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Executive Summary

45 AmeriCorps members will leverage an additional 625 volunteers. Together they will serve 500 disadvantaged Sacramento County foster youth (ages 13-20) to ensure they have life skills competencies and academic attainments for adulthood. At the end of program year one, for foster youth with initially inadequate life skills and school performance: 210 will improve life skills competencies by 25%; 195 will improve school attendance; 70 will improve financial knowledge by 25%; 76 will graduate from high school; and 125 foster youth mentor matches will be sustained. This project will focus on the CNCS focus areas of "Economic Opportunity" and "Education". The CNCS investment of \$376,903 will be matched with \$466,271.

Rationale and Approach

1. PROGRAM DESIGN: Josh, in foster care since age 10, received services from an AmeriCorps member in his high school junior year. Josh's grades were far below passing, he had chronic school absences, and was on track to not graduate. The member worked with Josh to see his potential and the importance of a high school diploma. Josh was at first resistant as two generations of his birth family had not graduated. The member persevered, built trust, and Josh responded, successfully graduating. Today Josh is proud to be enrolled in Junior College with a job.

Experienced AmeriCorps grantee, the Child Abuse Prevention Council of Sacramento, (CAPC) and our foster youth services partners submit this Youth Investment Center (YIC) proposal for a fourth funding cycle so disadvantaged foster youth like Josh receive the academic, financial, and life skills support they need to prepare them for transition towards a successful adulthood. YIC is a strong high quality program with significant impact. Annually 45 members serve 500 foster youth using Casey Life Skills. Proposed outcomes align with the Corporation for National and Community Education Outcomes O1a, O1, O9, ED3A, ED4A, ED6, and ED9.

A. Need: For the majority of young adults their transition to adulthood is gradual with financial and emotional support from parents well past age 18. In stark contrast, foster youth who are victims of child abuse and neglect and removed by the courts from their home are expected to make it on their own long before the vast majority of their peers. Every year more than 4000 young people age out of California's (CA) foster care system and far too many exit without the safety net or life skills they need to succeed. (CA Connected By 25, Stuart Foundation 2011). Multiple foster homes and school placements disrupt friendships, impact stability, and disconnect them from their families and communities. A 2012 CA Department of Education Legislature Report supports prior findings that

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foster youth education outcomes are bleak: 75% perform below grade level; multiple placements significantly impact English proficiency; 49% have completed high school when they exit care versus 75% of all CA students; and of those that attend college only 9% are likely to complete. Foster youth are twice as likely to be suspended, four times as likely to be expelled, and are placed in special education at much higher rates.

According to Children's Advocacy/CA Wellness (2007) 51% of emancipated youth are unemployed; 65% emancipate without a place to live; more than one-third suffer emotional disturbances; 40% of those living in homeless shelters are former foster youth; and girls in foster care are 6 times more likely to give birth before age 21. The long-range self-sufficiency picture for foster youth is disquieting. A 2010 Chapin Hall Midwest Study, the largest foster youth longitudinal study, found that across a wide-range of measures former foster youth fare poorly relative to the general population, including but not limited to, income, financial literacy, food security, and government aid. In response to this need CA adopted a law that extends services to foster youth for 2 years beyond emancipation. There is sobering evidence that foster youth are not acquiring the life skills they need for transition to adulthood. (Chapin Hall 2010)

Current outcome data from Sacramento County Child Protective Services (CPS) bears this theory out. Annually, 2300 of our county's children are in foster care and more than 400 can no longer receive services as they have "aged out" of care; ranking Sacramento fourth in CA's foster population rate. (CA Department of Social Services/University of California Berkeley: Child Welfare Services/Case Management System 2011/12). Sacramento's foster youth track below the CA standard for foster home stability; 16% are single parents vs. 10% in CA; and 22% obtained employment vs. 32% in CA. The 2008/09 County Grand Jury "Child Protective Services-Nothing Ever Changes-Ever Report" validated prior reports about "a crucial need for services for foster youth age 13 and older to provide life training so youth are prepared for post-emancipation and for living in society as a whole." Foster youth continue to suffer consequences from Sacramento's dire economic situation as funding for emancipation services has been cut by 62%. In 2011, the Sacramento County Children's Coalition, advisory body to the Board of Supervisors reported "it should be expected that the lifelong outcomes for emancipating foster youth are going to be even worse in Sacramento County." Unique to our county is a United Way 2011 needs assessment that concluded foster youth aging out of care are not financially stable.

Though the need is overwhelming, the basic premise of research to transition foster youth is that despite challenges, they have the ability and strong desire necessary to succeed. Like all young people

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they need preparation, resources, and support from caring adults. Per Robin Nixon, National Foster Care Awareness Director "This vulnerable population needs sustained support they deserve the opportunity to achieve their potential as healthy adults and productive citizens."

YIC beneficiaries are middle/high school/post-high school youth, 13-20 year olds who meet CNCS' definition of "disadvantaged youth -- those who are in or aging out of foster care." YIC's referral criteria ensures selection of high need foster youth with no support, multiple foster home placements, poor interpersonal skills, limited life skills, school behavior problems, 3 or more unexcused school absences/year, at risk for failing out of school, and/or have special needs. Since 2007, YIC partners have had a shared vision to provide high need foster youth with the skills, experience, and attachments to thrive independently. Partners/Service Sites include: 1) Unified School Districts of Center, Elk Grove, Sacramento City, Twin Rivers; and Charter Schools of Gateway, Heritage Peak, and Community Collaborative, who have 73% of the County's foster youth; 2) non-profit agencies Crossroads, Domestic Violence Center, Eastfield Ming Quong Families First, Sacramento Children's Home, Sacramento and Yolo Court Appointed Special Advocates (CASA), Sierra Forever Families, and Stanford Youth Solutions who serve targeted youth; and 3) other public partners Sacramento County Child Protective Services, Lemon Hill Center, North State Building Industry, and Sacramento Employment and Training Agency who provide life/financial skills services to targeted youth.

B. AmeriCorps Members as Highly Effective Means to Solve Community Problems: As evidenced by the data above, a dire need exists for services to foster youth to better prepare them for independence. Decreases in CA's child welfare budget have and will continue to affect the agencies' ability to serve foster youth. (Stuart Foundation Connected By25 Initiative November 2011) CA Department of Education funding only serves 45% of foster youth. Sacramento County CPS, school districts, and non-profit agencies lack capacity to provide services to foster youth as required by CA law. Members fill this need by providing support and research-based life skills activities to foster youth who otherwise would not receive them.

Members are an effective means to address the needs of foster youth. In ongoing YIC foster youth focus groups youth speak passionately of the need for academic assistance, financial safety nets, help with personal skills, and the challenges with finding a place where they belong. Most heart wrenching is their need for more love, trust, patience, and encouragement. Those that have a strong bond with a caring supportive adult are more likely to be successful. (Connected By25 Initiative) YIC's history has shown that members provide that connection so fundamental to a foster youth's well being. Members' ability to be role models is very important. They are not identified as a teacher or someone from the

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courts or child welfare with whom foster youth may have had negative interactions; a member is a trusted "friend" who is there for them. YIC foster youth have a place where they can be safe and someone to be safe with, a member. YIC's focus of enrolling 20% (8) former foster youth as members continues. Through national service, members receive skills, experience, and education that benefit both members and foster youth.

41 members - 12 Full-Time (FT) and 29 Half-Time (HT) will serve a total of 40,171 hours as Youth Mentors. As in prior years, YIC services prepare foster youth for adulthood in alignment with CNCS National Performance Measure priorities and the research-based Ansell Casey Life Skills Assessment (CLSA). FT members have a caseload of 18-20 foster youth and HT members 10, for an annual total of 500 foster youth. Services build skills necessary in foster youth for their successful transition to adulthood. A member's 75 hours of mentoring foster youth, per CNCS definition, is evenly split between one-on-one and small group settings of no more than three.

Once the member's Supervisor receives, assesses, and assigns a referral to them, foster youth complete the web-based CLSA that is appropriate to his/her age and developmental level. The results guide the youth and member in creating a Life Skills Plan, reviewed by Supervisors for their effectiveness, to build skills youth need to succeed. Youth complete the CLSA within one month of service and again no more than 6 months after to gauge progress and direct ongoing services. One-on-one and group activities focus on achieving goals identified in the Life Skills Plan in the domains where youth score below 60%, and occurs 4-days/week Monday-Thursday. Activities include: 1) Education: homework assistance, skills for school success, academic tutoring, school credits, prep for graduation/exit exam/GED, college prep support, college tours, book clubs; 2) Financial Literacy: visits to banks, assisting with opening a savings/checking account, Money Matters courses; 3) Life Skills: field trips to grocery stores, cooking classes, community resources connections, characteristics of healthy/unhealthy relationships, independent living classes; and 4) Transition Planning: resume writing, employment readiness, finding housing, job search training, and mock interviews.

To better understand the daily service of a Youth Mentor, the following is typical. 8am-8:15am Check in with supervisor, pick up files/materials for students served that day. 8:15am-12pm Meet one-on-one with students individually working on life skills; 12pm-1pm Lunchtime not counted as hours; 1pm-2:30pm Continue to meet one-on-one working on life skills; 2:30pm-4:00pm Small group life skills activities based on CLSA Guidebook; and 4:00pm-4:45pm Research resources/Contact parents/teachers/social workers. Members and supervisors design life skills/group activities and meet for supervision. A HT member's day is the same just shorter.

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Four members (1 FT and 3 HT) will serve 3546 hours as Volunteer Coordinators. They will be trained by HandsOn Sacramento in volunteer recruitment, screening, matching, mobilization, supervision, training, and retention. Their activities will support CASA volunteers who will be mentor matches for foster youth. A HT Volunteer Coordinators will spend 4.5 hours/day creating outreach flyers, recruiting volunteers through presentations, media events, resource fairs, local businesses, schools and churches; screening potential volunteers; and building a YIC volunteer database. After recruiting and screening volunteers a member's day shifts to conducting volunteer orientation including training on prohibited/unawarded activities, matching youth to volunteers, organizing volunteers to facilitate life skills workshops, tracking volunteer hours, volunteer supervision and recognition. Lunch is taken and not counted in hours.

YIC's ratio of 1700/900 hour members meets the needs of foster youth and YIC partners. The current ratio was determined by: 1) school district calendars, time of day youth are most available (typically after school and in the evenings), settings in which foster youth are served; 2) numbers and needs of foster youth served; and 3) the number of life skills activities conducted.

C. Evidence-Based and Measurable Community Impact: Since 2007/08, YIC's intervention has been the research-based Casey Family Programs' "It's My Life -- a framework for youth transitioning from foster care to successful adulthood" and the CLSA Guidebook. Casey Family Programs is the largest national foundation whose sole mission is to prevent the need for foster care. Casey has 40 years experience, expert research and analysis to improve the lives of youth in foster care. For the past decade, CLSA has been the pre-eminent foster youth program used widely across the United States. It is free from gender, ethnic and cultural biases.

CLSA provides a suite of comprehensive online assessments, learning plans, and resources. After foster youth complete an assessment a Life Skills Plan is developed. Members provide activities in accordance with the Plan to develop the skills and knowledge foster youth need in life's important areas or "domains" of Career Planning, Communication, Daily Living, Money Management, Self-Care, Social Relationships and Work/Study Skills. The CLSA Life Skills Guidebook, created by a panel of researchers, foster youth, and developmental experts, details age-appropriate domain activities that members use with foster youth. For example, the Daily Living domain activities include preparing a shopping list, shopping, and preparing for meals. The Work/Study Skills domain includes understanding the importance of homework, how to do homework, and the conditions under which youth study best.

Members receive extensive CLSA training. In their first month, members must attend a mandatory

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30-hour YIC Basics, conducted by CAPC's certified CLSA trainer, to ensure they have the skills to effectively use the CLSA. They attend a CLSA Refresher four months later.

With limited opportunities and resources for a secure financial future, foster youth meet CNCS' definition of economically disadvantaged. To address this need, YIC will supplement the CLSA with Money Matters developed by the First Command Educational Foundation. Money Matters is a series of 12 modules developed to help youth acquire the knowledge and skills necessary to take control of their financial future. Modules include vocabulary and hands-on exercises in Accounts, Budgeting, Checkbook, Credit, Loans, and Bankruptcy. Improved Financial Knowledge is based on curriculum learning objectives as measured by pre/post scores on comprehensive exams. CAPC has a certified financial literacy trainer.

Concrete evidence exists that CLSA has achieved outcome targets YIC proposes. In 1999, Casey completed a study of CLSA alumni who had transitioned out of foster care and found that they had better outcomes in key areas than non-CLSA foster youth: 73% graduated from high school, a higher percent had delayed parenting beyond age 23 and the majority were financially secure/employed. Key findings from the Casey Young Adult Survey (March 2008) of 19-25 year-olds found similar outcomes: 88% completed high school, 41% enrolled in a community college, and 82% were in the work force. In 2005, the Child Welfare League of America identified the need for CLSA for foster youth. YIC's own CLSA results provide evidence of targets achieved. For the prior five years, 64% to 96% of foster youth increased life skills competencies from 15% to 25%. YIC also impacted graduation by achieving an average graduation rate of 90% for foster youth served by YIC, compared to a graduation rate of 49% for foster youth that did not receive our services.

At the end of the 3 year grant cycle YIC will have this impact. OUTCOMES: For National Performance Measures (NPMs): O1a, O1, O9, ED 3A, ED 4A, ED 6, and ED9. NPM TOTAL OUTPUTS YEARS 1, 2, & 3 O1a: 375 foster youth will start YIC financial literacy activities. O1: 300 foster youth will complete YIC financial literacy activities. ED 3A: 2250 foster youth-mentor matches will start. ED 4A: 1275 foster youth-mentor matches will be sustained for 24 hours over 6 months. NPM TOTAL OUTCOMES YEARS 1, 2, AND 3 O9: 70% (210 of 300) of foster youth who complete 10 hours of YIC financial literacy activities will improve financial knowledge by 25%. ED 6: 585 high need disadvantaged foster youth will improve school attendance by 10% or have no days absent during YIC's involvement with the youth. ED 9: 228 11th and 12th grade high need foster disadvantaged youth will graduate from high school with a diploma. YIC will report additional demonstrable impact as follows: TOTAL OUTPUTS YEARS 1, 2, AND 3 Members will provide to

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1500 foster youth life skills activities. 900 of 1500 will receive 75 hours of life skills activities. 300 of 900 will complete 10 hours of financial literacy services. TOTAL OUTCOMES YEARS 1, 2, AND 3 A. 70% (630 of 900) of foster youth who receive 75 hours of life skills activities will increase life skills competencies by 25% in three domains where they scored below 60%. YIC will use a Student Tracker Form to collect data on the number of foster youth who start and complete participation; the number of hours that youth receive life skills activities and financial literacy activities; the number of foster youth who graduate from high school and improve school attendance. The Money Matters pre/post assessment will measure foster youth's improved financial knowledge and the web-based CLSA will collect pre/post data on the number of foster youth who score below 60% in three domains and who increase their competencies in the same domains. CLSA will be completed 2-3 times per year and Life Skills Plan goals will be adjusted. Annual summaries of foster youth aggregate scores across domains and "pre - post" comparisons will be reported. Prior program impact determined YIC's performance measure targets. TOTAL VOLUNTEER IMPACTS YEARS 1, 2, AND 3: 675 on-going volunteers recruited will serve 7500 hours and 1200 one-time volunteers recruited will serve 6750 hours. For Current Grantees and Former Grantees Only: YIC met/exceeded all 11/12 performance targets. Output: 502 foster youth (100% of 500 target) received life skills activities; 333 high need disadvantaged foster youth and 169 non-high need foster youth. Outcome: 213 (101% of 210 target) high need foster youth who participated in life skill activities increased their life skills competencies by 25% in 3 domains where they scored below 60%. 104 (104% of 100 target) non-high need foster youth who participated increased life skills competencies by 10% in 1 domain where they scored below 60%. Member Development: 27 (108% of 25 target) members increased knowledge and skills by 25%. Community Strengthening: 856 recruited volunteers contributed 5,428 hours (190% of target- 450 volunteers/3,600 hours). 254 (102% of 250 target) foster youth were matched with a mentor, and 205 (164% of 125 target) youth/mentor matches were sustained for an average of 4 hours/month for 6 months. YIC exceeded NPMs ED5 and ED6 targets: 78 (103% of 76 target) high need foster youth graduated from high school and 207 (106% of 195 target) high need foster youth improved school attendance by 10% or had no days absent. YIC's impact is documented in its 2010/11 - 2011/12 evaluation "foster youth receiving services from YIC were positively impacted and benefited in specific ways from their participation." In addition to the outcomes above, "they experienced a healthy positive relationship with an adult they could trust and turn to for help," "foster youth's grades increased due to participation in the program," and "many of them went on to college and gained the support and confidence to pursue a career of their choice." During the 18 weeks of the 2012-13 YIC

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year, members have served 337 high need foster youth (67% of 500 target).

D. Member Recruitment: YIC recognizes that the quality of our program is only as good as the quality of the members serving. As such, CAPC oversees a comprehensive YIC recruitment strategy that ensures compliance with AmeriCorps regulations and engages members who possess the necessary knowledge, background, and dedication to National Service. CAPC provides recruitment and candidate eligibility materials to partners including sample postings, informational flyers, and position descriptions. YIC partners recruit and select in alignment with CAPC guidelines and CNCS requirements. Most useful recruitment strategies are former foster youth, word-of-mouth, referrals from YIC partners and CAPC, internet ads, and candidate workshops. Partners select members through a review of applications, individual/group interviews, skills assessments, and reference checks. The ideal candidate meets CNCS eligibility requirements, has experience working with disadvantaged youth and diverse populations, wants to provide community service, has varied life experiences, and some college. The importance of National Service and one's commitment is stressed. A unique YIC strategy is to recruit former foster youth as members who enrich the program by bringing their life experiences and knowledge of the foster care system into the pool of members. CAPC completes the process by certifying the applicant's eligibility documentation and conducting DOJ/FBI/National Service Criminal History Checks. Successful applicants attend CAPC's mandatory Enrollment Workshop to review position descriptions, prohibited/unawarded activities, member contract, and complete enrollment paperwork.

A diverse corps reflecting foster youth served is critically important. CAPC has extensive experience enrolling members from and training them to serve disadvantaged populations. YIC has demonstrated success in enrolling a corps reflective of foster youth served, especially African-American youth who, as nationally, are overrepresented in our County's foster care system - 44% compared to 12% of the child population. YIC's Foster Youth/Member ratios closely align with our Ethnicity Indices: African-American 42%FY- 43%M, White 23%FY- 35%M, Hispanic 24%FY- 12%M, Asian 8%FY- 6%M, and Native American; 3%FY - 4%M.

E. Member Training: CAPC utilizes a comprehensive training plan that provides members with the necessary knowledge and skills to conduct YIC activities; 80% of members and supervisors reported that trainings prepared members "very well/well" for service. Members learn how to assess a foster youth's needs, teach life skills, build positive relationships, coordinate volunteers, and achieve YIC outcomes using strength-based principles and interactive learning techniques, while building esprit d'corps. In response to member and partner input YIC: 1) adjusted returning members' training hours

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to allow more time to serve foster youth; 2) placed FT and HT members on different training tracks (as denoted * below); 3) will teach members HOW to conduct activities; and 4) will use topic experts as guest speakers. Members receive 7192 training hours: a) FT member/200 hours (12%), b) HT member/173 hours (19%); c) FT returning term member/141 hours (8%); and d) HT returning member/114 hours (13%). Total outcomes Years 1, 2, and 3 will reflect 65% (88 of 135) of members who participate in training will increase their increase skills by 25%. Two quarter-time YIC trainers supported by a full-time YIC manager will deliver/coordinate the following member training plan.:REQUIRED CORE (66 hours FT/33 hours PT) 1) AmeriCorps Orientation/Child Abuse Prevention within first month, including but not limited to, AmeriCorps/National Service, member benefits, rights/responsibilities, code of conduct, prohibited/unawarded activities, sexual harassment, progressive discipline, grievance, performance measures, mandated child abuse reporting and safety planning. 2) Boundaries/Confidentiality/Cultural Awareness/Conflict Resolution in months 2 and 3 to learn maintaining boundaries with foster youth, exploring other cultures, and techniques for handling conflict. 3) Active Citizens/Life After AmeriCorps, after month 5 to enhance a member's knowledge of government and resumes/resources for transitioning out of National Service. 4) Team Building 3 times/term /National Service Days of Make a Difference Day, MLK Day, and AmeriCorps Week to build esprit d' corps and review prohibited/unawarded activities. YIC BASICS/FINANCIAL LITERACY (39 hours First Term only) including but not limited to mentoring, Child Welfare, Casey Life Skills Assessment, Lessons, 40 Youth Assets, 12 Money Matters modules and mid-year refresher. SITE SPECIFIC ORIENTATION (20 hours First Term only within first week) to shadow returning members and learn about foster youth. ONGOING TRAINING (35 hours) provided by YIC partners to enhance member's skills; and ONE-ON-ONE SUPERVISION (28 hours) minimum of 1 hour/week to assess progress with foster youth served, goal setting, and support for a successful term. CAPC's plan for continuous training improvement includes training evaluations, focus groups, surveys, and an annual evaluation performed by an independent evaluator to gain feedback from members/supervisors. Prohibited/unawarded activities are reviewed with members throughout the year (i.e, enrollment, orientation, team building). Volunteers receive prohibited/unawarded activities training during service site orientation monitored by CAPC.

F. Member Supervision: YIC AC supervisors unanimously agree that supervision and coaching by them and CAPC are effective in supporting members. In YIC's evaluation 100% felt that CAPC prepared them "very well/well" to supervise members. The AC Supervisor/member ratio ranges between 1:2 and 1:4. AC Supervisors, provided in-kind by YIC partners and not reflected in the

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budget, are Social Workers or hold a Pupil Personnel Services Credential with a minimum of 4 years experience, including 2 years as supervisors. Supervisors spend approximately 25% of their time supervising members daily and are required to provide a minimum of one-on-one, one hour/week focused individualized supervision session. Group supervision is provided for program planning and peer-to-peer learning. Supervisors and members serve alongside each other daily at the YIC service sites. AC supervisors complete a comprehensive performance evaluation and skill assessment at least three times during a member's term. AC supervisors maintain an open door policy to answer member questions, provide guidance, and oversee the quality of their service. The importance of National Service and one's commitment is stressed. New members are provided a high level of mentoring and many opportunities to shadow supervisors, experienced members, and staff to maximize their effectiveness in serving youth.

CAPC utilizes a 7 step approach to train and support AC supervisors: 1) Full-time YIC Project Manager available daily to Supervisors/members via emails, phone calls; 2) Mandatory Yearly Supervisor Conference to receive/review AmeriCorps Supervisor Program Manual, AmeriCorps philosophy, regulations, retention tools/methods, training plans, supervision strategies, prohibited/unawarded activities, and Performance Measures; 3) Recruitment workshops prior to program launch to share recruitment and selection information, best practices and procedures; 4) Monthly YIC Steering Committee meetings for program compliance, data collection/evaluation, supervision strategies, and member retention; 5) CAPC's Quarterly Site Visits; 6) Training on Prohibited/Unawarded Activities; and 7) member exit interviews for feedback and improvement.

G. Member Experience: An 11/12 YIC member responded best " Knowing that I was making a change in their (foster youth) lives was important, the change they made in mine was equally important." Nearly all members agreed that "making a difference" was a powerful experience with significant impact on foster youth they served. Three-fourths of members felt the training and support from CAPC and Supervisors were most responsible for their perceptions of benefit.

From recruitment, where applicants are specifically recruited/engaged for National Service, to graduation, where members celebrate the impact of their service, they receive multiple structured opportunities to reflect on their service, connect with each other and those from other AmeriCorps programs. Trainings throughout the year impart knowledge and opportunities for members to reflect on their service through journal writing. As the home to four AmeriCorps programs, the CAP Center has structured trainings; members from all programs attend, learn together, and share their activities. On National Service Days members serve alongside AmeriCorps ALUMS, NCCC-Sacramento, and

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other AmeriCorps grantees. YIC members participate in service projects for Make a Difference Day, Martin Luther King Jr. Day of Service, and AmeriCorps Week. CAPC conducts team building three times/year so members can connect and share their successes, challenges, and discoveries. CAPC developed an interactive website for members "Weebly" to reinforce AmeriCorps identity and connect them to one another. Weebly displays a "Member of the Month" award to recognize members who have excelled.

H. Volunteer Generation: YIC recruits both one-time and on-going volunteers to support foster youth that mirror our foster youth linguistically and culturally through outreach, newsletters, online postings, and local media. Ideal volunteers are committed to child advocacy, professionals in their fields, and want a mentoring experience. One-time volunteers conduct life skills trainings in the CLSA domains (finance, employment, etc), that match their skills. YIC is a United Way signature project donating luggage, holiday gifts, and personal hygiene items for foster youth via Women In Philanthropy volunteers. On-going CASA volunteers serve as mentors for at least 4 hours per month for 6 months to make a "permanent connection" with youth. They receive 35 training hours in child abuse, mandated reporting, courts, prohibited/unawarded CNCS activities, and foster youth advocacy. They are a friend, listener, and life coach to youth that may not have any other caring adults in her/his life. As noted above, members recruit, screen, train, and support volunteers.

I. Organizational Commitment to AmeriCorps Identification: YIC has a strong ongoing commitment to branding national service and is in compliance with AmeriCorps Provisions, as all YIC public materials, manuals, websites, press releases, recruitment/orientation materials, and online position postings include the AmeriCorps name/logo. All members are required to wear gear with the AmeriCorps logo during service to make national service visible at sites and in the community. All partnership MOUs explicitly state that YIC is an AmeriCorps program and members are the resource provided. CAPC's AmeriCorps Weebly website links service sites to the Media Kit materials and instructions available at www.nationalservice.gov. Partners must obtain CAPC's approval of the name/logo usage prior to any public release. Service site adherence is monitored via monthly meetings and site visits. Finally, CAPC and its pro bono public relations firm produced a 2012 video "AmeriCorps is Working" highlighting our members' service. It was a Film Video Silver Winner in the 2012 Telly Award competition.

Organizational Capability

2. ORGANIZATIONAL CAPABILITY

A. Organizational Background and Staffing: Established in 1977 as a 501(c) 3 non-profit organization

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CAPC's mission is to reduce the incidence and impact of child abuse and neglect. Twenty-six years ago, the Sacramento County Board of Supervisors recognized CAPC, as per CA AB 1980, as the lead entity to coordinate community efforts to prevent and respond to child abuse. Our mission is accomplished by implementing evidence-based programs, coordinating multi-disciplinary teams, and providing training/technical assistance. CAPC has launched more than 20 programs including Home Visiting, Family Resource Centers, Crisis Nurseries, Infant Safe Sleeping and Shaken Baby Prevention. We have administered 20+ multi-disciplinary teams, trained in 15+ curricula, and coordinated with more than 175 organizations. Annually, CAPC conducts 150 child abuse reporter trainings, administers the Child Death Review Team plus 6 other collaboratives, and trains 80 staff and 130 AmeriCorps members. CAPC has two decades program experience managing/evaluating/training, including 8 years for YIC. CAPC is one of five agencies of the Child Abuse Prevention Center (The Center), a national/international education research resource center dedicated to protecting children and building healthy families.

Our capacity to successfully manage federal grants is demonstrated by being awarded AmeriCorps funds throughout the last decade. In the past five years The Center was awarded \$16,650,193 in AmeriCorps grants and is currently lead agency for First 5 Service Corps, Birth & Beyond, Child Welfare Systems Improvement and YIC. CAPC staff has 15 years experience administering AmeriCorps/federal grants and a strong internal structure including: 1) policies and procedures for member compliance and quality service such as pre-enrollment, enrollment, performance evaluations, changes in status, terminations, file management, and member benefits; 2) appropriate internal controls with clear separation of duties, excellent audit trails, proper documentation, and staff review of program compliance/financial transactions; 3) twice/year review of all member files verifying compliance with CNCS/CV requirements; 4) fully compliant staff and members electronic functional timekeeping system, recorded after the fact and certified by staff and/or member and supervisor; 5) strategies to support and oversee multi-site programs including Memorandums of Agreements, site partner monitoring, training, checks, balances, and evaluation; 6) AmeriCorps member Handbook and AmeriCorps Supervisor Program Manual outlining all program requirements and Federal regulations; 7) annual conference and monthly meetings to train YIC partners on compliance and monitor progress; 8) strong connection between program/fiscal teams to ensure AmeriCorps regulations compliance in OMB Circulars A-122 and A-133, and Code of Federal Regulations; 9) process to ensure timely accurate submission of all required program/fiscal reports; 10) accounting policy and procedures including, but not limited to, Business Conduct/Practices, Cost

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Accounting, Signature Authority, Timekeeping/Labor Distribution, Payroll, Cash Disbursements, Partner /Sub-contract Cost Surveillance, Procurement, and Budgeting; and 11) Blackbaud software to capture costs by grant, indirect costs pools such as fringe/administration and to segregate unallowable costs.

YIC is supported by an experienced program and fiscal team, with the exception of the currently vacant YIC Project Manager position. A six-month training plan for YIC's Project Manager includes: 1) CNCS/CV regulations and compliance first month by AmeriCorps Program Manager and Director; 2) all CAPC AmeriCorps policies, procedures, protocols; 3) fiscal during the first quarter from CFO/fiscal staff; 3) site monitoring by shadowing other CAPC AmeriCorps Project Managers; 4) CV policies by meeting with the CV Program Associate the first month; 5) attending all CV Conferences; and 6) YIC sites via site visits to meet foster youth, members, and supervisors. Ongoing staff training consists of 1) peer-to-peer training/technical assistance (TTA); 2) program and fiscal staff attending all applicable CV conferences/TTA calls; 3) staying current on best practices for AmeriCorps via the CNCS Resource Center; and 4) regular communication with and guidance from CV. YIC staff includes:

1. President/CEO 2% Sheila Boxley MPA, a CA Child Welfare Council appointee, 15 years as CEO. Expanded The Center's AmeriCorps programs from one to four. Her role is policy liaison, partner development, and program direction.
2. Director 5.75% Stephanie Biegler BS, 14 years AmeriCorps/federal grants experience; served on local/statewide coalitions; directs/oversees/monitors staff, programs, compliance, evaluation.
3. AmeriCorps Program Manager 11.5% Sara Fung MS, 13 years federal/local grants experience; manages/coordinates/monitors programs and supervises AmeriCorps staff.
4. YIC Project Manager 100% manages YIC day-to-day operations. Position vacant on 11/1/12. Recruiting qualifications: B.A./equivalent in a field related to foster youth, social services; two years+ related project management/partner development experience; ability to work in a team and diverse setting; experience with disadvantaged youth; and AmeriCorps program familiarity preferred. Candidate will meet CNCS/CV staff requirements including background clearance.
5. Training Managers 52.25% Joyce Bilyeu, certified financial education coach, has been developing, delivering and assessing YIC trainings for 8 years. . Coretta Jenkins BS, certified Ansell Casey trainer, has 6 years YIC/Ansell Casey experience..
6. Program Support 17.25% Patrick Brosnan BS, 5 years experience providing AmeriCorps support including member enrollment/exit, file management, and data entry.

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7. Training Coordinator 5.75% Isela Murrieta, a previous AmeriCorps member, has 5 years experience coordinating AmeriCorps training, on-line registration, and member recognition.

8. CFO Lori Divine (not charged to grant) has 30+ years experience in cost accounting with strong emphasis on federal grants, implementing federally approved cost allocation methodologies, tracking expenditures, and ensuring compliance with federal regulations.

CAPC's capacity for training and evaluation is demonstrated by our 30+ year success in both areas. Training/skills development to those who protect children and evaluating impact on those served is critical to our mission. Since YIC began, there has been a priority for ongoing data collection and evaluation to measure program outcomes, quality, and fidelity. YIC's training plan outlined above was developed by the YIC partners and is evaluated/monitored as needed. CAPC selected Grants Management through a competitive process to complete YIC's 10/11 and 11/12 evaluation submitted with this proposal. For improved data collection, CAPC uploaded CSLA performance measure data on our Weebly website. YIC's data protocol includes monthly data entry, analysis against contracted targets, monitoring site data, and fixing data deficiencies. Data is reviewed quarterly with YIC Partners and submitted timely to CV. For this and prior funding cycles, YIC conducted evaluations in compliance with CFR Section 2522.700-2522.740.

CAPC has a decade of experience being funded by and administering AmeriCorps grants including but not limited to: 1) Birth & Beyond 12/13 thru 10/11 \$986,601; 2) Youth Investment Center 12/13 & 11/12 \$426,839-10/11 \$347,501; 3) First 5 Service Corps 12/13 \$1,066,753-11/12 \$722,992-10/11 \$808,836; 4) Child Welfare Services 12/13 & 11/12 \$435,719-10/11 \$484,134; and 5) California Alliance for Prevention 06/07 \$846,000-05/06 \$3,758,754-04/05 \$3,735,939-03/04 \$2,333,937.

Current Grantees Only: CAPC provides program management experience and administrative systems to support YIC: 1) program, compliance, fiscal functions; 2) ongoing communication and monthly meetings/visits to YIC sites; and 3) monthly financial, compliance, outcomes reports reviewed by CAPC and YIC Partners. Additional evidence YIC has been managed well includes: 1) no AmeriCorps or CV compliance issues this grant cycle; 2) meeting all 10/11 and 11/12 CV deadlines; 3) 10/11, 11/12 and 12/13 meeting 100% 95% 100% respectively 30-day enrollment deadlines and 100% 30 day exit deadlines; 5) fiscal compliance with no findings on Annual A-133 Audit; and 6) satisfactory performance as described above.

B. Sustainability: YIC has demonstrated a commitment to sustainability with low MSY cost and a decreased reliance on federal funds. Over the past years YIC has secured match funds significantly exceeding the Federal requirement in each year ranging from 36% to 53%. In this proposal, the federal

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share, (45.47% federal share and 54.53% grantee share) was significantly reduced from the prior contract period and surpasses the 50% CNCS requirement. In addition to AmeriCorps, YIC funding comes from United Way and partners (variable amounts). CAPC has sustainability options including access to an investment account of over \$600,000, ownership of our own building valued at \$1.6 million, a policy that sets the giving goal for board members at \$7,500 annually, a fundraising plan for 2013, and ongoing donors that support our work. CAPC has a 30 member Board of Directors 100% of whom donate financially, provide in-kind services, and assisted CAPC in raising nearly \$1M from public/private sources since 2007.

In this uncertain and shifting economic climate, YIC partners faced the challenge of raising sufficient matching funds. The result was enrolling 10% less MSYs than originally awarded. YIC partners acknowledge sustainability is a barrier but not insurmountable and confirmed their ability to provide match funds for this proposal. As per this budget, YIC sought and secured a 23% increase in United Way funds and new funding from the Ceres Foundation. Plans for sustainability include: 1) continued grant submissions to foundations whose missions align with YIC; 2) maintaining and marketing the low cost per foster youth served; 3) ongoing outcome evaluation to demonstrate YIC's cost benefit; 4) increased support from United Way; and 5) media attention similar to the Sacramento Bee's May 2012 article on foster youth.

Foster youth are supported by our community due to an outpouring of donations. CAPC holds a small college scholarship fund for qualifying former foster youth serving as members. Community stakeholders include public, private, and funding agencies listed earlier. They play a significant role in securing long-term sustainability by: 1) securing cash match for members, 2) generating education funds for school districts by improving foster youth school attendance, 3) providing supervision/office space in-kind match, 3) training for members, 4) contributing to resource/fund development, and 7) closely managing budgets so YIC remains cost-effective.

C. Compliance and Accountability: In accordance with 45 CFR §02522.450, YIC sites were selected by community need, non-duplication of services, recruiting members from communities served, match funds, access to high need disadvantaged foster youth, program model adherence, services in varied locations, and performance measure results. YIC continually assesses selection to above criteria and compliance with CNCS requirements, deadlines, community support demonstrated by referrals, caseload, and volunteers, and site's commitment to National Service.

CAPC holds each YIC partner accountable by continuously monitoring fiscal and program performance and as such, had no compliance issues or areas of risk in the last full year of operation.

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The fiscal system is: 1) monthly budget to actual expenditure reports reviewed by staff; 2) quarterly meetings of The Center's Board Governance Committee to review financial reports; and 3) CFO review to ensure costs are correctly allocated, allowable and reasonable. The program system includes: 1) one full-time YIC Project Manager who is liaison to partners, members via emails, phone calls; 2) partner/site feedback addressing their needs; 3) YIC Annual Operational Calendar based on CVs model; 4) monthly partner and volunteer meetings; 5) minimum of four site visits/year utilizing CAPC's Site Visit Tool; 6) monthly data collection and analysis by YIC Steering Committee; 7) maintaining regular communication with CV; 8) attendance at all applicable CV conferences; and 9) utilizing CNCS Resource Center. Other CAPC systems include: 1) human resources/IT management, 2) annual staff evaluations, 3) policies and procedures reviewed yearly, 4) staff training on new regulations, 5) equipment inventory, and 6) bidding leases annually, maintenance agreements, and insurance.

CAPC has developed and refined a system of policies and procedures for compliance that include: pre-enrollment/enrollment, timesheets, living allowance stipends, file management, mileage reimbursement, performance evaluations, prohibited/unawarded activities, grievance procedure, and member benefits. The enrollment workshops ensure all applicants have provided necessary eligibility documentation and received FBI/DOJ/NSOPR background clearance before enrolling. Exit Workshops ensure compliance in member file and performance evaluations. To avoid compliance issues, CAPC conducts comprehensive training to and persistent monitoring of YIC staff/supervisors, members, and volunteers emphasizing prohibited/unawarded activities, and the compliance system described earlier. Should risk or noncompliance be identified, the AmeriCorps Project Manager, Program Manager, and Director react immediately, working to remedy the issue, including but not limited to The Center's Corrective Action Process; a process similar to CV's that includes two-days for reporting to CV.

Special Circumstances YIC has numerous organizational advantages: 1) our focus on foster youth supports CNCS's "disadvantaged youth" priority; 2) successful implementation of AmeriCorps programs for a decade; 3) partner structure to ensure community needs are met; and 4) California and Sacramento County's current budget crisis resulting in fewer resources to meet the increasing needs of foster youth.

Current Grantees and Former Grantees Only: Demonstrated Compliance: There were no compliance issues/areas of weakness during 11/12. CAPC has a strong compliance system and track record. The system includes: 1) Supervisors Manual and Member Handbook detailing enrollment,

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prohibited/unawarded activities, performance evaluations, and exits/termination requirements, 2) member file compliance, 3) assurance of eligibility/background checks with enrollment only when all eligibility is complete, 4) 30/100/90/30 standard requirement, 5) pre-contracting risk assessment certifying non-federal match funds, audit, labor certification, concurrence, 6) Memorandums of Agreements with exhibits of CFRs /Provisions Assurances, Performance Measures/Site Targets, Progressive Discipline, Prohibited/Unawarded Activities, and 7) program outcomes monitored monthly. September 2010, the CNCS Office of Inspector General (OIG) conducted program/fiscal review of The Center's six 08/09 and 09/10 AmeriCorps grants. During the audit period, 572 members were enrolled. The OIG identified one disallowed education award and two miscalculated partial education awards for a cost of \$5,533. An additional \$8,001 in living allowance claimed for a member with a documentation error was disallowed. All findings were addressed by CAPC's practices in Organization Capacity above. ENROLLMENT rates were 91% (40 of 44) in 11/12. Four (4) members were not enrolled due to partner's loss of match funding. As noted earlier, CAPC and YIC partners have secured match funds for this proposal by implementing the sustainability plan described earlier.

YIC's RETENTION was 83% (33 of 40) for 11/12 and 82% (32 of 39) for 10/11. This is a consistently strong retention rate for a program that recruits a diverse corps, including former foster youth. Seven of the 14 members who left early were former foster youth. Another 7 were from a former YIC site that closed at the end of the YIC year. The turmoil from the pending closure compromised the members national service commitment; 3 of the 7 would not pursue pro-rated awards and 4 did not qualify as they either left for employment or were far behind in hours. Fortunately, foster youth continued to be served by 5 members at the site who completed their terms. New retention strategies include: 1) rigorous member selection and recruitment; 2) ongoing member check-ins by YIC Project Manager; 3) member recognition including "Member of the Month"; and 4) living allowance above the minimum. YIC supervisors guide members, paying particular attention to the needs of former foster youth, with frequent face-to-face contact, integrate them into the agency, respond to challenges that may impact retention, maintain a positive supportive environment with clear standards for performance, acknowledge member's small successes, and continually coach on seeing through their commitment to National Service.

Cost Effectiveness and Budget Adequacy

3. COST EFFECTIVENESS AND BUDGET ADEQUACY

A. Cost Effectiveness: YIC has reduced the cost per MSY by an impressive \$759 making it extremely

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competitive considering scope of services and population served. 13/14 will be YIC's 9th year of CNCS funding; the MSY cost is the same as a program in year ten. The federal share of total program costs is 45.47% and grantee share is 54.53%, which is significantly greater than CNCS' requirement of 46% and the 50.7% match during YIC's 10/11 thru 12/13 cycle. Given our county's economy and deep cuts to education/social services, high match reflects continuing commitment to YIC.

CAPC's sources of funding, in addition to AmeriCorps, includes First 5 Sacramento, Sacramento County Department of Health and Human Services, United Way California Capital Region, California Department of Public Health, Kaiser Permanente, Sierra Health Foundation, and fundraising dollars. For 12/13, 21% of The Center's total revenues are from CV/CNCS, 19% partner cash match, 55% state/local grants, 3% foundations, and 2% contributions. In the last 5 years The Center was awarded a total of \$16,650,193 in AmeriCorps grants. YIC funding request represents 2.9% of The Center's total operational budget. This past year YIC made significant progress in obtaining diverse funding resources including increased amounts from United Way and Ceres Foundation funding. The \$459,579 YIC needs in non-corporation funds has been secured by \$292,952 partner cash match, CPS \$62,490, United Way \$51,179, and Ceres Foundation \$52,958. The in-kind match not shown in the budget is substantial. The sustainability plan above should lead to additional matching funds.

The proposed services are a very affordable and cost effective intervention. YIC is a vital service without which life skills services to foster youth would be minimal. Services are cost-effective and meet critical needs because YIC: 1) is the resource school districts rely on to be compliant with CA's AB 490 which requires foster youth services and provides no funding to do so; 2) helps to fill the gap in foster youth services caused by Sacramento County's 62% budget cuts; and 3) partners expand services to foster youth by effectively using match dollars.

Special Circumstances: In addition to organizational advantages above, fiscal advantages are that CAPC is a fiscally sound agency demonstrating strong management of federal, state, local contracts; YIC's low cost per member; and low cost of \$766.37 per foster youth served.

For Current Grantees Only: It is significant that YIC is proposing to serve the same number of foster youth as the prior funding cycle (500) with less CNCS funding and increasing cash match by 17%. Our commitment to match funds has increased both the total amount and the percentage of the total budget. Support remains strong for YIC in the current economy due to our significant positive outcomes for foster youth.

B. Budget Adequacy: CAPC's proven budget expertise is evidenced by our decade of administering AmeriCorps programs. The proposed budget supports YIC's design in a cost effective manner. The

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combined funding covers costs for the member living allowances, administration, training, evaluation, and operations. Increasing life skills competencies for foster youth is supported by training, activities, and other program costs which allows for recruitment of highly skilled educated AmeriCorps members. Staff and members receive DOJ/FBI/National Service Criminal History Checks., all of which are reflected in the budget. Costs for an independent evaluation will assess: the extent to which YIC meets performance measures, provides for continuous improvement, and leverages funds as a result of strong outcomes. YIC's cash match and in-kind support ensures that the program design is fiscally feasible. All of these budget elements have been consistent practices for CAPC.

For EAPs and other Fixed Amount grants Only: NA

Evaluation Summary or Plan

[1] Partners will provide input on selection of research questions several times a year. CAPC staff will be responsible for selection of research questions. The process will begin in Dec.'13. YIC will release a Request for Qualifications to the public. All eval reports will be distributed to partners upon receipt.

[2] Assumptions: Foster Youth engaged in life skills activities will be more prepared to enter adulthood at emancipation. Outputs: Foster Youth receiving life skills services/participating in the financial program, youth-mentor matches in the Program. Outcomes: Foster Youth who increase life skills/financial knowledge, Youth who improve school attendance/ graduate on-time, youth-mentor matches sustained for six months. 1. How do program outputs relate/contribute to changes in the outcome? 2. What is the relationship between increased life skills competencies and improved school attendance/high school graduation? 3. What amount of service is required to increase life skills/ financial knowledge? 4. Are members developing skills that are useful for performing services? 5.

What were the barriers to program implementation? 6. What will assist program in further development? [3] The independent evaluator will gather quantitative (logs/assessments) & qualitative data (member/partner survey) data. Evaluator may travel in order to observe service and interview supervisors/members.

[4] Yr 1: Evaluator will be chosen in June '14. Yr 1 report will be completed & delivered to CAPC by Sept of '14. Yr 2: Evaluator will be chosen in May '15. Final Yr 1 & 2 Report will be completed and delivered to CAPC by Sept '15 for inclusion in the re-compete application. Yr 3:

Evaluator will be chosen in May '16. Final report completed for '13-'16 program years in Sept '16. [5] YIC will release Requests for Qualifications. YIC will advertise these requests in venues that will maximize the number of applicants. YIC will review all applications & choose the evaluator based on criteria agreed upon by the YIC partnership. [6] YIC will utilize funds specifically established in the budget for Evaluation to fund the evaluation. Annual evaluation costs will not exceed \$800 for a

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maximum of \$100 per day for 8 days.

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A