



June 14, 2022

Rachel Connors Phillippe, Barrett Schlotthauer
Manhattan School for Children
154 West 93rd Street
New York, NY 10025

Dear Rachel and Barrett:

Please find below a proposal by 501(c)(3) nonprofit Roads to Success, Inc, EIN: 11-359-9459, incorporated formerly as Oasis Community Corporation on August 9, 2001 in Kings County, New York for the after-school, holiday, and summer programs at Manhattan School for Children.

1. Qualifications and Experience

Roads to Success (RTS) has been facilitating high-quality after-school programming for nearly two decades. Starting in 2001, our programs have touched thousands of NYC youth and families, offering academic support, project-based enrichment, invaluable youth mentors and role models, and a culture of community that has initiated a sense of belonging even among the most rapidly changing communities. RTS is currently hosted at 17 public schools for after-school programming, several of whom have also contracted us for services before and during the school day.

Eleven of our school partners are elementary schools that engage youth ages four to 11 through our flagship model: RTS Create. The Create model is appropriately designed to the needs of this age group, blending hands-on participation with social and emotional learning. RTS Create also offers holiday programming during mid-winter and spring recess, weekend field trips, and summer day camps during the months of July and August. During the 2022-2023 school year, these elementary afterschool programs will also offer families an additional selection of session-based enrichment programming through our newest club model: RTS Focus. The Focus model is centered on mastery orientation through skill-based instruction in chess, guitar, music production, coding, animation, Lego robotics, soccer, martial arts and culinary arts. These programs, based on positive youth development methodology, are structured on project-based instruction and feature culminating events. Our targeted outcomes for this age group are improved SEL assets, developed motor skills, community orientation, and positive academic behavior.

Six of our school partners are middle schools that engage youth ages twelve to 14 through our model: RTS Explore. The Explore model serves as a pathway to success for youth in 6th, 7th, and 8th grades. Structured like clubs, the model offers young people a choice in how they spend their time; provides rigorous instruction in sports and arts; and requires youth leadership through service. The Explore model also offers afterschool and college and career exploration programs as well as access to holiday recess camp, summer day camps during the months of July and August, youth conferences, and overnight retreats. At this age, our aim is to continue to strengthen SEL assets, community orientation, and positive academic behavior, as well as develop strong future orientation by cultivating a college-going culture and introduction to careers.

RTS employs 27 full-time and 202 part-time/seasonal personnel. The RTS after-school program will be led by a permanently placed Site Director and Operations Director, whose extensive experience and thorough training will equip the program with complete operational autonomy and effective, transparent communication with the Manhattan School for Children administration, PTA presidents and facilities staff. Our leadership staff report daily to their after-school site and may be part-time or full-time, depending on the size of the program, details of the contract, and the level of needs demanded by the scope of the project.

At minimum, a typical RTS Site Director holds either (A) a degree in Education, Psychology or other relevant fields, (B) extensive experience in youth development services, staff management, teaching, or guidance, or (C) a combination of the two. Jacqui Martinez, our current Educational Specialist for grades PreK to 5, worked for four years as a Site Director

at PS 333, Manhattan School for Children prior to her promotion. Jacqui holds a Bachelor's degree in Arts Education from NYU and has worked for many years in summer camps and youth enrichment programs, starting in teaching roles and moving into supervisory roles before she came to join our team.

At RTS, program staff are supported by a robust headquarters team: Chief Program Officer, Bashan Fernandez creates program policies, drives company-wide training and content decisions, manages school and community partnerships, and supervises Senior Program Directors and Education Specialists. Our Senior Program Director, Anthony Lopez is a multi-site supervisor who trains Site Directors, observes program content and logistics, guides program design and content decisions, interacts with families, and coaches Site Directors to carry out company-wide protocol and objectives. Families and school staff will interact with Anthony on a regular basis when he visits the program at least biweekly, most likely more, given the extremely close proximity of our headquarters to the Joan of Arc campus.

2. Project Approach

The critical components of our Elementary and Middle School-aged programs are as follows:

1. A design that is responsive to the needs of the community, indicated by interviews and surveys of youth, families and administration;
2. The placement and development of positive adult role models who are skilled, trained youth leaders and educators from within the communities of the youth served;
3. Enrichment programming that exposes youth to content which will help them find their skills, interests, potential future pathways and healthy lifelong habits;
4. SEL-focused activities and rituals;
5. Academic support through homework help or math/literacy centers; and
6. Culminating events that engage families and community members in the achievements of children, our future leaders.

The Create, Focus and Explore programs fit our mission because it is within these school years that brains are the most malleable and social-emotional learning (SEL) is most critical for a young person. With access to new opportunities to learn among peers through school and youth programs, a young person experiences an acceleration of neural connectivity. Curiosity and exploration marks their early school days with concrete play, language and socialization. As they grow, children develop a need to make decisions and think independently. While attaining an increased attention span and a larger capacity to plan sequentially, children develop the ability to execute complex plans and use logic in problem-solving. At this life stage, access to positive role models and SEL-focused activities increases a child's ability to develop empathy and respect for others, understand and manage emotions, set and achieve goals, and make responsible decisions. This age span is perhaps the most critical stage in which a young person can develop a healthy, prosperous path forward and become a positive community member who can lead and role model for peers. This is our vision for a "road to success" for all youth.

Communications among the RTS team and Manhattan School for Children will be consistent, timely and transparent. The Site Director will meet with a school liaison once per week or as requested by school administration, and will report any incidents that require follow-up or review in real time. RTS has a "No Surprises" policy and keeps separate daily logs for medical and behavior incidents. We also use a web-based reporting software called EthicsPoint, for any staff, participants, or families to anonymously report any incidents or scenarios for review to appropriate supervisors at RTS. School administration will hear from our Senior Program Director regularly and will typically communicate with our Chief Program Officer at least quarterly or by request.

Our direct-service staff work with participants in a strict maximum ratio of 1:10 on site. They include educators who fit into two categories: Activity Instructors and Group Leaders. Group Leaders are early career educators that hold the responsibility of building positive relationships with youth and serving as role-models to create a lead-by-example environment for participants to look up to them. They will spend the entire program day with their specifically assigned age cohort, support Instructor lesson plans, and implement new and routine activities for participants which will support positive youth development principles and broaden youth horizons.

Instructors will be on-site to plan and execute all program activities including lessons and culminating projects. These educators, teaching artists, and coaches, either hired by RTS or subcontracted through partner organizations, will be

selected in content areas such as STEM, visual or performing arts, and physical education. They will have a proven history of effective group and project management within and beyond the classroom setting. Our esteemed staff have a wonderful reputation in our programs. Year-to-year as many as 25 percent of our part-time staff members are hired in roles at our partner schools, working as school aids, paraprofessionals, parent coordinators, guidance counselors, and more.

Starting in 2020, our instructors are now also trained in a hybrid capacity, developing multimedia-based activities and facilitating virtual lessons. This has helped our programs enhance the distribution of consistent, quality lessons between all programs and create a capacity for alternate services for students who are quarantined or practicing social distancing, which will also serve to connect them with their friends at home or in the school.

In the event that our program must be discontinued due to a crisis that affects our families, we will offer the virtual program in full to all MSC students, as long as our funding permits the operation and staffing necessary. Monthly subscribers will not be charged for non-service months. For any fees collected for partial terms of service, Roads to Success will consider partial refunds if funding permits without critical damage to our general operations. Those payments will be appropriately prorated for a refund at the family’s request.

A proposed **RTS Create** Elementary School daily schedule will include the following, with groups of 10 separately rotating through activities:



at Manhattan School for Children

Afterschool Schedule

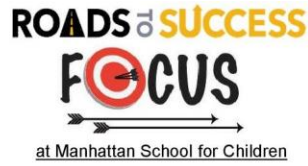
- Homework Help
- Learning Centers
 - Number Bingo
 - Popcorn Words
 - Phonics games
- Performing Arts
 - Theater
 - Dance
 - Capoeira/Tai Chi
- S.T.E.A.M.
 - Photography
 - Game Design
 - Visual Arts
- Teambuilding, Sports, & Fitness
 - Teambuilding
 - Sports
 - Yoga
- Leaders In Training (L.I.T.)
 - Leadership
 - Service Learning
- Reflections
 - Share High’s and Low’s
 - “Shout-outs”

Group	2:30 - 3:10	3:15 - 4:10	4:15 - 5:10	5:15 - 5:25	5:30
Kindergarten	Arrival & Snack	Learning Centers	S.T.E.A.M.	Reflections	Dismissal
1 st Grade	Arrival & Snack	Learning Centers	Teambuilding, Sports, & Fitness	Reflections	Dismissal
2 nd grade	Arrival & Snack	Learning Centers	Performing Arts	Reflections	Dismissal
3 rd grade	Arrival & Snack	S.T.E.A.M.	Homework Support	Reflections	Dismissal
4 th grade	Arrival & Snack	Teambuilding, Sports, & Fitness	Homework Support	Reflections	Dismissal
5 th grade	Arrival & Snack	Leaders-In-Training (L.I.T.)	Homework Support	Reflections	Dismissal



*Note: This schedule is highly flexible, as we prefer to develop programming after surveys and interviews of key stakeholders. The schedule above reflects that some groups will not have homework assignments and therefore will not need homework support, but rather fun, creative academic content. In addition, timing of snack or meals is dependent on space availability and building protocol with food handling and consumption.

A proposed **RTS Focus** Elementary School daily schedule will include the following, with groups of up to 20 attending select activities:



<u>Mondays</u>	<u>Tuesdays</u>	<u>Wednesdays</u>	<u>Thursdays</u>	<u>Fridays</u>
Basketball	Rock Guitar	Stop Motion Animation Imaginative Inventors	Jr. Entrepreneurs	4th & 5th grade Girls Volleyball
Coaches from Kids of Summer sports join us with fun drills and games to develop and sharpen basketball skills!	Learn to play rock songs with confidence! Use the fundamental habits of a superior guitar players & master the basic chords, strums, & understanding to prepare for further study in all styles of guitar. Hosted by NYC Guitar School . Rentals available.	Hosted by Makerstate . Is there an everyday problem you would like to solve? In this stop motion animation after school class, students will create their own inventions to help solve those everyday struggles! Maybe they make shoes that never get wet or a backpack that floats. The possibilities are endless! Students will create their own inventions and demonstrate what they can do through creating short animated films. They will use professional grade equipment and software to show off their new marvelous creations!	Jr. Entrepreneurs is a program created and geared towards children in order to develop their emotional, cognitive, social and analytical skills through playing board games, using technology and story-telling.	Skills, drills and scrimmages will get us a head start into the Middle School competition level in the years to come!
3:30-4:30 K-5th 12 sessions	3:45-5:15 1st-5th 12 sessions	3:45-5:00 1st-5th 12 sessions	3:45-5:00 3rd-5th 12 sessions	3:30-4:30 4th-5th 12 sessions
Minecraft Adventure Quests	Cooking Lab	Fitness Warriors	Lego WeDo Robotics	Soccer
Young creators will craft new worlds filled with history & adventure in a custom educational version of Minecraft by Maker-State!	Red Rabbit's Cooking Labs are an exploration of the senses for kids to learn about, create, and eat yummy and nutritious dishes with a focus around fruits, vegetables, grains, and other whole foods.	Coaches from Kids of Summer sports join us for endurance practices and fitness skills! Building healthy habits and having fun is the name of the game.	We'll build and code hands-on robotics projects like Milo the Science Rover and a host of animals, vehicles, and games that all have a real-world focus in this introduction to robotics and computer programming. Young engineers will practice creativity, problem-solving, communication, responsibility, socializing and teamwork skills using the famous Lego WeDo robotics system with Maker-State .	Coaches from Kids of Summer sports provide drills, games and scrimmages. Eat, breathe, live, soccer!
3:45-5:00 1st-5th 12 sessions	3:45-5:15 1st-4th 12 sessions	3:45-5:00 K-5th 12 sessions	3:45-5:00 K-3rd 12 sessions	4:30-5:30 K-5th 12 sessions
		Pouncing Tigers		
		Pouncing Tigers martial arts! Develop self-discipline. Improve self-esteem. Better focus and concentration. Instill self-respect and respect for others. Learn valuable self-defense skills and have a blast!		
		3:45-5:15 K-5th 12 sessions		

*Note: This schedule is highly flexible, as we prefer to develop program partnerships and offerings after surveys and interviews of key stakeholders.

A proposed **RTS Explore** Middle School daily schedule will include the following, with groups of 15 separately rotating through activities:



at Manhattan School for Children

	Monday	Tuesday	Wednesday	Thursday	Friday
2:30 PM - 3:00 PM	Arrival/Snack	Arrival/Snack	Arrival/Snack	Arrival/Snack	Arrival/Snack
3:00 PM - 3:30 PM	Homework Help	Homework Help	Homework Help	Homework Help	Homework Help
3:30 PM - 4:00 PM	Pathways (College & Career Exploration)	Debate	Rally	Pathways (College & Career Exploration)	Debate
4:00 PM - 5:00 PM	<u>Clubs</u>	<u>Clubs</u>	<u>Clubs</u>	<u>Clubs</u>	<u>Clubs</u>
	Soccer Skills & Drills	Volleyball Skill & Drills	Soccer Skills & Drills	Volleyball Skill & Drills	Fitness
	Theater	Yoga	Theater	Afro-Brazilian Capoeira	Martial Arts
	Coding	Minecraft	Coding	Minecraft	Chess
	Photography	Cooking	Photography	Cooking	Podcasting
5:00 PM - 6:00 PM	<u>Clubs</u>	<u>Clubs</u>	<u>Clubs</u>	<u>Clubs</u>	<u>Clubs</u>
	Soccer Team Practice	Volleyball Team Practice	Soccer Team Practice	Volleyball Team Practice	Young Runners
	Modern Dance	Improv	Hip Hop Dance	Improv	African Dance
	Game Design	Vlogging	Game Design	Vlogging	Yearbook
	Music Video Production	Architecture & Design	Music Video Production	DIY Crafts	Guitar
6:00PM	Dismissal	Dismissal	Dismissal	Dismissal	Dismissal

*Note: This schedule is highly flexible, as we prefer to develop programming after surveys and interviews of key stakeholders. In addition, timing of snack or meals is dependent on space availability and building protocol with food handling and consumption.

3. Pricing Methodology

Create Elementary Program

Roads to Success proposes to charge approximately \$330 per month for a five day-per-week **RTS Create** afterschool program. To offer optimum affordability and to fulfill the needs of all families, we provide alternate pricing for families to use a three or four day-per-week schedule at a scaled down rate, as well as welcoming “Drop-Ins” at \$39 per day for families with unpredictable childcare needs. Drop-Ins would only be available to fully registered families, and only in accordance with ratio and health policies. Families with siblings in the program will enjoy a 10 percent discount for a second child and a 15 percent discount for any additional children which will be automatically applied through their account registration online.

The abovementioned options are all negotiable at the request of the school prior to registration. Registration will occur through the fully automated system Sawyer Tools and monthly billing will occur via automated withdrawal from credit and debit cards safely entered by the registered family. Support with the process will be available to all families in English and Spanish.

Year-to-year, Roads to Success offers financial aid for the **RTS Create** program in the amount of \$3,300 per 40 students registered per program, and we pool that amount with any additional funds provided by supporting local organizations such as foundations and PTA. The financial aid process typically consists of a paper application submitted by the family that outlines household income and dependents, with supporting documentation attached and, if desired, a written statement from the applicant. Roads to Success applies a percentage of forgiven funds to applicants in order based on evidential need and notifies them directly with a prompt to register with a dedicated coupon code.

Focus Elementary Program

Roads to Success proposes to charge approximately \$35 - \$40 per session for each 12-session **RTS Focus** activity offered during the afterschool program. However, specific session pricing per activity would be contingent upon each partner's overall cost for direct service. Drop-ins would only be available to fully registered families, and only in accordance with ratio and health policies. Families with siblings in the program will enjoy a 10 percent discount for a second child and a 15 percent discount for any additional children which will be automatically applied through their account registration online.

Registration will occur through the fully automated system Sawyer Tools and one-time billing will occur via automated withdrawal from credit and debit cards safely entered by the registered family. Support with the process will be available to all families in English and Spanish.

Explore Middle School Program

Roads to Success proposes to offer a five day-per-week **RTS Explore** Middle School afterschool program at no cost to families. The program is fully funded by our partnership with NYC's Department of Youth and Community Development which has provided a grant that covers all program expenses for 55 MSC middle school participants per day.

Registration will occur through NYC Department of Youth and Community Development's online portal. Support with the process will be available to all families in English and Spanish.

4. Program Screening

RTS staff are thoroughly vetted by our Human Resources staff through an intake protocol which includes submission of all paperwork, medical exams, and training certifications as required by our SACC licenses. Candidates are interviewed twice at minimum, including a second round with their direct supervisor. All candidates are screened through background checks and fingerprinting by, at minimum, OCFS and the Department of Education.

RTS staff training methods are based on widely accepted pedagogical theories of experiential education as well as practical program experience. All staff participate in "Ignition": a three-day, pre-program orientation and training, and "On-site": a two-day training at the program location in which Site Directors and their teams work on site-specific goals, core activities and achievement expectations using site logic models. The Site Leadership Team host professional development sessions bi-weekly on site. Examples of topics include: mission building, goal setting and measuring outcomes, connecting activities to the school day and future careers, team building activities and managing difficult behaviors. Line staff also participate in topic-specific workshops facilitated by outside CBOs such as The Partnership For After School Education (PASE) and Ramapo for Children. The Site Director conducts regular 1:1 supervision sessions with staff. All staff are required to do bi-annual self-assessments and participate in two formal evaluations, as well as a mid-year "tune up" training, conducted in January followed by an all-staff service project. Finally, we conduct pre- and post-surveys to indicate our staff's capacities to facilitate programming based in the Positive Youth Development (PYD) methodology. Effective PYD is scientifically correlated to participants' gains in SEL capacities.

5. Registration and Certifications

Roads to Success programs are regulated by the Department of Health and Mental Hygiene of NYC and the Office of Children and Family Services of NYS. Each program site obtains a School- Aged Child Care (SACC) license and is subject to repeated visits by the DOHMH, who will enforce specific safety measures, including staff credentials and background checks, facility and operational safety, and more.

Roads to Success is registered as a SACC provider at:

- AmPark Neighborhood School
- Young Leaders Elementary, PS 369
- PS 180, Hugo Newman
- Teachers College Community School (Upper School)
- Teachers College Community School (Lower School)
- PS/MS 57, James Weldon Johnson
- The Manhattan School for Children, PS 333
- Lafayette Academy, MS 256
- Ballet Tech School
- Amber Charter School East Harlem
- MS 839
- The New American Academy Charter School
- Mott Hall II
- PS 516
- Hyde Leadership Elementary School
- Hyde Leadership Middle School

Roads to Success is in good standing to do business in New York State and holds multiple contracts with the Department of Youth and Community Development, the Department of Education, and New York State's Office of Children and Family Services.

6. References

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Sincerely,



Bashan Fernandez
Chief Program Officer

