service Officer and directed by Mayor Regalado. The Partners in Service serve as champions and advocates of the City's Service Plan. They support its development by providing information and research related to civic engagement and volunteering, identifying service activities, aligning activities to critical need areas, and providing feedback and ideas on the service plan. The Partners in Service will support implementation and facilitate partnerships to ensure the initiatives' success. Partners in Service are community ambassadors for the plan, and will help the City solicit feedback on the Service Plan's implementation. The Miami Dade Public Schools District has endorsed and works with Partners in Service.

SERVICE IN OUR CITY

The City of Miami understands service as collective efforts of city government, community organizations and engaged citizens in working towards a well-defined positive community impact. Data from the Miami Metropolitan Statistical Area (MSA) collected in 2014 by volunteeringinamerica.gov, indicates that 14% of the City's residents volunteer, ranking the Miami MSA as last in the country in formal volunteer activities. However, this is not an accurate expression of what is happening in the City of Miami. In the significant Latino culture of Miami, what is often formal volunteer service in other cities – assistance with housing issues, childcare, economic aid and family help – is done informally through immigrant community and family groups with no public record of the service. Research shows that Latino voluntary actions are far more personalized and informal and less institutionalized than those of other population groups⁶.

Service must respond to the needs of its citizens and there is tremendous citizen participation potential in the City. Examples of current citizen engagement within the City abound.

GRADUATION COACHES The Mayor's office is working with two community partners – Take Stock in Children Miami (TSIC) and Big Brothers Big Sisters of Miami (BBBS) – to recruit and train City of Miami employees and city residents to provide one-on-one in-school mentoring to local Miami high school students. The partnership connects students with committed adults who help their mentees successfully graduate high school and guide them to post-secondary education.

THE SOUTH FLORIDA HOMELESS VETERANS “STAND DOWN” EVENT For the last 3 years some 300 veterans a year have received integral services at this event organized by the office of the Mayor's Veteran Services/Homeless Veterans Task Force. The services provided range from donations (food, clothing, and hygiene packages), portable showers, and haircuts to comprehensive medical checkups (eye exams, blood tests, immunizations), legal aid to expunge criminal records, assistance to obtain drivers licenses or state IDs, and job applications and placements. Career Source Mobile Units help with job services and Social Security representatives help them to update their records and access benefits for which they are eligible. 1000 volunteers serve veterans each year.

THE ANNUAL VITA TAX PREPARATION CAMPAIGN Since 2004, under the direction of the city's Office of Grants Administration, coordinators and volunteers have assisted low and middle-income households in tax preparation, saving them \$4M in fees and obtaining for them \$189M in returns. 1,276 returns were completed in 2015. In coordination with the City of Miami, each year up to 20 volunteers are recruited by the IRS (from Florida International University and the English Center) and trained by an IRS representative. From January 26 to April 15, volunteers work under the supervision of one of the three Temporary Coordinators hired by the City, and contribute up to 40 hours, mostly evenings and weekends, during tax season. Each volunteer receives an IRS certificate showcasing their new tax-preparation skills. The tax preparation service is provided free of charge to low and middle income families living within the City.

ARBOR DAY This event is led by the Environmental Resources Chief of the Department of Planning & Zoning with the participation of the Neighborhood Enhancement Teams (NET) offices. Volunteers help to plant hundreds of trees each year throughout City neighborhoods (544 trees were planted in 2014-15). The City is now using contractors to plant the trees more efficiently and volunteers assist with related tasks. Over 200 volunteers participate in Arbor Day events every year.

LIVE HEALTHY LITTLE HAVANA This initiative is coordinated by the City of Miami and supported by the Health Foundation of South Florida (HFSF) to promote healthier living in the Little Havana neighborhood. HFSF is a primary funder with up to \$3.7 million allocated to implement projects focused on policy, system and environmental changes and a grant to the City of Miami to serve as the backbone organization. Since 2014 it has engaged over 150 stakeholders from over 70 organizations who volunteer their time to improve health outcomes in the community by addressing specific health impact areas (accessing primary care, increasing physical activity, and improving behavioral health). Live Healthy Little Havana is focused on building the capacity of residents to understand how they can improve and revitalize their community. As a whole, Live Healthy Little Havana has engaged thousands of residents in 2016 through funded projects, workshops, events and networking opportunities. Over 400 volunteers participate in the program's events every year.

Methodology

At the Mayor's direction, the Chief Service Officer (CSO) engaged the City of Miami's Strategic Planning and Performance team and the Education Policy Adviser to review the Strategic Plan and the goals of My Brother's Keeper to identify opportunities for effective community engagement and increased volunteerism.

Of the six major areas of the Strategic Plan, Education & Economic Access was chosen as the focus of the City's Service Plan. There is a long civic tradition of community groups in Miami supporting and mentoring public High School students to successfully graduate and move on to post-secondary education and career training. Since a key aspect of the Education & Economic Access is improving high school graduation rates in the City of Miami, it became clear that supporting the community organizations that mentor students would have the greatest return for collective impact in the City of Miami.

The Chief Service Officer supported by Cities for Financial Empowerment funding conducted a survey of the principal motivators to ensure high school graduation in Miami. The survey confirmed that the most effective support is extra academic mentoring and personal coaching.



A Civic Enterprises survey revealed key leverage points where mentoring can better support young people, including structured mentoring as an intervention strategy to meet the needs of youth most at-risk. Structured relationships can help young people stay on or return to a successful path when they may falter, and help them achieve key milestones on the path to adulthood, such as high school graduation⁷.

Mayor Regalado endorsed this priority and the CSO's decision to adopt the Cities of Service "Graduation Coaches Blueprint" as the model for Miami.

With the Graduation Coaches Initiative formally adopted, the City of Miami updated the Administrative Procedures Manual (APM) to allow paid time to city employees to become mentors, and began conducting trainings in each department to encourage volunteers to act as mentors to high school students. This directive and training program serves as a model for other municipalities in Miami-Dade County, for the county itself, and for private employers to encourage more volunteer participation.

The Initiatives



With the Service plan defined and the Partners in Service in place, the Mayor's Office is addressing the stated problem of low high school graduation rates by implementing two initiatives: Graduation Coaches to increase the number of volunteer mentors to high school students in all five senior high schools and Education Success to catalog resources available to students at Booker T. Washington, with a future rollout to the other four senior high schools planned.

GRADUATION COACHES INITIATIVE: To implement the Graduation Coaches Initiative, the Miami Dade Public Schools District advised the City of Miami to work with Take Stock in Children Miami (TSIC) and Big Brothers Big Sisters of Miami (BBBS) as key partners to recruit and deploy adult mentors in the 5 senior high schools in Miami. Actions so far include:

- Establish participation in Take Stock in Children and Big Brothers Big Sisters as part of the City of Miami Personnel Policies to allow city employees to participate as mentors on city time with all 5 senior high schools.
- Through formal and informal recruitment events, over 4,000 City employees have been made aware of the programs run by Take Stock in Children Miami, Big Brothers Big Sisters of Miami, and other organizations delivering mentoring services in City of Miami schools. These employees are also now aware that the City of Miami offers paid time to participate in mentorship opportunities. In addition to city employees, the Mayor's Office has recruited 5 previously uncontacted private sector companies to participate in programs from TSIC, BBBS and other community organizations with a goal of high quality volunteers prepared to act as mentors in the 2017-2018 school year.
- The Mayor's Office has taken on a full time community volunteer, sponsored by IBM and the Florida College Access Network, for 5 months with the specific goal of expanding the city's reach into private companies in the City of Miami and Miami-Dade County government organizations.

EDUCATION SUCCESS INITIATIVE: To support the schools involved, the Education Success Initiative identifies volunteer organizations able to support the goal of increasing high school graduation rates in Miami by coordinating and focusing existing services and resources in the schools. With support from the City of Miami's Partners in Service advisory group, the CSO is compiling up-to-date profiles of every school-based organization that taps volunteers focused on educational success. The goal of this initiative is to have up-to-date profiles of all the agencies and programs serving in the school, creating an easy to navigate menu of resources for students, their parents, and school staff, and making it easier for volunteers to know how they can support the students. The portfolio will help ensure that every City of Miami student who wants to graduate high school will receive the help they need to do so.

The initial focus of the Education Success Initiative is on Booker T. Washington as this is the only school with a decline in graduation rates over the last 4 years. Booker T. Washington is a "majority minority" school (54% Black, 44% Hispanic all races, 2% other) with high levels of students below the poverty line, a large immigrant population and a significant homeless population (>5%). The goal is to disseminate the Education Success Initiative to all 5 senior high schools for School Year 2017-2018.

Milestones and Partners



THE VOLUNTEER FOR MIAMI PORTAL: The City of Miami's Innovation Office, working closely with the CSO, has added a "Volunteer for Miami" portal to create a new avenue for volunteers to be directed to high impact service initiatives. Potential Graduation Coach mentors can register with partner agencies and begin the process of vetting and training to work with high school students. Other volunteer opportunities are highlighted and available as well. This marks a first in the City of Miami's collective efforts to involve the community.

INITIATIVE IMPLEMENTATION PARTNERS: The City's main partners in the implementation of its Graduation Coaches Initiative are the Miami Dade County Public Schools (MDCPS), Take Stock in Children Miami (TSIC), and Big Brothers Big Sisters of Miami (BBBS).

TSIC: A mentoring agency in Miami-Dade County funded by Career Source Florida delivers high quality mentorship and college scholarships to thousands of low-income students in Florida, many from minority families, to support high school graduation rates. TSIC reports a 96% graduation success rate of students mentored.

BBBS: The Miami Chapter of BBBS is one of the largest in the country, serving more than 6,000 clients per year. BBBS offers a wide variety of support services including School to Work mentoring which focuses on successful high school graduation and post-secondary work or educational opportunities.

OTHER TACTICAL PARTNERS: Through Partners in Service, the CSO has also been supporting and promoting the work of many other community nonprofits who offer support for high school graduation. A partial list includes:

- **City of Miami Neighborhood Enhancement Teams (NET)**, a city division working on the neighborhood level to facilitate the delivery of city services. The 11 NET's will promote mentorship to student families and recruit new volunteers for mentorship programs.

- **Hispanics Inspiring Student Performance and Achievement (HISPA):** HISPA Miami matches the city's students with successful role models with whom they share a language and a cultural connection to increase the students' awareness of opportunities to reach their full potential.

- **City of Miami Departments:** Many departments have contributed to the implementation of the service plan beyond the trainings and recruitment. Inputs and considerations include the Innovation Office to use technology in recruitment and measurement, the Resilience Office to factor in considerations of educational disruptions in the event of natural disaster, the Police Department to facilitate volunteer clearance and support, among others.

Detail Description of the **Initiatives**



GRADUATION COACHES

An initiative to improve high school graduation rates in the City of Miami through volunteer mentoring.

SPECIFIC CHALLENGE:

The goal of Graduation Coaches is to raise high school graduation rates above 80% from the current 78% across the five senior high schools in the City of Miami.

In the City of Miami, only 69.6% of the adult residents have high school diplomas compared to a national average of 88%⁸. This low level of education achievement is understood to be a major factor in Miami's economic struggle.

Overall Miami Dade County high school graduation rates have increased by over 7 percentage points in the last five years, to a record 80.4% (compared to a national average of 81.4% and a Florida average of 77.8%), but 3 of the 5 public senior high schools in the City of Miami are stuck below the county average at 78%, with one school achieving only a 70% graduation rate.

Mentoring has consistently proven to be a major driver of successful high school completion and the Graduation Coaches Initiative focuses specifically on mentorship.

DESCRIPTION:

Sustained volunteer mentorship is key to increasing high school graduation rates and, in turn, to improving the opportunities of poorer residents in the City of Miami.

The goal of this initiative is to focus on the 5 general admission senior high schools in the City of Miami whose student populations are at the highest risk of dropping out. The City of Miami will partner with established community based organizations to encourage and support the participation of city employees as volunteer mentors, and to expand participation to non-profits, corporations, faith based organizations and the community at large to volunteer to be Graduation Coaches in the 5 senior high schools. This public-private partnership will improve volunteer participation in building a better Miami for all.

The Graduation Coaches initiative has the potential to increase High School graduation rate above the national average and move the needle on the City of Miami's anti-poverty efforts.

The City of Miami has extended mentoring opportunities to 4,000 city employees through the inclusion in the Administrative Procedures Manual (APM) to allow city employees to engage in mentoring activities during working hours. This APM directive will serve as a model for other government agencies and private sector businesses who want to include volunteer opportunities in their HR procedures.

Volunteers will be matched with a City of Miami partner such as BBBS Miami or TSIC Miami whose Graduation Coach programs best suit the volunteer's talents and availability. The partner agencies in turn will train the volunteer and match them with an appropriate mentee.

Volunteers will mentor students in a school or workplace. This commitment to mentoring is ongoing, with typical schedules being weekly or monthly depending on the program requirements. Volunteer mentors are asked for at least a year commitment concurrent with the academic calendar. Volunteers will engage with the city partner agencies and the schools to identify and help overcome barriers to graduation, and report on the mentee's progress.

MEASURES OF SUCCESS:

Outcome: Have a mentor available for every eligible student in the 5 Senior High Schools

Output: 169 volunteers recruited through City of Miami efforts in School Year 2016-17

Outcome: 96% of all students participating in the Graduation Coaches initiative graduate high school

Output: 100% of mentees maintain a GPA minimum of 2.5

Output: 100% of mentees maintain attendance above school minimums

PARTNERS ENLISTED:

Take Stock in Children Miami (TSIC) one of the partners for the Graduation Coaches Initiative, managing 100 long term in-school volunteer opportunities in the 5 target high schools.

Big Brothers Big Sisters of Miami (BBBS) sponsors the program "School to Work", managing 27 School to Work on-site volunteer opportunities in the 5 target high schools, with approximately 400 students participating. In School Year 2016-2017, 35 new "Bigs" (mentors) were recruited by the City of Miami.

Hispanics Inspiring Students Performance and Achievement (HISPA) program recruited 34 volunteers as HISPA Role Models and held 20 Role Model visits in Miami serving 350 students in the City of Miami.

KEY PARTNERS	OUTPUTS OUTCOME	TIMING
Take Stock in Children Miami	Outcome: 96% of TSIC Mentees Graduate High School	School Year 2016-2017
	Output 1: GPA Average improvement of 1 Grade Point	School Year 2017-2018
	Output 2: Attendance compliance at 100%	
	Output 3: FAFSA completion rate of 100% for all graduating seniors.	
Big Brothers Big Sisters of Miami	Outcome: 98% of BBBS Mentees Graduate High School	School Year 2016-2017
	Output 1: GPA Average improvement of 1 Grade Point	School Year 2017-2018
	Output 2: Attendance compliance at 100%	



EDUCATION SUCCESS INITIATIVE

An initiative to facilitate the community's ability to support student academic success by creating a sustainable School Resource Portfolio that incorporates the volunteer community resources available to support successful high school graduation.

SPECIFIC CHALLENGE:

Community organizations focused on education in the City of Miami, the Partners in Service members, and the Miami Dade Public Schools District identified their biggest obstacle as the lack of a single repository of information describing the high school support services from volunteer community organizations in the City of Miami. These stakeholders requested that the City of Miami use its leverage to create a centralized School Resource Portfolio.

The Education Success Initiative School Resource Portfolio will be the "go to" reference guide for all stakeholders (students, parents, teachers, school staff, and volunteers) describing the services offered, the requirements for eligibility to receive services and the availability of said services in the five target senior high schools.

The Portfolio will also highlight opportunities for volunteers to support student success in these target schools and allow the city to track the impact of volunteer services across community-based partners. Through the process of creating the Portfolio, service providers will learn more about how they can partner and tap volunteers to better support academic success in the target schools.

DESCRIPTION:

The School Resource Portfolio comprises individual profiles of the many community agencies serving students in the five senior high schools.

In general, the services catalogued will include mentorship, FAFSA (Free Application for Federal Student Aid) for those students applying to postsecondary education, job and employment guidance, academic assistance, graduation coaching, family support and other services.

This initiative ensures that every student with a goal of graduating high school who is in need of any support or assistance to do so has an easily accessible directory of services available. Every teacher, school support services or parent will also have access to the broad catalogue of available community services to support the student in successfully completing high school and assist those students seeking postsecondary education or employment opportunities.

The first edition of the School Resource Portfolio will be rolled out to Booker T. Washington High School in Miami during school year 2017-2018 with the other 4 high schools following through the 2018-2019 school year.

The City of Miami's Chief Service Officer is managing the compilation of the School Resource Portfolio, which in turn is the result of 14 community based volunteer and non-profit agencies descriptions of their services, eligibility requirements and availability.

While Graduation Coaches specifically support the educational goal of improving high school graduation rates through direct mentoring, the Education Success Initiative is a broader portfolio of all services available to support successful completion of high school.

MEASURES OF SUCCESS:

Outcome: Every student who needs community support to graduate high school can be matched with an appropriate community organization and every stakeholder will have the resources to find and match the student's needs with the right community organization.

Output: School Resource Portfolio, to be updated annually each August, first for Booker T. Washington and then the 4 other Senior High Schools in the City of Miami.

Output: 14 completed Organization Profiles ready to deploy at Booker T. Washington at the commencement of academic year 2017-2018.

Outcome: Rollout to the four other Senior High Schools in the City of Miami by August 2018

Output: Process established and enculturated for annual review and updates to the School Resource Portfolios.

INITIATIVE LEAD:

The Chief Service Officer is the lead on this initiative, directing the agency contributions to the School Resource Portfolio. The CSO will be responsible for deploying the initial School Resource Portfolio at Booker T. Washington.

KEY PARTNERS	OUTPUTS OUTCOME	TIMING
ASPIRA	Outcome: Completed School Resource Portfolio.	School Year 2016-2017
Big Brothers Big Sisters of Miami		
City Year	Output 1: 8 "Partners in Service" meetings with community partners to develop the Services Portfolio.	School Year 2016-2018
College Summit		
Gear Up		
Hands On Miami	Output 2: 3 meetings with Booker T. Washington High School about creating the Resource Portfolio.	
Knowledge of Careers		
Miami Dade College	Output 3: 14 organizations met at the first Service Summit, a gathering of community service providers at Booker T. Washington Senior High School to finalize the School Resource Portfolio.	June 2017
Overtown Youth Center		
Take Stock in Children Miami		
The Education Effect (Florida International University)		
The Education Fund	Output 4: Four Planned Service Summits as the School Resource Portfolio is rolled out to the four additional Senior High Schools in the City of Miami.	School Year 2018-2019
Touching Miami With Love		
Wells Fargo at Work		



PARTNERS IN SERVICE

Partners in Service Advisory Group



ADDITIONAL ACKNOWLEDGMENTS

Lillian Blondet, Office of Grants Administration, City of Miami

Domingo Echevarria, Education Policy Advisor, City of Miami

Mary Leckband, Department of Human Resources, City of Miami

Cherlene Floyd, Strategic Planning and Performance, City of Miami

Kevin Vericker, An Encore Fellow, IBM

List of Contacts

City Of Miami Sponsored Programs Volunteer Opportunities

ANNUAL "STAND DOWN" (SERVING HOMELESS VETERANS).

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HEALTH INITIATIVES

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ARBOR DAY (TREE PLANTING)

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ENDNOTES/REFERENCES

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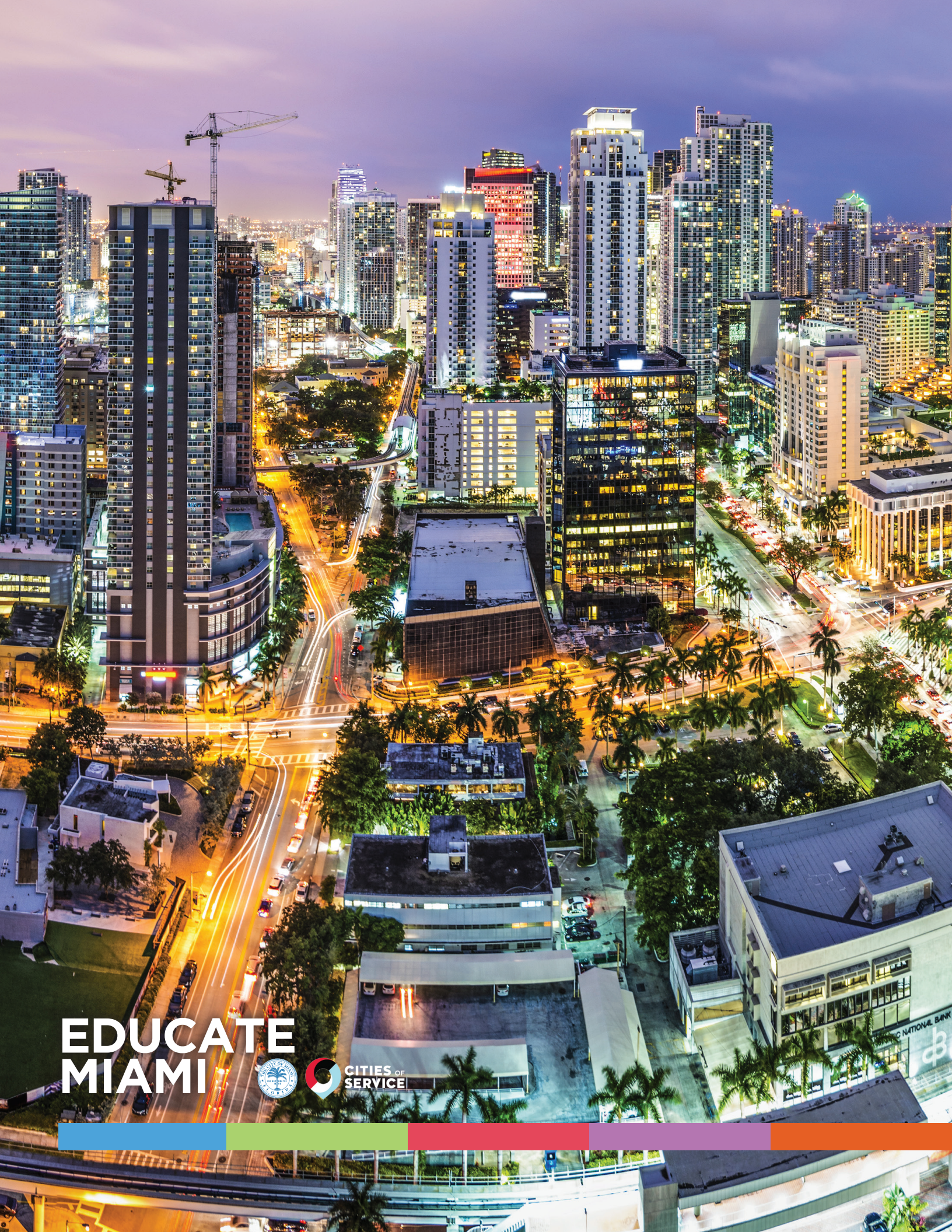
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