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Executive Summary

GreenPHL is Pennsylvania Governor Tom Corbett and Philadelphia Mayor Michael A. Nutter's signature AmeriCorps initiative. GreenPHL calls for 150 full time AmeriCorps members who will leverage an additional 1200 volunteers on an annual basis to significantly improve environmental stewardship in Philadelphia. The Commonwealth and the City will partner with EducationWorks, based on their considerable national service expertise, and the Philadelphia Youth Network, a nationally recognized leader in youth workforce development, to engage at-risk young adults (ages 18 to 26) as AmeriCorps members who will, through their term of service, develop the skills required to further their education and/or secure meaningful work. The members will serve the citizens of Philadelphia, specifically low-income residents of blighted communities and users of Fairmount Park, the largest urban landscaped park in the world. At the end of the three year period, AmeriCorps members will have planted 30,000 trees (contributing to the removal of 3.3 tons of air pollution within five years of their being planted), removed 7,800 tons of debris, revitalized 9,000 acres of public land, and educated 6,000 Philadelphians on the importance of watersheds and the steps citizens can take to preserve them. This project is aligned with the Corporation for National and Community Service (CNCS) focus areas of environmental stewardship and economic opportunity. The CNCS investment of \$1,995,000 will be matched with an additional \$1,995,000 from the City of Philadelphia and a range of additional public and private sources.

Rationale and Approach

a. Need: GreenPHL, Governor Tom Corbett and Mayor Michael A. Nutter's signature AmeriCorps initiative, proposes to address two priority needs that are shared by the Commonwealth of Pennsylvania and the City of Philadelphia. The first is aligned with the CNCS Environmental Stewardship Focus Area and the second falls within the CNCS Economic Opportunity Focus Area.

First, Green PHL is designed to address the priority environmental stewardship needs shared by the Governor and Mayor, including the need for improved air quality and waterways, the revitalization of public parks and vacant lots, and enhanced civic participation in environmental efforts. Secondly, GreenPHL addresses the need to reduce youth violence by advancing the Governor's landmark Justice Reinvestment Initiative and the Mayor's evolving youth violence prevention strategy through meaningful job training and placement of at-risk youth (age 18-26) to reduce their likelihood of committing crimes and/or recidivating.

1. Environmental Stewardship: Governor Corbett seeks to protect and improve Pennsylvania's parks

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and vast waterways as outlined in the PA Department of Environmental Protection's policies and programs. Further, Mayor Nutter has identified Environmental Sustainability as one of his top five priorities for Philadelphia in his Five-Year Financial and Strategic Plan (2013-2017). Plans to achieve the Mayor's priority goal are outlined in 'Greenworks Philadelphia,' the City's comprehensive, nationally recognized plan to tackle pressing environmental challenges, including:

- * Need for improved stormwater management: Philadelphia, like many large, older American cities, needs to confront a new set of complex environmental, demographic and financial challenges with its aging stormwater infrastructure while also trying to meet residents' expanded expectations for a safe and affordable water supply; the collection and high level treatment of wastewater and stormwater; flood protection; and clean, attractive, and fishable rivers and streams. In direct response to this complex and costly set of problems, Mayor Nutter adopted the Philadelphia Water Department's 'Green City, Clean Waters' strategy in 2010 and signed an agreement with the U.S. Environmental Protection Agency which calls for the largest Green Stormwater Infrastructure Program ever envisioned in the United States. 'Green City, Clean Waters' identifies the need to address the following problems: high levels of fecal coliform, elevated water temperatures, excessive variations in dissolved oxygen, dissolved oxygen levels below minimum standards and the presence of litter and unsightly streams which discourage recreational use. Achieving this will require, among other steps, an increase in trees and other vegetation that prevent water pollution by absorbing stormwater, and a change in behavior of Philadelphia residents currently inclined to litter.

- * Need for increased tree coverage: According to the American Lung Association's 2012 'State of the Air' report, Philadelphia ranks among the top ten worst regions in the country for air pollution. The steady decrease in Philadelphia's tree canopy over the past several decades impacts the City's air pollution problems. In order to improve air quality, the City needs to reverse that trend.

- * Need for revitalized public land: In 'Citywide Vision, Philadelphia2035,' the Philadelphia City Planning Commission (PCPC) reported in 2011 that there are 8,500 acres of underutilized or vacant lots in Philadelphia. Further, Fairmount Park, the largest urban landscaped park in the world, suffers from rampant dilapidation, the result of decades of decreased public funding for basic maintenance. The City needs a cost effective strategy for cleaning and greening this land in order to enhance the absorption of excess stormwater, improve air quality and provide increased opportunities for recreation.

2. Job Training and Placement for At-Risk Young Adults: The City and Commonwealth face a

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financial and moral imperative to prevent youth violence. To cite just one of many troubling statistics, 40% of the 331 homicides in Philadelphia in 2012 were committed by 18-24 year olds and 100% of the perpetrators had a prior conviction. Crime and violence are closely related to unemployment. In Philadelphia, the overall youth unemployment rate is 16.2 percent, but the rate for Black and Hispanic youth is much higher, in some neighborhoods more than twice as high. The City of Philadelphia is working closely with the U.S. Office of Juvenile Justice and Delinquency Prevention to develop a youth violence prevention strategy. GreenPHL will be a key component of that strategy. It will address the need for high quality opportunities for young adults (ages 18 to 26) at risk of committing violent offense to develop the skills required to secure meaningful work and become civically engaged members of society.

b. AmeriCorps Members as Highly Effective Means to Solve Community Problems: Governor Corbett and Mayor Nutter are requesting funds to deploy 150 full time AmeriCorps members to meet the needs outlined above. The AmeriCorps members, at-risk youth between the ages of 18 and 26 from low-income communities, will be a highly effective means of addressing these needs because they, their families, friends and neighbors will be the primary recipients of their service. GreenPHL will focus service activities in many of the very same blighted communities in which members reside.

The City of Philadelphia will contract with EducationWorks to engage national service members in projects directed by the following four City Departments and Agencies: i) the Philadelphia Department of Parks and Recreation (PPR), ii) the Community Life Improvement Program (CLIP), iii) the Philadelphia Water Department (PWD), and iv) the Department of Licenses and Inspections (L & I).

i) PPR--Members will work on natural lands restoration in Fairmount Park, with a particular focus on neighborhood parks in low income communities, including: controlling and removing exotic invasive plants and replacing them with species native to Philadelphia county; weeding and planting to increase the density and diversity of native plants in riparian zones, forests and other areas; managing meadows, including weeding, planting and mowing; repairing and stabilizing erosion gullies on forested slopes by moving soil, placing and moving rocks as well as planting; planting, pruning, mulching, and watering trees; and removing stumps. In parks, members will also pick up litter and separate recyclable materials; remove leaf, debris and weed along fence lines and other obstacles; paint benches, storage sheds, and other structures; remove graffiti from play equipment; and mulch. Finally, AmeriCorps members will foster community ownership of park lands by engaging local volunteers in their efforts.

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ii) CLIP is tasked with improving the appearance of neighborhoods throughout the City through the eradication of blight. Members will work with CLIP on vacant public land cleanup and beautification, doing many of the same things identified above that members will do in City parks. They will also perform preventive maintenance on the tools and equipment they use, such as lubricating motors, changing spark plugs, and lining trimmers and filters.

iii) PWD--Members will impact Philadelphia's entire watershed system by helping to restore the effect of urbanization on local waterways. Serving alongside City workers, members will assist in mechanical and electrical systems repair and replacement; public communications, including assisting with PWD's website and public outreach; serving as environmental educators for community groups; and assisting in the Fairmount Water Works Interpretive Center.

iv) L & I--Members will clean and seal vacant city-owned properties, sealing windows and doors with appropriate materials and supplies and removing debris from inside and out.

GreenPHL is designed to be an urban youth conservation corps, and like so many successful conservation corps, it aims to harness the energies of young people to meet environmental needs which the City does not have the resources to adequately address. For example, PPR has seen a 10% decrease in funding over the last four years and is unable to provide basic maintenance to many of the dilapidated sites for which it is responsible. PWD will model GreenPHL after a highly successful apprenticeship program it operated from 1999 to 2007 for high schools students, which not only enabled PWD to effectively address stormwater management, but led to jobs for many of the program graduates. L & I and CLIP are both unable to meet the overwhelming need for their services; teams of skilled, supervised AmeriCorps members would make a huge improvement to the lives of Philadelphians living in neighborhoods blighted by abandoned properties and vacant lots.

c. Evidence-Based/Evidence-Informed and Measurable Community Impact:

EVIDENCE INFORMING GREENPHL'S ENVIRONMENTAL STEWARDSHIP STRATEGY

*Research has shown that trees help improve air quality and reduce stormwater runoff. They also reduce air-related illness such as asthma, lower summer temperatures by providing shade, reduce noise pollution, and increase habitat for urban wildlife. A 2003 study by the USDA Forest Service and American Forests, Inc., in collaboration with the Pennsylvania Department of Conservation and Natural Resources, estimated that the five-county Philadelphia region had lost five million trees over 15 years prior to the study. In response to this, 'Greenworks' calls for the planting of 300,000 new trees by 2015. Through GreenPHL, AmeriCorps members planting 10,000 trees a year for a period of

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three years will contribute to 10% of the City's overall goal.

*In preparing the Fairmount Park Natural Lands Restoration Master Plan, the Academy of Natural Sciences of Philadelphia, and the Patrick Center for Environmental Research and Biodiversity Group, mapped the entire Fairmount Park system and listed needed restoration activities. The list included invasive plant control and revegetation by native plants; construction of berms and other techniques to increase infiltration; and improvement of trails, stream crossings, and culverts to reduce bank erosion. Authors of the Master Plan made clear that these restoration activities, to be completed by GreenPHL members, are necessary to improve distressed waterways contained within the Park system and increase native biodiversity.

*The passage of the Clean Water Act (CWA) created a framework for regulating discharges into the waters in the United States and establishing quality standards for surface waters. The objective of the CWA is to restore and maintain the chemical, physical, and biological integrity of the nation's waters by preventing point and nonpoint pollution sources and providing assistance to publicly owned treatment works for the improvement of wastewater treatment. PWD has a three-pronged approach for implementing this framework, all of which will be supported by GreenPHL: 1) Stable Waterways: A stable waterway is one that has stream banks unhindered by erosion, edges reinforced by native vegetation, channel proportions that encourage a natural course, and surrounding floodplains and urban areas that promote regular base flow ratios. 2) Healthy Waterways: Waterways should be free of trash and pollution so communities can enjoy their city's natural environment to its fullest potential. Managing stormwater and educating the public about how they can do their part to protect and enhance these natural assets is critical to achieving healthy waterways. 3) Healthy Riparian Habitat: Part of restoring the city's waterways to their natural state is protecting the riparian buffer.

*Finally, in Philadelphia an acre receives an average of 1 million gallons of rainfall each year. Where the land is impervious all 1 million gallons run off into the sewer and become polluted. A greened acre will decrease 80 to 90 percent of this pollution. GreenPHL members will contribute to the City's efforts to green 450 new acres by 2015, dramatically decreasing the amount of stormwater that would otherwise end up in the sewer.

EVIDENCE INFORMING GREENPHL'S SECONDARY BENEFIT: COMMUNITY SAFETY

As noted in 'Citywide Vision, Philadelphia2035,' issued by the PCPC in 2011, there are 8,500 acres of land in Philadelphia that are either underutilized or vacant. Unoccupied public land and city-owned buildings make up a significant share of this land bank, which contributes to neighborhood blight,

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decreased property values, and increased criminal activity. 'Philadelphia2035' cites the importance of stabilizing this land through cleanups and beautification efforts, similar to those to be completed by AmeriCorps members, so it will be ready for future development and reuse. It is vitally important that these vacant lots, the neighborhood parks, and Fairmount Park are maintained because clean and green land contributes to making local residents feel safer as well as reducing crime in the area. A study from the Perelman School of Medicine at the University of Pennsylvania examined the impact of vacant lot greening in Philadelphia and found that total crime, including assaults with and without guns, decreased in the areas surrounding greened lots in the months following their revitalization.

EVIDENCE INFORMING GREENPHL AS AN EFFECTIVE STRATEGY FOR PROVIDING JOB TRAINING AND PLACEMENT FOR AT-RISK YOUNG ADULTS

The program design for GreenPHL was heavily influenced by a number of insightful papers published by the Corps Network, including "Corps: Jobs Today, A Lifetime of Employment Tomorrow," "Civic Justice Corps: Transforming Re-entry Through Service," and "Service and Conservations Corps and America's Public Lands." For a period of time in its long history, the East Bay Conservation Corps, one of the nation's premiere youth conservation corps located in Oakland, California, was an operating site under EducationWorks' national direct grant, enabling EducationWorks to draw on many of their successes in contributing to the design of this proposal. In addition, the GreenPHL planning team consulted with Lisbeth Shepherd, founder and director of Green City Force, a high impact AmeriCorps program in New York City with goals and objectives similar to those that inspired the design of GreenPHL.

[NOTE: eGrants would not allow us to include Performance Measures pertaining to our National Service Members because we had already assigned all 150 MSYs to Environmental Stewardship Performance Measures and it is not possible to exceed the total number of MSYs included in the project application. The eGrants Help Desk recommended that we explain this in the Narrative Section and indicate our intentions. In short, we expect that 80% of the AmeriCorps members we recruit will be unemployed prior to their term of service (O-12) and that 70% of them will secure employment during their service or within one year of completion (O-15). The City's GreenPHL Placement Coordinator, under the supervision of the City Manager, and with considerable guidance and expertise from PYN, will ensure progress towards this goal and manage all documentation and reporting.]

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At the end of three years, GreenPHL will have made a significant impact on Philadelphia and its citizens. There will be considerable revitalization of Philadelphia's urban forest, improvements to neighborhood parks and vacant lots, restoration of distressed waterways, a decrease in water pollution, increased green space for recreation, and the public will have an enhanced understanding of the importance of waterways and the steps citizens can take to care for them. The following specific impacts will be achieved at the end of year three: 30,000 trees planted, 9,000 acres of public land revitalized, 7,800 tons of debris collected, and 6,000 members of the public will have learned about preserving watersheds. The result of much of this work will lead to confirmable improvements in air quality as well as a decrease in crime in areas of the City cleaned and greened by AmeriCorps members. For example, by planting 30,000 trees, members will have removed 3.3 tons of air pollution within five years of their being planted.

Target goals were set through a collaborative process that included the Mayor's Chief Service Officer, the Mayor's Chief and Deputy Chief Grants Officers, the Executive Director of EducationWorks and subject experts from each of the four City agencies listed above. A variety of instruments will be used to measure the impact of the AmeriCorps members' work. A key instrument will be the project log. These logs will be used by most departments to track, for example, the number of acres greened, the amount of debris collected and the number of trees planted. Other instruments include: 311 and police department call logs (tracking the percentage of calls for service and complaints about crime and disorder), tonnage slips (tracking the weight of collected debris), random sampling of park visitors, i-Tree Eco (tracking the number of trees planted vs. changes to air pollution data), and surveys (gauging the impact of public presentations).

Throughout the life of the project, the GreenPHL City Manager will collect impact data across City departments using the various industry standard instruments identified. Data will be reported quarterly to CNCS and included in an annual report co-released by Governor Corbett and Mayor Nutter.

d. Member Recruitment: AmeriCorps members will be selected to serve in GreenPHL from a pool of youth affiliated with programs run by one of the following four entities: the City of Philadelphia's Youth Violence Reduction Partnership (YVRP), YouthBuild Philadelphia Charter School, Philadelphia's Department of Human Service's Achieving Independence Center, and the Philadelphia Youth Network's five E3 Centers. Staff will nominate youth they judge to be most likely to benefit

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from and succeed in GreenPHL. These applicants will come from Philadelphia, nearly all from neighborhoods plagued by poverty, high unemployment and high levels of crime, and many from neighborhoods suffering from the blight that will be addressed by member service. All applicants will be between 18 and 26, will have participated in these partners' programs for at least 6 months, and will be carefully screened by their program staff to ensure their interest in becoming an AmeriCorps member and their capacity to meet the expectations of full time national service. Each organization has agreed to provide continued case management support to the members selected from their pool of nominees. These organizations already provide life skills workshops, job retention supports, G.E.D. preparation, literacy tutoring and post-secondary education transition supports to their participants and will provide those to the AmeriCorps members selected to enroll in GreenPHL.

The Philadelphia Youth Violence Reduction Partnership (YVRP) will nominate a minimum of 50 members per year. YVRP is a multi-agency effort led by the Philadelphia Office of Public Safety working in coordination with the District Attorney's Office, the Courts, Adult and Juvenile Probation, and the Philadelphia Police Department. YVRP, an evidence-based violence reduction program based upon the Boston Gun Project, currently focuses its efforts in the six Police Districts with the highest reported violent crime. YVRP aims to reduce violence committed by and against people aged 14-24 years through intensive support and surveillance of those young people at greatest risk of killing or being killed. In addition to keeping these young people alive and preventing them from committing or being victimized by violence, YVRP assists them in becoming responsible, productive citizens by providing positive supports such as drug treatment, job training, mentoring and educational assistance coordinated through a team of Street Workers, and gun suppression programs. YVRP youth are predominantly male (95%), African American (63%) and Hispanic (31%), representative of the communities in which they live. AmeriCorps members recruited from YVRP will retain their assigned Street Worker and Probation Officer, as well as the entire support network provided by YVRP, including transportation to and from their service sites.

Philadelphia's Achieving Independence Center (AIC) will nominate at least 40 potential AmeriCorps members per year. The AIC, managed by the City of Philadelphia's Department of Human Services (DHS), is a "one-stop shop" designed to help youth aged 14 to 21 transitioning from dependent care to self-sufficiency. AIC youth work with life coaches to create customized service plans to help achieve goals related to: completing high school or obtaining a GED; enrolling in college/vocational training; computer literacy; employment/career planning; housing; connections/relationship-building; and personal development. In addition, each youth has access to a DHS liaison who serves as a central link

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between AIC and DHS. Although the AIC serves youth between the ages of 14 and 21, recruitment for GreenPHL will focus on youth between 18 and 21. AIC serves approximately 500 youth per year and expects that of the 40 nominated youth per year, 25 will have a high school diploma or GED certificate and 15 will be in the process of attaining a GED. Some of these youth will still be in DHS care or re-entering DHS care and therefore supervised by both a DHS liaison monthly and a life coach. For those that are no longer in DHS care but still active with AIC, the life coach services will be provided. In addition, AIC will track individual progress on a daily basis and convene a monthly meeting of its cohort to share experiences, ensure compliance with program requirements, and encourage commitment.

The Philadelphia Youth Network (PYN) E3 Centers will nominate a minimum of 50 members per year. The E3 Center model is designed to provide "the three Es"-- Education, Employment, and Empowerment -- to the city's most disconnected youth, i.e., those who have dropped out of school or are returning to their communities from delinquent placement. PYN, the youth and young adult arm of Philadelphia Works (previously the Philadelphia Workforce Investment Board), has managed the centers since 2005 by contracting with local youth-serving organizations to operate the five E3 centers. The majority of their nominees will have either attained a GED or be well on their way to doing so.

YouthBuild Philadelphia Charter School will nominate between 10 and 20 members per year. YouthBuild is a transformational education and job training program for young people between 18 and 21 who have previously dropped out of high school. It serves the full spectrum of high school dropouts, and on average: 41% of participants are parents; 48% have been arrested; 26% have spent time in a juvenile or adult correctional facility; 30% have an incarcerated parent; 35% suffer from psychiatric disorders and/or chemical addictions; 18% have been in foster care; 90% are low or very low-income; 15% are homeless, and 40% live in unstable housing. All 215 of the young people enrolled in the YouthBuild program each year spend 50% of their time on an academic rotation working toward their competency-based high school diploma, and the other 50% engaged in meaningful community service where they learn real world work skills that culminate in an industry-recognized credential in healthcare, construction or technology. All students are enrolled as part time AmeriCorps members and earn a half-time AmeriCorps award upon graduating. YouthBuild will nominate young adults who will have earned a high school diploma and an industry recognized certification with 7th-8th grade average reading and math levels. Some will have finished college bridge programs at Community College of Philadelphia or Thaddeus Stevens College. YouthBuild will

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provide weekly phone check-ins and monthly SEPTA transpasses as well as access to postsecondary education counseling and resources.

Many of the individuals selected to serve as GreenPHL AmeriCorps members will have been involved in the juvenile and/or adult justice systems. By nature of their participation in one of the programs described above, they will have made the decision to get on track to a satisfying, productive life. While they will not "be there" yet, the individuals selected will be those for whom the AmeriCorps GreenPHL experience is the best next step.

The EducationWorks Recruitment Department will be responsible for gathering all of the eligibility and enrollment documents from the nominated youth and coordinating interviews. The interviews will focus on identifying the youth for whom serving in GreenPHL is the right next step. The interview will be structured to gauge applicants' readiness to make a year-long commitment, their openness to learning the soft and hard skills required to serve effectively, and their ability to contribute as AmeriCorps team members. Pre-screening by the four programs described above will ensure the majority of the nominees will be excellent candidates.

e. Member Training: AmeriCorps members will begin their term of service in late September 2013 with ten days of orientation and training prior to the start of their direct service. The training will be coordinated by EducationWorks in collaboration with the City of Philadelphia and with support from the Philadelphia Youth Network. This time will be devoted to developing an ethic of service and civic responsibility, preparing and planning for the service year and, for re-upping members who served previously in other AmeriCorps programs (e.g., YouthBuild), building on the skills and experiences of their prior terms.

During Week One, training will focus on acclimating members to service and the role they will play in the City as a whole, and with their specific service assignment in particular. Training will cover topics that begin developing core competencies required by all members and will include workshops on the history and current status of national service and AmeriCorps, EducationWorks, and Philadelphia communities; as well as the terms and conditions of their service, including a review of the AmeriCorps member contract and handbook, a thorough review of prohibited activities, and completion of forms. Week One will also include interactive workshops focused on de-escalation, communication and conflict resolution skills; as well as problem solving and time management. The ethic of service, service professionalism and civic engagement components will be introduced along with tools for engaging in regular reflection on their service experience.

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Week Two will begin with all members together in sessions designed to foster a strong sense of team and educate AmeriCorps members on the specific objectives of GreenPHL. From there, AmeriCorps members will be introduced to City staff who will begin the process of imparting the knowledge, techniques and strategies specific to member' specific service assignments. Among other topics, members will learn about the tools they will use, the gear they will wear, procedures for ensuring their own safety and that of fellow team members, transportation and communication protocols, and inclement weather policies. Finally, the Philadelphia Youth Network will begin the year-long process of ensuring AmeriCorps members are able to leverage the skills they are developing to secure meaningful jobs upon completion of their term of service.

Following two weeks of pre-service training, AmeriCorps members will participate in three days of additional training per month. These trainings will address specific issues being encountered by members and teams at their sites, knowledge and skills required to enhance the effectiveness of their service, personal and leadership development of members, project transitions, and post-AmeriCorps employment. Members will also share their best practices by leading peer-to-peer sessions. Prohibited activities will be introduced during pre-service training and periodically reviewed with members, staff, and community volunteers, particularly when elections are imminent.

In addition, AmeriCorps members will participate in relevant personal and professional development opportunities provided by City agencies and GreenPHL recruitment partners. Members will also have the opportunity to attend workshops and trainings offered by PennSERVE.

To supplement the supports provided through structured trainings, GreenPHL will employ two social service coordinators who will manage the additional issues that may crop up during a member's year of service. This could include issues pertaining to housing, interpersonal problems, child care or health challenges. In addition to the City department supervisor who will teach members the hard skills they need to complete their service, EducationWorks staff will work with the City departments to manage day-to-day issues that may hinder successful completion of expected service. These EducationWorks staff will be skilled in conflict resolution, setting standards of professionalism (e.g., showing up on time, using appropriate communication strategies, etc.) and providing the additional support members may need to remain committed throughout the year.

f. Member Supervision: GreenPHL AmeriCorps members will serve in teams of 10, supervised by a full time Crew Leader, employed by EducationWorks, who will support the members while holding them accountable. Crew Leaders will maintain close communication with City agency staff to ensure

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the successful completion of service assignments. Each of three Operations Managers will supervise five Crew Leaders. The Operations Managers, who will be supervised and supported by the EducationWorks Program Manager, will serve as a link to EducationWorks and City resources, and assist in member and program management and support. Each team of AmeriCorps members will have 1 to 2 Assistant Crew Leaders, who will be members themselves. The Assistant Crew Leaders will be selected for their maturity and interpersonal skills, are likely to be among the older members, and may be those with prior AmeriCorps experience. If we don't have enough qualified members to fill these positions in Year 1, we may find it necessary to fully implement this component of the program model in Year 2, engaging experienced AmeriCorps GreenPHL members interested in further developing their leadership and other skills through a second year of national service.

All members, regardless of service assignment, will have a City agency coordinator who will support them and their Crew Leader to ensure they are engaged in meaningful service, that they are getting constructive feedback, that their views are being heard and addressed, and that they are being provided appropriate supplies and materials. In addition, two social service managers will be responsible to ensure members are able to access the full range of social service resources available to them through our recruitment partners (AVRP, AIC/DHS, PYN and YouthBuild).

Both Crew Leaders and Operations Managers will be hired based on their prior experience working with at-risk populations and their enthusiasm for the GreenPHL goals and objectives. Once on board, they will be extensively trained in supervisory practices, policies, and procedures. Their training will cover a range of topics, including team building, assigning members to specific tasks, member evaluation, coaching, utilization of EducationWorks staff and resources, and prohibited activities.

g. Member Experience: Members will be engaged in activities, primarily outdoors, in which they will typically be able to see immediate results. Through ongoing training and support from their Crew Leaders and City agency coordinators, members will also come to understand how those immediately visible results contribute to longer term, more enduring, and far more profound changes in the environment. Thus, we expect the GreenPHL service experience to be very powerful as it will provide ongoing opportunities for members to develop the skills and confidence required to make a difference that will affect the lives of Philadelphians for many years to come.

Active citizenship and the development of a life-long ethic of civic responsibility will be embedded in all aspects of the GreenPHL AmeriCorps experience -- from formal training provided by EducationWorks, to daily opportunities for reflection facilitated by Crew Leaders to consistent

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messaging from all of the adults affiliated with the program, most especially Governor Corbett and Mayor Nutter. EducationWorks will utilize the National Youth Leadership Council's 'Learning by Giving' resources from the National Constitution Center's Education Department, as well as curriculum provided through the CNCS Resource Center, National Service Learning Clearinghouse, and materials designed by EducationWorks' training department. Training sessions will promote dialogue, combine character education with active citizenship, and employ community problem solving techniques to foster a culture of care and action for all members where they realize their potential as change agents during and after their year of service. Throughout their term of service, members will reflect on their engagement in active citizenship through team discussions and in training sessions.

Particular attention will be paid to ensuring public awareness of GreenPHL as an AmeriCorps program. Among other things, the AmeriCorps logo will be prominently displayed on GreenPHL member uniforms.

Member identification with, and understanding of, AmeriCorps will be developed in a number of ways. EducationWorks has a long history of collaborating with other national service programs, so GreenPHL members will have frequent opportunities to serve in partnership AmeriCorps members from many of Philadelphia's more than a dozen AmeriCorps programs.

In addition, GreenPHL will fall under the Mayor's Office of Civic Engagement and Volunteer Service, directed by Catie C. Wolfgang, Mayor Nutter's Chief Service Officer. This Office is deeply engaged in all city-wide service projects and initiatives. Thus, together, AmeriCorps GreenPHL members will participate in: a) all events for members and staff sponsored by PennSERVE and the Pennsylvania State Office of CNCS; b) Martin Luther King, Jr. Day of Service; c) Global Youth Service Day; d) the National Day of Service and Remembrance; and e) the Mayors Day of Recognition for National Service. In addition, members will be introduced early in their year to the Greater Philadelphia AmeriCorps Alumni Chapter to ensure a lifelong connection to fellow AmeriCorps members and alumni.

Finally, GreenPHL AmeriCorps members will be formally oriented to Mayor Nutter's commitment to national service, as well as his goal of implementing 'service as a solution' strategies across his administration. GreenPHL will be integrated into the City's overall service plan, SERVE Philadelphia, and outcomes will be reported publicly on an annual basis.

h. Volunteer Generation: GreenPHL members will engage community volunteers to both increase

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and sustain the impact of their service. They will recruit volunteers to work alongside them when revitalizing public land. Further, they will engage volunteers to sustain their work upon completion. For example, members will train community volunteers to tend trees they've planted, as well as recruit local residents to maintain the neighborhood parks they've revitalized.

GreenPHL AmeriCorps members, as well as their Crew Leaders, will receive upfront training and ongoing support to ensure they develop the skills and abilities required to both recruit and manage community volunteers, particularly to support projects in low-income neighborhoods where the volunteer base may be untapped. Members, and the staff who support them, will have access to the City's full-menu of web based and social media tools to support their volunteer recruitment efforts.

These tools include:

(1) www.SERVEPhiladelphia.com: the City's hub for matching citizens to volunteer opportunities that align with their interests and expertise - members will establish an account on the site and use it to advertise opportunities to serve, as well as manage volunteer inquiries.

(2) www.LoveYourPark.org: PPR's information hub for grassroots, neighborhood based Park Friends Groups -- members will be taught to use this website to link with community leaders and engage their volunteer networks. Additionally, members will be invited to attend quarterly meetings of Friends Group leaders, hosted by PPR in partnership with the Pennsylvania Horticultural Society. At these meetings, the members will build important relationships and get the word about out their volunteer needs.

(3) Social Media -- AmeriCorps members and the staff who support them will have access to all of SERVE Philadelphia's social media tools (including a Facebook page, Twitter account and monthly e-blasts) as a means to advertise service opportunities and recruit volunteers. Additionally, through the contacts they'll be making across City departments, the members will have additional opportunities to leverage the City's larger network of social media channels to get the word out about volunteer opportunities.

Finally, AmeriCorps members will receive training in how to leverage the Governor's and Mayor's bully pulpit. GreenPHL will be framed as a signature initiative of both Governor Corbett and Mayor Nutter. As such, both respected individuals will meet with the AmeriCorps members and include mention of their service in high profile speeches and at well attended meetings and events. Members will receive training on how to leverage this support through strategic follow up efforts.

i. Organizational Commitment to AmeriCorps Identification: GreenPHL will be a signature initiative

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of Governor Corbett and Mayor Nutter. Housed in Philadelphia, the City is committed to communicate at every turn that GreenPHL is an AmeriCorps program. Mayor Nutter has an established track record as a national leader in promoting national service as a cost effective resource for effective problem solving. Recently, Mayor Nutter recommended that CNCS establish a 'Mayors Day of Recognition for National Service' and announced the first annual celebration of that day in his President's Address at the 81st Convening of the United States Conference of Mayors. Clearly, he will be proud to promote GreenPHL's AmeriCorps identity.

Further, EducationWorks, as a current and experienced AmeriCorps grantee, is totally familiar and compliant with CNCS recommendations on branding. The AmeriCorps logo is on everything EW produces and will be on everything generated for GreenPHL, including uniforms, recruitment materials, signage, promotions and reports.

Organizational Capability

a. Organizational Background and Staffing: The City of Philadelphia in partnership with the Commonwealth of Pennsylvania are the applicants for the Governor and Mayor Initiative and together have identified EducationWorks (EW) and the Philadelphia Youth Network as lead non-profit partners. As a signal of its commitment to this joint initiative, the City has committed \$1,500,000 annually and will appoint a GreenPHL Manager who will report to the City's Chief Service Officer in the Mayor's Office of Civic Engagement and Volunteer Service. This individual will be responsible for coordinating the activities of the City departments in which members are placed, ensuring proper grant oversight, and managing data collection and reporting related to project impact. The City's GreenPHL Manager will supervise the Placement Coordinator who will implement the workforce development pipeline strategy developed in partnership with the Philadelphia Youth Network. The City will also hire a Project Coordinator in Philadelphia Park and Recreation to ensure the 60 members serving in that department are adequately supported. City staff designated to support member service in the three remaining departments will be provided in-kind.

EducationWorks was selected by the Mayor and Governor as the lead non-profit to guide the development and implementation of GreenPHL based on the alignment of their mission with the City of Philadelphia and their proven track record and extensive experience managing AmeriCorps programs and funding. EducationWorks' mission is to enrich the lives of children, youth, and families by providing educational programs and services in communities confronting high rates of poverty and other barriers to educational achievement.

EducationWorks staff in the budget have the following roles: (1) Program Manager-daily

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responsibility for all EducationWorks GreenPHL activities; (2) Assistant Program Manager-assists Program Manager; (3) 3 Operations Managers-each supervises five Crew Leaders and coordinates resource and information sharing with City managers and Social Service Support Coordinators; (4) 15 Crew Leaders-each supervises a team of 10 members; (5) 2 Social Service Coordinators -- each works with the support staff of the four agencies which recruited members to coordinate supportive services for members; (6) Executive Director-provides oversight of all EducationWorks functions, policy coordination with City, State, and other partners; (7) Assistant Director-ensures compliance with CNCS rules; (8) Database Assistant-enters all eGrants information and manages member files; (9) PA Director-ensures all the resources of EducationWorks's Philadelphia operation properly support GreenPHL; (10) PA Assistant Director-supervises the Program Manager; (11) Recruitment Director-manages applicants eligibility and enrollment documentation, coordinates selection process; (12) Training Director-designs and contracts for AmeriCorps-related training and coordinates placement agency training; (13) Evaluation Specialist-ensures instrumentation is properly administered and data are collected and analyzed.

The Philadelphia Youth Network is a nationally recognized, intermediary organization dedicated to enhancing the educational and economic outcomes of Philadelphia youth. Under the auspices of the Mayor-appointed Philadelphia Council for College and Career Success, PYN manages 'WorkReady Philadelphia,' a highly successful cross-sector partnership dedicated to attracting, aligning and investing resources in youth workforce-development strategies. PYN will provide expertise and in-kind staff support to ensure GreenPHL members are prepared for, and able to secure, post-service job placement.

The City has substantial experience administering federal funds, managing approximately \$1.2 billion in federal grants annually with well established policies and procedures to ensure strong fiscal oversight and compliance with OMB A 133 audit requirements. In addition, the City's Chief Service Officer supervises one of the largest AmeriCorps VISTA programs in the State of Pennsylvania, through which she's developed strong relationships with CNCS staff at the state and federal level.

EducationWorks has been operating AmeriCorps programs since June 2002. Core staff had been operating the National School and Community Corps as an AmeriCorps program at the Woodrow Wilson National Fellowship Foundation from 1994. National Direct and State Commission grants have supported EducationWorks' AmeriCorps program in Philadelphia for the last 18 years.

Management structure for AmeriCorps GreenPHL: The Governor and Mayor will provide ultimate oversight of this initiative. They will receive reports from, and provide recommendations to, an

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Advisory Committee comprised of the Mayor's Chief Service Officer, the Mayor's Chief Grants Officer, 1-2 appointees of the Governor, and the Executive Directors of EducationWorks and the Philadelphia Youth Network. Overall initiative oversight will be the responsibility of Catie C. Wolfgang, Mayor Nutter's Chief Service Officer and Director of the Mayor's Office of Civic Engagement and Volunteer Service. The Mayor's Office of Grants will provide the Chief Service Officer and the City Manager with support in grant management, financial oversight and audit compliance.

b. Sustainability: All projects implemented by GreenPHL will dramatically transform the physical environment in which they take place, requiring relatively light ongoing maintenance for which the City's current resources, combined with heightened community engagement catalyzed by AmeriCorps members, will be sufficient. For this reason, every effort will be made to ensure members have the opportunity to serve in the communities in which they reside and conduct outreach to friends and neighbors who can sustain their efforts once projects are completed.

In addition, the City has a number of complementary initiatives working in low income neighborhoods (e.g., The PhillyRising Collaborative, a successful community-based crime reduction initiative housed in the City's Office of the Managing Director; and the Mural Arts program, a nationally recognized community arts initiative designed to foster neighborhood investment) that can be leveraged to ensure GreenPHL's efforts are supported by other civic engagement infrastructures.

The Mayor and Governor will continue to seek the appropriate resources to ensure success of this signature initiative and are confident that public funds can be secured, alongside foundation and other private funds, to cover the remaining match (\$500,000) and sustain the program beyond year three.

c. Compliance and Accountability: While the City and Commonwealth are the applicants, and the City Manager will ensure overall grant compliance on behalf of the grantees, EducationWorks, given its extensive experience managing AmeriCorps funding, will be delegated responsibility for ensuring compliance with CNCS rules, for detecting and preventing noncompliance, and for correcting any instances of noncompliance.

EducationWorks will review the prohibited activities in detail with its own and partner agency staff, and with all members during their pre-service orientation. EducationWorks will also review them with City staff and community volunteers whenever there is any indication of a possibility of a violation.

All but three program staff will be EducationWorks employees. Some of the Crew Leaders,

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Operations Managers and Social Service Coordinators will be hired from outside EducationWorks while others will be transferred from current EducationWorks programs. Each of these positions will require previous experience working with at-risk youth, a commitment to civic values, a passion for the overall objectives of GreenPHL and a strong interest in learning about and adhering to AmeriCorps policies. All other program staff will be experienced (8 years or more) EducationWorks staff who are deeply familiar with CNCS rules.

*Enrollment and Retention: Given EducationWorks' significant role in the design, implementation and oversight of GreenPHL, its AmeriCorps enrollment and retention rates have relevance to this proposal. For 2011-12, EducationWorks had an enrollment rate of 99.8% and a retention rate of 80%, which is consistent with their two previous program years.

*Performance Targets and Demonstrated Compliance: EducationWorks has met or exceeded all of its performance measures from prior CNCS grants. During the last full year of EducationWorks' AmeriCorps programming, the only compliance issues or areas of weakness/risk identified were: (1) 3 of nearly 550 total enrollments were entered more than 30 days after individuals' start dates and (2) 6 of nearly 450 program exits were entered beyond the 30 day period. EducationWorks' corrective action plan was accepted by CNCS.

Cost Effectiveness and Budget Adequacy

a. Cost Effectiveness: This proposal does not exceed the maximum \$13,300 per MSY. The \$1,995,000 requested of CNCS requires another \$1,995,000 match to ensure effective implementation of the proposal. The City has already identified and committed \$1,500,000 to GreenPHL. In addition, in order to keep budget costs to a minimum, the City is providing significant in-kind resources in the form of staff time, access to equipment and supplies, and data collection. The City will work with the Governor's staff and legislature as they prepare the Commonwealth's 2013-14 budget, usually negotiated in the spring and adopted by June 30, to secure additional match. The Commonwealth is unable to confirm any funding until its 2013-14 budget process is complete in June 2013.

The Philadelphia Youth Network, and its sponsoring agency, the Council for College and Career Success, will consider providing additional match as it develops its 2013-14 spending plan.

The City is taking responsibility for reaching out to individual donors, foundations and potential employers of GreenPHL graduates for further financial support. Both the Governor and Mayor are confident that the remaining budgeted match can be secured.

As referenced throughout the application, the City and State have detailed plans to meet both the environmental needs and the youth violence/job training/employment issues to be addressed by

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GreenPHL. However, to date, the scale of the need and the scarcity of sufficient resources have made it all but impossible to fully realize these plans. Governor Corbett and Mayor Nutter are inspired to leverage AmeriCorps resources because they provide a cost effective opportunity to achieve otherwise unattainable goals. The City could not possibly recruit, train, supervise, and pay for 150 individuals to accomplish the tasks laid out in this proposal. Further, the City would be unable to leverage an effective volunteer base absent GreenPHL AmeriCorps members in place to support them.

b. Budget Adequacy: The GreenPHL program budget clearly outlines the extensive program staff (22 EducationWorks, 3 City) that will be dedicated full time to implementation of this ambitious program, a ratio of 1 staff member for each 6 AmeriCorps members. It also clearly reflects the deep extent to which EducationWorks will integrate GreenPHL into its operations by showing the eight additional EducationWorks staff who will take on this initiative as part of their responsibilities.

The budget dedicates significant resources to staffing to ensure that the at-risk youth recruited to serve as AmeriCorps members will have the training, supervision and ongoing support required to ensure they both achieve the intended project outputs/outcomes and develop the skills and confidence required to successfully enter the workforce upon completion of their service. In addition, the budget includes the resources required to provide the extensive training called for in the program narrative. Finally, the budget dedicates the resources required to cover the cost of criminal history and FBI checks for all members.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A