



Project On-Track: High-Dosage/Low-Ratio Tutoring Program
TN ALL Corps Community Partner Grant – TN Department of Education
Memorandum of Understanding for the 2026-2027 School Year

NISWONGER FOUNDATION Contact Person: Stephanie Boyd (sboyd@niswongerfoundation.org)

PARTNER/ Contact Person(s): Dr. Holly Flora

The project partner, Niswonger Foundation, agrees to provide the following services in accordance with the attached budget.

Statement of Work for Kingsport City Schools:

1. Scope of Project – Kingsport City Schools will serve as an operational partner of Project On-Track. This partnership is expected to extend from August 1, 2026, through May 31, 2027.
2. Personnel – Dr. Holly Flora will serve as the overall project coordinator for Project On-Track activities. The last page of this document describes the approved allocation.
3. Working Relationship – will serve as the primary point of contact between Niswonger Foundation and program partners. The Project On-Track staff will ensure this point of contact remains abreast of all developments and events.

Work to be performed

- A.** Collaborate with Niswonger Foundation to develop strategies and procedures for a successful implementation of high dosage/high impact literacy tutoring for grades 2-5 at identified site(s) during the 2026-2027 school year.
1. The district will determine site(s) where students will work with trained tutors.
 2. Site coordinator(s) will be selected to oversee project operations, participate in professional training, and supervise trained tutors. Site coordinators will receive a document “[Site Coordinator’s Essential Functions](#)” and are required to attend informational and training meetings as scheduled by the Project On-Track team.
 3. Tutors will be selected to work with students per Project On-Track guidelines at designated times determined by the school district. Tutors will receive a document “[Academic Tutor’s Essential Functions](#).”
 4. Project On-Track staff members will provide all training for selected tutors in literacy.
 5. Tutor training sessions will be 2- 4.5 hours in length depending on length of tutoring sessions.

Tutors will be compensated at their agreed upon rate of pay for completing training sessions.

6. Site coordinators, district personnel, and Project On-Track staff members will provide coaching support for tutors in the areas of literacy instruction, time management, classroom management, and communication so that tutoring sessions meet the needs of all students in an efficient manner.
- B. The district will identify and select students in grades 2-5 who are struggling in the mastery of grade level academic skills and standards in literacy. Tutors are expected to provide the opportunity for each student to attend a minimum of 30 minutes at least three times a week for a minimum of 12 weeks each semester.**
1. The district will use multiple sources of data and information in selecting the students who will be part of the tutoring program which may include but not limited to 2025-2026 state assessment results, beginning-of-year universal screening results (prefer students below the 40th %ile), beginning-of-year assessments, district benchmark results, and teacher recommendations. Lesson routines will support vocabulary development, fluency, comprehension, and writing (basic decoding skills will not be included).
 2. Multiple data points may be collected and analyzed for each student during the length of the tutoring program. District benchmark/interim assessment scores will be collected by tutors.
 3. Instructional activities will be tailored and adjusted based on student performance on previous items and assessments. Each student's family will receive a mid-term progress report from the tutor identifying areas of strength and areas for focus.
- C. Establish budget and financial oversight procedures regarding compensation for site coordinator(s) and tutors for the 2026-2027 school year.**
1. Niswonger Foundation and the district's leadership will agree to payment and compensation processes and procedures. Project On-Track requires tutors to be financially compensated as determined by each finance department.
 2. Tutors will maintain time records to be used for compensation and/or other requirements to show evidence of work per school district's policies. Tutor timesheets are to be submitted with district invoices.

The following stipulations shall apply:

1. The Niswonger Foundation shall approve the purpose, administration, and supervision of all phases of the services to be provided under all parts of this agreement.
2. This agreement may be terminated by either party upon receipt of 30 days' written notice. Any change to this agreement requires an amendment with the same authoritative signatures as the original. Neither party shall have the right to assign or transfer its rights or obligations under this MOU without written consent of the other party. This agreement shall not be subject to modification or amendment except by written agreement with the appropriate authorized signatures.

Payment for Services

The funds awarded under the Project On-Track grant are available on a reimbursement basis and in accordance with payment schedule agreed to by the school district and the Niswonger Foundation. Social Security and Medicare will be reimbursed at 7.65% and retirement will be reimbursed at the actual cost. The reimbursement schedule can be monthly, quarterly, or at the end of each semester. Site coordinators and tutors will maintain time sheets as required by the district partner. Kingsport City Schools will send Niswonger Foundation **digital invoices** with detailed documentation to the following individual using the contact information provided:

Dr. Debra Bentley, Project On-Track Finance Director
Cell: 423-791-4317
Email: dbentley@niswongerfoundation.org

Proposed Budget:

Site Name	Literacy tutors	Hours per tutor per week (including planning)	Rate of pay	Total hours (including planning)	Tutor Allocation	Site Coordinator Stipend	Supply Fee
Roosevelt Elementary	2	20	\$35.00	1040	\$36,400.00	\$4,000.00	\$300.00
Kennedy Elementary	1	10.45	\$35.00	272	\$9,520.00		\$300.00
					\$ 45,920.00	\$ 4,000.00	\$ 600.00

ACCEPTED BY:

Dr. Steve Barnett
Chief Operating Officer, Niswonger Foundation

Christopher M. Hampton
Director/Superintendent, Kingsport City Schools

ATTEST:

Angie Marshall, Deputy City Recorder

APPROVED AS TO FORM:

Rodney B. Rowlett, III, City Attorney