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Executive Summary

Bay Area Workforce AmeriCorps is an intermediary that proposes to place 30 full-time AmeriCorps Members with 9 community-based workforce development organizations. Members will provide training in job-readiness skills, employment case management, job placement, and job retention services in San Francisco, Alameda and Contra Costa Counties. Each program year, 900 economically disadvantaged and disconnected youth ages 16 to 24 will increase their employment skills, overcome barriers to employment, and be placed in jobs. The program will address the CNCS focus area of Economic Opportunity. The CNCS investment of \$398,087 will be matched with \$652,864 of private, state and local funds. Bay Area Community Resources (BACR) will serve as lead applicant.

Rationale and Approach/Program Design

*** A. PROBLEM/NEED ***

BAWA will provide workforce training and development services in three Bay Area counties-- San Francisco, Alameda and Contra Costa-- targeting economically disadvantaged and disconnected youth ages 16 to 24. The majority of youth served will be youth of color from low-income communities, and at least 50% will be young men of color. Specific communities served include East Oakland, low-income areas of Alameda County, West and Central Contra Costa County, and low-income San Francisco neighborhoods.

According to the My Brother's Keeper (MBK) Task Force Report to the President, young men of color face critical disparities when it comes to employment. For example, the report notes that during summer 2013, just 17% of Black teen boys (ages 16-19) and 28% of Hispanic teenage boys were employed, compared to 34% of White teen boys. In 2013, half of young Black men (ages 20-24) were employed, compared to over two-thirds of young White men.

The local Workforce Investment Boards (San Francisco, Contra Costa, Alameda Counties, and the Cities of Oakland and Richmond) recently completed their five-year strategic plans (2013-2017), all of which were developed with extensive data-gathering, research and community input. All five plans identify the need to effectively prepare youth for living-wage employment as one of their key priorities and all identify disconnected youth as a target population for their workforce systems. For example, using U.S. Census data, the Richmond Workforce Investment Board (WIB) stated that the city has an unemployment rate of 39.7% for youth ages 16-24, and in San Francisco, the WIB estimated that over 7,000 of the city's youth 16-24 are neither employed nor in school.

HOW BAWA ADDRESSES COMMUNITY NEED. Among the six goals of the President's MBK

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Initiative are: "Ensuring that all youth complete post-secondary education or training; and, "Ensuring that all youth out of school are employed." BAWA will provide outreach, workforce preparation, training, job placement, GED, linkages to post-secondary education, and supportive services that will place at-risk and disconnected youth in employment, increase their employment skills, and help develop relationships between host organizations and employers. All partners have a track record of achieving successful workforce outcomes for the target population.

Furthermore, several partners provide training in industries identified as high growth by the area WIBs; although there is some variation between specific counties and cities, the primary targeted growth industries are: Information and Communications Technology (IT); Hospitality (accommodation and food services); Health care; Construction; Digital Arts and Media; and, Manufacturing. Thus, for example, BAWA partner Hack the Hood provides training for the IT sector, BACR's CHALK (SF) and RE-SET (Contra Costa) programs train youth in health care and digital arts and media, and Beyond Emancipation (BE) provides training in the hospitality/ food sector. This sector-based approach to employment training is strongly endorsed in all the local WIB plans and by the 2014 Workforce Innovation and Opportunity Act, and has been shown to result in positive employment outcomes for at-risk and disconnected populations. (Opportunity Chicago: 2006-2010. Improving Access to Employment for Public Housing Residents in Chicago, cjc.net/wp-content/uploads/2010/10/SectorBrief_FINAL.pdf.)

PREVALENCE AND SEVERITY OF NEED. AmeriCorps Members will serve youth ages 16-24 from some of the most under-resourced Bay Area communities: East Oakland; low-income areas of San Francisco; West Berkeley; West and East Contra Costa County, and economically impacted areas of Southern Alameda County. All these communities have high rates of poverty and youth unemployment; for example, according to the American Community Survey, in 2013, the 94621 zip code of East Oakland served by partner East Oakland Youth Development Center (EOYDC) has a poverty rate of 31.9%. Another targeted area, East Contra Costa County, has the lowest per capita income (\$27,452) of the six East Bay sub-regions and nearly 17% of minors live below the poverty line. ("Building on our Assets: Economic Development and Job Creation in the East Bay," East Bay Economic Development Alliance, October, 2011.) In West Contra Costa, we will primarily serve youth in the city of San Pablo, which has a poverty rate of 20.8%. A 2014 economic profile of San Francisco released by the Federal Reserve Bank of San Francisco shows that while overall the city has a relatively low poverty level of 13%, the neighborhoods targeted by this project have much higher poverty rates: the Tenderloin 28%, South of Market 22.7%, and Bayview/Hunter's Point 22.2%. What

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is more, according to the California Poverty Measure which takes into account the higher cost of living in the state, San Francisco has an overall poverty rate of 23% and rates much higher in our targeted neighborhoods. (Developed in 2013 by Stanford Center on Poverty and Inequality and the Public Policy Institute of California.)

SELECTING APPROPRIATE TARGET POPULATION. BAWA will reach youth with the highest level of need because all partner agencies target these populations. For example, BE serves Alameda County foster youth; 84% of BE clients are youth of color and a study of 26-year old former foster youth shows an unemployment rate of 46.8% among this population. (Midwest Evaluation of the Adult Functioning of Former Foster Youth: Outcomes at Age 26. Courtney et al. 2011.) BACR's youth workforce programs in SF and Contra Costa serve youth who are: current/former foster youth (25%); probation/reentry (30%); pregnant/ parenting (20%); homeless (20%); gang-involved or --exposed (30%). What is more, the partners are engaging in this initiative specifically because they want to increase their capacity to provide assistance to the youth who face the most employment obstacles and who, as a result, need higher levels of service to succeed.

*** B. THEORY OF CHANGE AND LOGIC MODEL ***

PROPOSED INTERVENTION. BAWA Members will be placed in programs providing direct services designed to increase the positive employment/career outcomes of youth ages 16-24. Members will take a range of roles, depending on the needs of their placement sites and the youth served. These roles and responsibilities include the following: A) Outreach and recruitment: Members will partner with CBOs and social services to identify and recruit youth from the target population for services. B) Workforce Training: provide job readiness training for hard and soft skills, On-the-Job Training at internship/worksites and guidance and assistance in job research and identification. C) Employer engagement: identify partner employers and mentors; D) Case management: help youth identify barriers to work, develop and track progress on their education/employment plan, and connect youth with resources to remove barriers (housing, child care, mental health, etc.). Case management will also entail providing links to high school, GED and/or post-secondary education and helping youth identify and access the skills and qualifications they need to enter careers. D) Job Placement services, including applications, interview preparation, matching with open positions, and preparing youth to start a job. E) Job Retention support: coaching both youth and employers to resolve issues, and address barriers. As described above, some partners provide sector-based vocational training for youth. In these trainings Members will essentially provide the same activities listed above to support

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youth as they participate. Any technical information about an industry would come from partner agency staff who are experts in that field.

Upon intake into the program, each youth will undertake an assessment that will evaluate his/her needs in a variety of areas including education, employment skills, barriers to employment, as well as goals. These assessments will guide an individual plan for each youth that provides Members guidance on what services are needed, what barriers need to be addressed, and what approaches need to be taken.

Members will be matched with roles based upon youths needs. All Members will have a written description of duties delineating their specific responsibilities. They will work closely with and under the supervision of experienced staff. On average, members will provide 45 hours of service to each individual youth (30 hours of training/skill development services and 15 hours of placement services) and will work with approximately 30 youth over the course of the year. Each youth served will receive, on average, three hours of services from AmeriCorps Members each week for 15 weeks.

ACHIEVEMENT OF OUTCOMES. The partners' programs include identified best practices and services required to help disconnected youth succeed in the workplace. As outlined in a July 2014 federal review of effective workforce strategies, evidence suggests that successful workforce interventions with youth include: work experience for youth still in school (including summer jobs); and occupation- and industry-based training programs. (What Works in Job Training: A Synthesis of the Evidence. US Departments of Labor, Commerce, Education, and Health & Human Services. July 2014.) The review also states that for disconnected and low-income youth in particular, paid transitional jobs/internships and integrated models that combine education, occupational skills and support services are effective. Members will be engaged in the implementation of these services in programs that have track records of achieving employment outcomes, including all those outlined in the logic model. For example, Members providing case management will be trained to work with youth to identify their barriers to employment and develop an individual plan to meet their employment goals with specific, measurable and attainable steps to overcome those barriers. Members will connect youth with the resources needed to address barriers (e.g. child care, mental health services, stable housing) and provide support to help motivate youth to continue to pursue their goals. Members providing employment retention services will develop strong partnerships with worksite supervisors to help ensure that any problems that arise while youth are on the job can be promptly and successfully addressed.

HOW MEMBERS WILL PRODUCE SIGNIFICANT AND UNIQUE CONTRIBUTIONS TO

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EXISTING EFFORTS. In order to overcome employment barriers, disadvantaged youth need comprehensive interventions that connect them to resources, address educational challenges, expose them to careers and help them acquire employment skills. AmeriCorps Members will significantly increase the capacity of BAWA partners by increasing personnel and decreasing caseloads so that partners can serve larger numbers of youth and also provide more intensive services to those youth most in need. Members will also act as role models of young people who are motivated, hard-working individuals contributing to their communities while pursuing their career and education; as such, they help youth aspire to and achieve career success.

*** C. EVIDENCE BASE ***

The evidence base for BAWA would be classified as "moderate" under the definitions provided by the NOFO. Since this is the first time we are implementing this initiative, we have no studies on BAWA to draw on at this time. Instead, we are attaching two studies conducted on programs that utilize similar models. The first is a random assignment study conducted by the Economic Mobility Corporation on Year Up, Sustained Gains: Year-Up's Continued Impact on Young Adults' Earnings. Year Up is an employment program serving youth ages 18-24 that, like BAWA, offers a comprehensive service package, paid vocational training, and focuses on training in high-demand industries offering career paths. The attached study demonstrates that three years after program completion, participants earned significantly higher wages than youth in a control group. We are also attaching Promoting Work in Public Housing: The Effectiveness of Jobs Plus, a 2005 comparative study that evaluated Jobs Plus, a workforce intervention whose key components included: a) Employment-related services (like BAWA, Jobs Plus offered job search assistance, education programs, vocational training, and support services); b) Financial incentives to work (for public housing residents this meant structuring rents to make work pay, for BAWA this consists of paid training for youth and, in some cases, incentives for completion of program components); and, c) Community support for work (which in BAWA is provided through cohort-structured training, community-building and, in some programs, community service opportunities). For all Jobs Plus sites evaluated, the intervention resulted in higher earnings for participants compared to sites that did not implement Jobs Plus.

*** D. NOTICE PRIORITY ***

BAWA is within the "Economic Opportunity" 2015 AmeriCorps Funding Priority. Services will

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promote economic opportunities for disadvantaged youth ages 16 to 24. In addition to serving these youth as clients, at least some Members will be from these populations and thus benefit from career training and educational opportunities offered through AmeriCorps and this specific program. BAWA will also support MBK by helping young men of color to successfully enter the workforce. In addition, programs serving school-age youth will support the MBK goal of helping young men of color graduate high school ready for college and career through the provision of job training and services that promote educational attainment and reconnect youth to school.

*** E. MEMBER TRAINING ***

The purpose of training, supervision, and support is to ensure that 1) Members provide excellent services to youth per BAWA's mission, goals, and objectives; and, 2) Members have a positive AmeriCorps experience and are motivated to stay involved in public service.

BACR has overseen AmeriCorps programs for over 20 years and, as such, will adapt our existing curriculum and Member Development Plan for use by BAWA. In addition, we have retained Pathways Consultants to develop and deliver the BAWA training curriculum. Pathways is a consulting firm specializing in youth workforce development. Pathways current and former clients include SF Office of Economic and Workforce Development, several Bay Area post-secondary institutions, and multiple nonprofit providers of youth workforce services. Pathways has designed the training so that it not only equips Members with the essential skills to provide youth workforce services, but also so that it could offer second-year Members the opportunity to become a Certified Workforce Development Professional (CWDP). The CWDP is a nationally recognized credential provided by the National Association for Workforce Development Professionals (NAWDP). A recent survey by NAWDP found that 79% of those making hiring, promotion, and salary decisions indicated that they place a value on an individual possessing the CWDP Credential. Members who serve with BAWA for two years will be able to complete the CWDP certification in a growing professional field.

BAWA ORIENTATION AND TRAINING. BAWA will provide 40 hours of pre-service training and orientation to Members. Orientations will provide an overview and history of AmeriCorps and the National Service movement, ethic of service, workforce and youth development, as well as team-building exercises, policies/procedures (health insurance, child care for those in need, required oath of service, Continuity of Operations Plan, etc.), record-keeping, training overview, regional team meetings, and living on an AmeriCorps budget. There will be an extensive training on prohibited activities for AmeriCorps Members (See "Compliance" for detail).

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SITE-SPECIFIC ORIENTATION AND TRAINING. Members will receive 80 hours of training that will cover the agency's mission, history, culture, and staff roles, neighborhood culture, history, youth being served, and services Members will provide.

ONGOING TRAINING. Program Managers and contracted trainers will provide Members with weekly team days of training (for 8 hours/week or 220 hours per year). Content will include: career development principles; business and economic development intelligence; collaboration and problem-solving; customer service; diversity and targeted services; labor market information and intelligence; communication; program implementation principles and strategies; workforce development policies, structures and programs. BAWA will provide: 1) Social/cultural workshops to help Members develop the skills and obtain the tools to transform themselves, their programs and organizations into more inclusive environments, including: cultural fluency, understanding your community, working with youth, self-care and rejuvenation; and, 2) CPR/First Aid; time management; and civic engagement. The content of the training is divided into units and there are assessments associated with each unit which track skills gains and the quality and effectiveness of the training. Staff will review results and integrate input to ensure that trainings are refined and improved on a continuous basis.

***** F. MEMBER SUPERVISION *****

Members will receive ongoing daily supervision, support, and guidance from their site supervisors (SS). In addition, the weekly team days include Supervisor/ Member one-on-one check-in meetings with all Members. Program Managers will make bi-weekly site visits to meet with Members in teams to provide support and supervision, and will phone each Member in alternate weeks to check in. Each Member will have an Individual Development Plan (IDP), created by the Member and SS and tracked throughout the year, which assesses competencies central to effective Member service. Each Member and Site Supervisor will develop individual performance goals and the overall program will also have goals for Member performance; for example, it is our goal that 100% of Members will be rated at least satisfactory by year end on at least 95% of the competencies/skills on the Individual Development Plan. These supervision and assessment activities will also allow us to track the effectiveness of training and any training needs to be addressed.

BAWA will implement a set of best practices for retention: (1) establish a culture of commitment and responsibility; (2) engage Members in leadership and decision making; (3) engage Members' families; (4) support each Member's personal needs; (5) support each Member's administrative needs; (6) build strong relationships between staff and Members; (7) celebrate and acknowledge Members'

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accomplishments regularly; and, (8) integrate Members into host agencies. We will utilize a "case management" system in which we discuss potential retention issues at weekly staff meetings. BAWA will assess Member satisfaction through: weekly one-on-one supervisor check-ins; Program Manager check-ins; a quarterly Member evaluation process; and Member surveys.

SUPERVISOR SELECTION, TRAINING, SUPPORT AND OVERSIGHT. BAWA site supervisors are selected by partners based on their work at the host site, its relevance to the need, and their interest in working with AmeriCorps. Supervisors receive a face-to-face orientation from BAWA staff on program goals, AmeriCorps policies and procedures (including prohibited activities). This is backed up by online documentation of policies, procedures, and regulations. Supervisors receive training in the situational leadership model, which provides skills in adapting to individuals' supervision needs and maximizing their potential. Staff will participate in quarterly meetings with site supervisors to focus on situational leadership, troubleshoot and problem solve. BAWA staff provides oversight through twice-monthly site visits, described under "Compliance."

*** G. MEMBER EXPERIENCE ***

Members will gain the skills to work with youth disconnected from education and employment to build self-sufficiency. These will include case management and coaching skills, outreach and recruitment of youth, presentation and training, employer engagement, and volunteer recruitment and support. All Members will work towards CWDP certification, which requires a set of 10 workforce development competencies. These will be integrated in the training and we will work with site supervisors to ensure that Members are given the opportunity to practice and build these skills during their experience. The competencies are: Structure of the Workforce Development System, Career Development Process, Labor Market Information, Diversity, Customer Service, Program Management, Communication, Technology, Collaboration and Problem Solving, Business and Employer Knowledge.

Members' service experience will require creativity, responsibility, teamwork, and interpersonal skills with youth and adults. Members will have Corps-wide opportunities for reflection at each Member development session, during which they will form connections with each other and the Members serving at other sites.

To foster ongoing service ethic and connection to AmeriCorps, we invite guest speakers, including former Members and community representatives engaged in public service. We will provide mid-year retreats, events with other AmeriCorps programs, graduation ceremonies, and Member development

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sessions that all allow Members to connect with each other, and reflect on their service, its community impact, and their role in AmeriCorps. Many BACR staff are former AmeriCorps Members. For National Days of Service, BAWA coordinates with other national service programs such as Public Allies.

MEMBER RECRUITMENT. Recruitment of BAWA Members will primarily rely on outreach through partner agencies that will refer many of their own candidates. In addition to the requirements that Members have a strong desire to help disadvantaged youth develop employment skills and are available for full-time service, partners seek: 1) prior experience with services to be delivered; and, 2) residents of the target community and/or experience working in that community. We will target community residents through presentations by the partners at partner site and other CBO/FBOs, at community job fairs, and do outreach on the streets and in community gathering spots. We will also target local college students through attending career fairs, working with student clubs and voluntary groups, and presentations to classes. This strategy increases the likelihood that Members come from the local communities, are from diverse cultural, educational, faith, and socio-economic backgrounds, and share experiences with the target population. As an experienced intermediary working in the communities to be served, BACR has a wealth of connections to recruit AmeriCorps Members from those communities.

Recruitment will emphasize opportunities for Members to: work with youth; create positive community change; gain personal and professional skills and qualifications (CWDP) in a nurturing environment; and, obtain funds for education. Members will complete FBI, state criminal background, and National Sex Offender Database checks, and TB clearance. BAWA will screen each application and forward it to the appropriate partner agency. BAWA and partner agency staff will jointly interview and contract with Members.

*** H. COMMITMENT TO AMERICORPS IDENTIFICATION ***

Member training and development will be strongly identified with AmeriCorps and national service. Staff and Members will wear AmeriCorps uniforms every day, making the brand and Members highly visible to the community. BAWA will prominently feature the AmeriCorps logo in recruitment and training materials, and require all partners to do the same. BAWA will display an AmeriCorps banner and will list BAWA AmeriCorps on the CNCS My AmeriCorps Portal recruitment site.

Organizational Capability

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*** A. ORGANIZATIONAL BACKGROUND AND STAFFING ***

Experience and Management Structure. BACR promotes the healthy development of individuals, families and communities through direct services, volunteerism, and partnerships in the San Francisco Bay Area. BACR has provided youth programming since 1976. Established in 1996, BACR's youth workforce development and leadership programs (CHALK in San Francisco; RE-SET in Contra Costa County) serve at-risk youth ages 14 to 24. BACR has trained and placed in jobs more than 750 high-risk youth and provided over 750,000 hours of training. Our youth workforce track record is outstanding: in FY 2013/2014, 85% of participants completed the program and 90% left with their next job in-hand and/or enrolled in an educational program (high school, GED, or post-secondary).

As legal applicant, BACR will provide management for BAWA. BACR's Board of Directors will guide policy decisions about substantive program issues, with overall program guidance and support from CEO Martin Weinstein and fiscal support from CFO Cate Campbell. Mr. Weinstein serves on the Steering Committee of Voices for National Service and is a Chairperson for the California AmeriCorps Alliance. In September 2014, he was honored as one of 20 National Service Trailblazers by California Volunteers. BACR National Service Director (NSD) Adolfo Rivera has been involved in AmeriCorps for nearly 20 years and currently oversees BACR's four national service programs that include 188 AmeriCorps and AmeriCorps *VISTA volunteers. Mr. Rivera will: oversee BAWA; be responsible for high-level program development, quality assurance and budgeting; serve as liaison to CaliforniaVolunteers; and report to the CEO. A full-time BAWA Director will be responsible for overall program management, operations and evaluation. He/she will be assisted by two full-time Program Managers whose duties will include day-to-day program oversight, Member recruitment and training, ongoing liaison with BAWA sites. Partner agency site supervisors will provide hands-on daily supervision of Members.

A BAWA Steering Committee (led by NSD and consisting of BAWA staff, partner agency staff, AmeriCorps Members, and community partners) will meet quarterly to provide leadership in program development, policies, advocacy in the community, and review of BAWA progress.

BACR CFO Cate Campbell, a CPA, leads an experienced fiscal department, which includes a controller, five project accountants, and a contracts manager. We have well-developed systems for accurate budget development, monthly balance sheet and profit and loss statements that use fund accounting, efficient billing and accounts payable systems, and an annual audit. These processes are documented in a fiscal procedures manual. BACR engages in an annual planning process that includes analysis of current fiscal reality and continuous improvement processes.

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EXPERIENCE ADMINISTERING AMERICORPS AND OTHER FEDERAL FUNDS. BACR has an annual budget of more than \$32 million and administers over 100 government, foundation, corporate, and school district grants and contracts. It has been the legal applicant and lead agency for the BAYAC AmeriCorps grant for 20 years, and for the OCASA AmeriCorps grant since 2003. The NSD has fiscal and administrative responsibility for this program, with oversight from the CEO and CFO.

BACR has committed to an in-kind contribution of administrative services, training, and technical assistance to the BAWA program. BAWA provides financial and programmatic orientation to all partner agencies on issues such as match requirements, AmeriCorps rules and regulations, including rules on displacement/ supplantation, prohibited payments and all prohibited activities.

For our existing AmeriCorps programs, BACR utilizes a customized version of Salesforce that allows for more efficient screening and processing of quality applicants, facilitates swift, clear and confidential communications with prospective Members and partners, and allows us to track timesheets and collect/analyze program data. The system also has settings to pull out specific skills and strengths that are in demand by specific partners, allowing for more effective assignment of Members to partners. BAWA will utilize this system.

ENGAGING COMMUNITY MEMBERS AND PARTNER ORGANIZATIONS IN PLANNING AND IMPLEMENTING. The BAWA partnership includes nine CBO partners (including BACR) and 10 service sites. Partners include Hayward Adult School and CBOs serving communities with high levels of youth unemployment and poverty. Their direct understanding of their communities as well as their ongoing needs and service assessment will inform continuous improvement of the BAWA training curricula, program goals, objectives, and practices.

In developing this program, BACR hosted a series of meetings with a large group of potential partner agencies to initially explore interest. A core group of agencies that committed to participation (comprised of the current partners) subsequently planned this program. Invited agencies were those rooted in high-need Bay Area communities providing culturally competent, effective and results-oriented workforce training. These agencies have strong connections with their local workforce systems, employers, training and post-secondary institutions. As such, they are deeply informed about their community's workforce development needs, the larger economic issues impacting local youth, and evidence-based practices in the field.

Upon receipt of funding, we will form a steering committee comprised of representatives from partner agencies. The steering committee will meet quarterly to provide leadership in program

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development, policies, advocacy in the community, and an external review of the program's progress. During implementation BAWA will continuously involve partner agencies, service sites, recruiters of Members and volunteers, and as participants in National Days of Service. BACR has built strong partnerships with California Volunteers, VISTA, and other AmeriCorps programs such as Public Allies, City Year, and Girls Inc.

*** B. COMPLIANCE AND ACCOUNTABILITY ***

BAWA will prevent and detect non-compliance with program and AmeriCorps regulations through written Memoranda of Understanding (MOUs), background checks, training, and ongoing monitoring and supervision. Each partner and Member will enter into a written MOU with BAWA, documenting their agreement not to engage in prohibited or unallowable activities. A partner's violation of MOU terms will be grounds for termination from the program; a Member's violation may lead to disciplinary action or termination. All Members will complete FBI, state criminal background, and National Sex Offender Database checks, and TB clearance before commencement of service. BACR will keep records of all checks and clearances. Allowable and prohibited AmeriCorps activities will be a substantive component of orientation and ongoing training for staff, Members, volunteers, and partner sites. All BAWA partners have demonstrated the relevant programmatic and fiscal capacity and compliance with our programmatic and Member training requirements.

The Program Managers (PMs) will document their monthly monitoring visits to each partner site with a BAWA compliance check form. The half-day per week that the PMs will spend at each partner site, along with the weekly Members' Team Day will ensure that the PMs have ongoing visibility into program operations and Member activities, and provide ample opportunity for targeted Member training, supervision and coaching.

C. PAST PERFORMANCE FOR CURRENT GRANTEEES AND FORMER GRANTEEES

BACR has not received AmeriCorps funding for the proposed project.

Cost Effectiveness and Budget Adequacy

REASONABLE COSTS FOR SCOPE, SCALE, AND IMPACT. The proposed project will impact approximately 900 youth in year one. It is anticipated that 80 percent of youth served will complete the job training in which they are enrolled, providing them with work experience and skills, supportive services to overcome employment barriers, linkages to education (high school, GED or post-secondary, depending on age and need) and placement in jobs.

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COST-EFFECTIVENESS OF PROGRAM. Members will provide programs' recommended dosage of service for an overall cost to CNCS of \$517 per youth served. BAWA matching funds include extensive and diverse non-federal funding from partner agencies and in-kind contributions of supervision and training for Members. All matches are committed in advance by Memoranda of Understanding from partner agencies. For the grant cycle beginning in 2015-16, BAWA has secured all budgeted match resources, which total \$524,924 in cash and \$127,940 in in-kind resources per year. All matching funds are from private, state, and local funds. For 2015-16 the federal share of total program costs will be 37.88% and the grantee share will be 62.12%, which is greater than the federal requirement. The cost per MSY will be \$13,270.

No Corps Member will take the place of a city or partner staff member. Partners are finding matching resources for CNCS funds from a combination of funds that could not otherwise be combined to support full-time or part-time staff positions.

*** B. BUDGET ADEQUACY ***

The proposed budget allocates sufficient resources from a programmatic and administrative standpoint. The staffing for this project is three full-time positions and input and support from BACR's fiscal, information technology, human resources, and evaluation staff. We are also engaging an expert consultant (Pathways) to design and implement the areas of Member training that require youth workforce development expertise.

Evaluation Summary or Plan

Not applicable--this is a new program

Amendment Justification

N/A

Clarification Summary

B. BUDGET CLARIFICATION

1. Cost per Corps Member

We have revised the budget in egrants, with a substantially reduced cost per Corps Member.

2. Staff Travel.

The revised budget in egrants includes costs to travel to CNCS sponsored meetings.

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C. PERFORMANCE MEASURE CLARIFICATION

The responses to the performance measure questions appear to be most appropriate for this Clarification Summary field, rather than changes in the Performance Measure screens.

1. Please clarify how it will be determined and documented that beneficiaries have met the dosage for performance measure O2. Are the 900 ECI in this measure the number who will meet the minimum dosage or is 900 the number of ECI who will be offered services?

The way we will determine and document that beneficiaries have met the minimum dosage for performance measure O2 is through attendance rosters completed daily by Members. The attendance roster tracks the number of youth receiving services and the hours of specific services provided to each youth. Members will submit copies of their rosters monthly to project staff, who will maintain the database on cumulative dosage. The number 900 applies to all those who will be served; 720 of the 900 participants will meet the minimum dosage of 30 hours.

2. Please clarify why the Described Instrument to document employment for O10 is not the suggested copy of acceptance letter from employer or copy of first pay stub from the National Performance Measure Instructions. How is this data being collected and in what format?

The raw data collected to document employment for O10 actually is a copy of the acceptance letter from the employer or a copy of participant's first pay stub. The Employment Tracking Form named in the performance measure will document that the raw data were collected. In order to collect the data, employers will mail or email the acceptance letter to BAWA. Participants submit their first pay stub by two methods: (1) bring their pay stub to BAWA to make a copy, or (2) take a picture of the pay stub and email or text it to BAWA through the workforce phone application www.CareerHubUS.com. The phone app to submit documentation removes the transportation barrier that many participants experience. Receipt of the acceptance letter or pay stub will be recorded on the Employment Tracking Form, and electronic copies of the letter and/or pay stub will be stored.

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3. For the outcome measure paired with O2, please describe the skills assessment, what it measures, how it is linked to the training objectives, and how much improvement is necessary to be counted.

We will use the Wonderlic Work Readiness Assessment, which measures work readiness skills needed before an individual begins a job or internship. The following shows the categories on the Wonderlic, along with examples of skills to be developed:

personal qualities

- professionalism, such as punctuality, attire, time management, integrity, high standards, continuous improvement, fortitude,
- problem solving and critical thinking,
- enthusiasm and positive attitude,

interpersonal behaviors

- communications skills, including verbal communication, listening and hearing, non-verbal communication by body language, written skills, and visual skills to understand signs, symbols and pictures,
- teamwork, including working cooperatively, contributing to groups, sense of responsibility, ability to participate in group decision-making,
- ability to create productive working relationships with supervisors and co-workers,
- healthy respect for different opinions, customs, and individual preferences,

understanding information and systems

- critical thinking and problem solving,
- ability to understand data on work issues,
- ability to manage the flow of work,
- ability to network with colleagues, customers and others

use of resources

- ability to manage materials and supplies,
- knowledge of appropriate use of work time for personal business,

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use of technology

- skills in using computers,
- knowledge of appropriate use of computers.

In addition, we will count four activities: (1) creation of a resume, (2) job searches conducted, (3) employment applications and cover letters completed, and (4) job interviews completed.

These skills and activities comprise the elements of our training objective. In order to be counted for improvement, a participant must have a 50% improvement in the Wonderlic Assessment score from pre to post, and must complete at least one of each activity identified above.

4. Please describe how individuals counted in these Performance Measures meet the definition of economically disadvantaged.

Individuals counted in these Performance Measures will meet the following definition of economically disadvantaged: Must be receiving or meet the income eligibility requirements to receive TANF, Food Stamps (SNAP), Medicaid, SCHIP, Section 8 housing assistance OR have a poor credit score OR are at least 60 days behind on one or more personal/family accounts.

D. STRATEGIC ENGAGEMENT SLOTS

1. What percentage of your slots will be targeted to recruiting members with disabilities? What is your program's plan, if any, for outreach and recruitment of members of the disability community?

Our target is to recruit 10% of our 30 Members-- i.e., 3 Members-- as members with disabilities. Our plan for recruitment is to contact all the disability non-profit organizations housed in the Ed Roberts Center in Berkeley, California. These non profits, including the Center for Independent Living, are responsible for advocating, supporting and referring individuals with disabilities from throughout the Bay Area to the services and programs they need. BACR has strong working connections with these organizations, and we are confident we will be able to identify appropriate candidates.

Narratives

E. MSY with No Program Funds Attached Clarification

We are not requesting No-Cost MSYs.

Continuation Changes

N/A

Grant Characteristics