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Executive Summary

The City of Los Angeles will support 15 AmeriCorps members and address need of low post-secondary readiness of youth in Hollywood, Central LA/Pico Union, Pacoima, Boyle Heights, South LA, and Watts in Los Angeles. At end of project period, members will be responsible for 70% (or 336) of 480 total 12th graders who complete program entering a post-secondary option (college, military, national service, job training, employment, apprenticeship, or internship). 70% (or 336) of 11th graders served (480 total students) will make timely grade level advancement to 12th grade in preparation for high school graduation and postsecondary enrollment. Members will leverage 60 one time volunteers to support Career Days and job shadowing. 12 AmeriCorps State and National members will serve as College and Career Ambassadors serving youth from July 1, 2015 to June 30, 2017. 3 AmeriCorps VISTA members will provide capacity building, curriculum development, training, and other activities to sustain project services from July 1, 2015 to June 30, 2017. We have not included Senior Corps programs as partners. This program will focus on Education. The CNCS investment of \$164,206 will be matched with \$137,206.

Rationale and Approach/Program Design

In the City of Los Angeles, there is a severe and widespread problem of young people being both out of school and out of work (commonly referred to as opportunity youth). This is the result of many factors, including low graduation rates, high poverty, and too few high school counselors to adequately support students in preparing for post-secondary options. The Operation AmeriCorps program will address this by helping students explore and enter into post-secondary opportunities. The program targets highest need communities, including the LA Promise Zone. The project will place members at City of Los Angeles FamilySource and YouthSource Centers that have dedicated funding through Community Development Block Grant and WIA Youth funding to provide support for members and build sustainability once Operation AmeriCorps funding ends. These Centers partner with local high schools to provide services for at risk youth.

Schools served demonstrate high need, which will be addressed by the use of members as College & Career Ambassadors. They include the Helen Bernstein Complex near the Hollywood FamilySource Center, which has two high schools at one location served by the project. APEX Academy students are 90.7% Latino with 82.5% of students enrolled in the federal free and reduced price lunch program (a direct indicator of family poverty) compared to lower rates of 73.5% and 76.3% for LAUSD. The school

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cohort graduation rate is 66% and lower than the already low LAUSD rate of 68.1%. At STEM Academy at the Complex, students are 81.2% Latino with a 95% free/reduced rate, and a 68% cohort graduation rate. The YouthSource Center in Pacoima partners with Cesar Chavez Learning Academies to serve students. At these four small schools in the same locations, students are about 90% Latino with an 86% free/reduced rate, and a cohort graduation rate as low as 61%. In Pico Union, the Center partners with Belmont High School. Students are 88% Latino with a 74% free/reduced rate, and a 79.6% cohort graduation rate. In Boyle Heights, the Center works with Roosevelt High School. Students are 99% Latino with an 80% free/reduced rate, and a 50.4% cohort graduation rate. In South Los Angeles, the CRCD YouthSource Center will primarily work with Santee Education Complex. Students are 94% Latino with an 85% free/reduced rate, and a 66.6% cohort graduation rate. In Watts, the YouthSource Center will primarily work with students attending Locke High School. Students are 69% Latino with a 91% free/reduced rate, and a 30.6% cohort graduation rate.

This problem is compounded by high poverty throughout Los Angeles (20.2% rate), with pockets of extreme poverty in neighborhoods targeted. For example, in the Los Angeles Promise Zone, which encompasses both the Pico/Union and Hollywood target areas, the poverty rate is 34.9% and some Census tracts have rates exceeding 50% (ACS 2007-11). Students living in poverty are less likely to have strong family supports to prepare them for post-secondary options. The Operation AmeriCorps program will provide guidance and support in exploring and enrolling post-secondary options, and its integration with YouthSource and FamilySource Centers will facilitate connecting students to additional resources such as case management.

Operation AmeriCorps will help address the severe shortage of college counselors available in these high need LAUSD schools. The American School Counselors Association recommends a ratio of 250 students to one counselor. The state of California has an average ratio of 450:1, while LAUSD has a ratio of 790:1 (LAUSD Report, Ensuring Access to Quality Academic College & Career Counseling, 2012). This extremely high ratio is negatively affecting students' preparation for post-secondary options, as many are unable to see their counselor, and when they do, there is not enough time or sustained contact to properly support and guide students. Moreover, many counselors are focused mainly on college for post-secondary options, but many students are not prepared for nor desire to continue their formal education. As such, Operation AmeriCorps will help students explore a wider variety of options and provide more personalized assistance through the 40:1 ratio. AmeriCorps

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placement sites do not have employees represented by local labor unions, and members' roles will differ from that of schools' Counselors as described above. The program will ensure that members supplement existing college counseling services, and do not supplant existing staff or resources.

HOW MEMBERS ACHIEVE TRANSFORMATIONAL AND MEASURABLE CHANGE

Twelve Operation AmeriCorps state members will be trained to serve as College & Career Ambassadors (CCAs) to help prepare students for post-secondary options that include two or four year college, military service, national service, employment, internships, job training, or registered apprenticeships. Members are based at Centers where resources and supervision are already committed, and serve nearby high need high schools. There will be six members placed with partner YPI (two members each at the Hollywood FamilySource Center, Pacoima YouthSource Center, and Pico Union Youth Center), two members at the Boyle Heights YouthSource Center operated by partner El Centro de Ayuda, two at the YouthSource Center in South Los Angeles operated by CRCDC, and two in the Watts Center operated by the Watts Labor Community Action Committee. Members will provide post-secondary informational workshops and individual advising to prepare students for post-secondary options. Two VISTA members will be located at City Hall and one with YPI (at a Center with other members) to support capacity building and sustainability for services beyond the funding period as described below.

The core objective of CCAs is to work with youth to develop awareness of paths and challenges related to postsecondary opportunities. College & Career Ambassadors will work with teachers and administrators at nearby schools to identify and recruit students who need additional support preparing for post-secondary opportunities. The program will seek to have a ratio of 40 students per CCA with each target youth client receiving a minimum of 50 hours of services each year through workshops and one-on-one support. This ratio, service hours, and model were developed by Dr. Jesse Noonan, YPI's Chief Academic Officer, and through a previous grant YPI received from the U.S. Department of Education's Fund for the Improvement of Postsecondary Education (FIPSE). The model is designed to achieve a positive impact on students served, which is not currently the case with LAUSD's 790:1 ratio for college counselors. Operation AmeriCorps will place 12 members as College & Career Ambassadors to serve 480 students, and it is anticipated that 70% of students enrolled in program will be on-track (if in 11th grade) or successfully placed (if in 12th grade) into one of the Priority 1 post-secondary options. Operation AmeriCorps builds on YPI's model by incorporating a more diverse set of post-secondary options.

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The program will utilize three VISTA members to build capacity and sustainability. VISTA members will develop self-sustaining College & Career Centers at each site that will continue to serve high need students once funding ends. VISTAs will outreach and solicit informational materials about each postsecondary option (military service branches, AmeriCorps flyers), as well as develop materials such as a listing of vocational training programs available. VISTAs will reach out to colleges to gather materials and information that will be used to create Resource Manuals outlining services available at colleges to assist high risk students, scholarships, counseling and homework help. VISTAs will research and write small grants to continue funding and sustain support after Operation AmeriCorps funding ends.

VISTAs will develop curricula and train members to facilitate the curricula. Promise Zone Lead Implementation Partner, the Youth Policy Institute (YPI), already implements a College & Career Ambassador model and will provide curriculum and training for the college component. VISTAs will supplement this by developing curricula for each of the other postsecondary options: military careers, apprenticeship and internship programs, employment opportunities (including Career pathways available through colleges and vocational programs), and national service opportunities. They will work with YPI to train members to facilitate all curricula, but there will be clear guidance that ensures VISTAs do not supervise any direct service members.

VISTAs will also train staff at partnering high schools in YPI's FIPSE College and Career Ambassador model under the guidance of the YPI College and Career Manager to ensure sustainability. The FIPSE model was developed to address the high need for post-secondary support due to extremely high Counselor caseloads. It is premised on training as many staff as possible at each school site (teachers, administrators, volunteers, parents) to provide support to prepare for post-secondary options. This is a key way in which VISTAs will support sustainability.

The integration with other effective City programs, particularly the City of Los Angeles system of YouthSource and FamilySource Centers that offer an array of anti-poverty programs will also ensure sustainability. The City has engaged the school district to provide LAUSD Pupil Services and Attendance Counselors to work out of these Centers and provide more support for students and their families served by Operation AmeriCorps. These Counselors offer services like family counseling to

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help address home issues affecting school attendance. Operation AmeriCorps members will be placed at Centers to serve high risk students at partnering high schools. Members will be able to refer students and families to receive Center-based services such as case management. In addition, the Centers provide complementary services to directly support achieving Operation AmeriCorps outcomes, as described in the service components below. Each student enrolled in the Operation AmeriCorps program will follow the sequence of services outlined in this section, with each type of service described in more detail below.

College & Career Ambassador members will work with schools to outreach to high needs students and enroll them. Services begin with five introductory workshops that give each student a baseline understanding of their post-secondary options. Each student will then complete their first individual advising session, where they will work with their Ambassador to complete an assessment that covers academic achievement, educational goals, career interests and goals, long-term aspirations, interests and extracurricular activities, assets and needs, family and other social supports, and work experience. Students who do not have clear future goals may also complete an O*NET career assessment at this time. Assessments are used to populate an Individual Student Service (ISS) plan for each student, which lists goals and interests and defines needed services to ensure they achieve their goal, along with a timeline for completing each step. For example, students interested in college will have SAT or ACT testing dates and FAFSA deadline on their ISS. Students interested in military service will have eligibility steps such as passing the Armed Services Vocational Aptitude Test and the minimum score needed for the branch they are interested in. Each student's ISS will be tailored to cover all post-secondary options they are interested in, including multiple options for some. ISS plans will include information and dates for other workshops they are recommended for based on post-secondary plans.

INDIVIDUAL AND SMALL GROUP ADVISING

Services are based on a case management approach to working with students. This ensures they have information needed to make the best postsecondary choices. During advising, members will review ISS plans with students, track progress toward goals and deadlines, and help address challenges. Students may pursue multiple post-secondary options that are aligned (e.g. plans for two year college followed by an employment/career plan) or as they work to specify and narrow down future goals. Each time a student meets with their Ambassador, they will review progress on the Plan, make updates as needed, and discuss a timeline to accomplish next steps. Members will use YPI's ISS Plan template currently designed for college preparation, and VISTAs will modify it to include all five post-

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secondary options.

POST-SECONDARY READINESS WORKSHOPS

Operation AmeriCorps will utilize partner YPI's college readiness curriculum and model, and supplement it with additional workshops developed by VISTAs and focused on a broader range of post-secondary options. AmeriCorps members will begin by offering a series of introductory workshops exploring post-secondary options: (1) College; (2) Military; (3) National Service in AmeriCorps; (4) Employment and the Local Labor Market; and (5) Internships, Apprenticeships, and Job Training. These workshops will prepare students for individual advising sessions.

Members will be trained by YPI's College & Career Manager to facilitate the College Knowledge curriculum, ensuring fidelity to the model. This curriculum is designed for California's system of higher education and covers: (1) fundamentals of A-G requirements; (2) AB 540 resources (college admissions and financial aid information specific to undocumented students); (3) California's four systems of higher education (community colleges, California State University schools, University of California schools and private schools); (4) scholarships and financial aid options and processes; (5) college applications, personal statements, and letters of recommendation; (6) standardized tests and preparation; (7) career planning; (8) financial literacy, coaching, and saving for college; and (9) study skills and test taking strategies.

College Knowledge will be supplemented by VISTA members working with City and YPI staff to develop workshop modules for: (1) military service branches; (2) military eligibility and steps to joining; (3) AmeriCorps national service programs and eligible applicants for each type; and (4) how to search for AmeriCorps positions and application process. Operation AmeriCorps will leverage City-funded services available through the FamilySource and YouthSource Centers. This includes career exploration through Job Clubs and career interest assessments. YouthSource Centers have funding to place participants into job training programs and employment. Partner YPI offers a YouthBuild program students can enter into and receive construction training. The City's system of adult WorkSource Centers also has funding to place participants in job training and employment if they are over the age of 18. The Operation AmeriCorps members will work each enrolled youth to refer them to appropriate services based on their ISS Plan.

All students enrolled will be encouraged to attend all workshops as a means of exploring their post-

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secondary options. Members will facilitate College Knowledge workshops for parents, as YPI's experience with college readiness has shown that parents and families play a critical role in students' decision-making. As such, the program places a strong emphasis on ongoing family engagement and participation in college and career planning process. Parent workshops will outline the four systems of higher education in California, the calendar of events associated with applying for and enrolling in postsecondary education, how to support their child through the process, and financing options to afford college.

EVENTS AND SPEAKERS

VISTAs will build capacity for the project through event coordination, such as recruiting guest speakers such as AmeriCorps Program Directors, Military Recruiters, College Recruiters, and Job Developers to speak at workshops, while coordinating with partners such as UCLA to set up these opportunities. VISTAs will coordinate Career Fairs and recruit employers to participate and share information on local jobs. VISTAs will not provide any direct service at events; national direct members will oversee events. In addition, VISTAs will help coordinate events such as a FAFSA Super Saturday workshop for financial aid assistance (VISTAs will only help with preparation, not assistance), and a graduation ceremony for Operation AmeriCorps students.

LEVERAGE, COORDINATE, ENGAGE PARTNERS/NATIONAL SERVICE PROGRAMS

The program will promote connections with other National and Community Service programs to further impact. The City and YPI currently have five VISTAs serving the Promise Zone, and Operation AmeriCorps members can connect with them to coordinate with broader Promise Zone initiatives. The City's Promise Zone VISTAs will provide training sessions to Op AmCo members covering Promise Zone community needs, transformation strategies, evaluation, and impact. Op AmCo members will participate in the Promise Zone Education work group, focused on assessing educational needs in the Zone and developing and implementing solutions, and which will benefit from members' input based on experience working with high need students on post-secondary preparation. VISTAs can leverage Promise Zone partnerships (over 80 partners) to recruit guest speakers or opportunities such as a site visit to an employer for job exploration.

The program will coordinate and engage with other community partners offering national service. These include YPI, our lead implementation partner for the Promise Zone and a nonprofit organization offering education and training programs all focused around poverty eradication,

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including an AmeriCorps national direct program as a subgrantee of NCLR for tutoring and three VISTA programs through Up2Us, Points of Light, and LI SC. All of these programs operate in communities targeted by Operation AmeriCorps, so members will be able to engage in joint training when appropriate, participate together in service learning projects, and leverage coordination to increase the impact of all AmeriCorps programs. For example, Op AmCo members will recruit students being tutored by YPI's other members. This combination of academic assistance and post-secondary preparation will result in greater outcomes across both programs. The program will work with partners Coalition for Responsible Community Development, El Centro de Ayuda, and Watts Labor Community Action Committee, to identify similar collaborative opportunities for members. Coordinating with and leveraging the services of our partners operating FamilySource and YouthSource Centers will greatly enhance Operation AmeriCorps by providing complementary services that will help increase the impact of members' direct services. In addition, members may encounter challenges in working with high needs students that they are not equipped to address, so they will be able to refer these students to the services of community partners such as case management or academic tutoring.

VISTAs will help strengthen community infrastructure through developing post-secondary preparation resources and curricula, which will be made available for free to any interested school or community partner. VISTAs will train school and partner staff to facilitate curricula, ensuring the program's impact lasts beyond the two year funding. VISTAs will seek partnerships with other college preparation programs, such as LAUSD's Promise Zone GEAR UP.

FEASIBILITY OF TWO YEAR TIMELINE AND PLAN TO ACHIEVE OUTCOMES

The program will serve 11th-12th grade students in both years. Members will stress importance of continuing participation, so that 11th graders from year 1 will continue to receive services in year 2. 12th graders served in year 1 and 11th graders served in year 2 will receive one year of services.

ANNUAL TIMELINE

The first two months of program year will focus on recruiting and enrolling direct service members and VISTAs, and training will begin in the first month and continue into the second. Shorter trainings continue on an ongoing basis. Services begin during the second month.

Members will recruit at least 505 students to enroll and start the program. 480 students will complete the program. Members will begin facilitating the College Knowledge curriculum in the fall, during which time VISTAs will develop the additional curriculum modules covering military service and

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national service. During the fall, members will also begin individual and small group advising sessions, with the goal of all participants completing their ISS Plan by the end of month five of services. As additional curricular modules are ready, members will facilitate those workshops as well. After completing curriculum development, VISTAs will shift to focus on recruiting guest speakers and developing partnerships and coordinating events. VISTAs will also help coordinate with partners operating FamilySource and YouthSource Centers and with schools to ensure the program is operating effectively, address challenges, and provide partners and schools with additional capacity when needed. For example, VISTAs may help coordinate direct service members' workshops schedules, locations, and other logistics, so that direct service members can devote their time to providing the actual services rather than on administration. VISTAs will not supervise members.

Members will meet individually or in small groups with assigned group of students (40 per member) on a twice monthly basis, which forms the core of the case management model of Operation AmeriCorps. Services will be offered in and after the school day in 30-90 minute blocks. The dosage is based on best practices and includes a frequency of at least one time every other week for workshops, individual support services and/or events for each student, and an intensity of at least 30-60 minutes per session. This frequent and sustained contact is critical in supporting the high need students who will be served, and ensuring they remain on track to enter into the post-secondary option they select when working with their Ambassador member to create their ISS Plan. This, combined with breadth of knowledge they will gain through workshops, is anticipated to result in 70% of enrolled students (336 out of the 480 who complete the program each year) to be on track (if still in 11th grade) or placed (if in 12th grade) in a two or four year college, military, national service, employment, a paid internship, a registered apprenticeship, or a job training program by end of year. The connections to partners operating FamilySource and YouthSource Centers greatly increases the feasibility of achieving these outcomes, particularly since the Centers can directly offer job training and placements in employment.

LEVEL OF EVIDENCE FOR PROPOSED PROGRAM

The Operation AmeriCorps College & Career Ambassador model is based on a moderate level of evidence. A 2013 quasi-experimental study (Stephen and Rosenbaum) of 44,000 seniors in Chicago Public Schools compared post-secondary outcomes of students attending a high school with a college coach against outcomes of students in non-coach schools. Coaches in this study differ from regular counselors in that their sole focus is helping students prepare for college, in contrast to traditional

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counselors. The study noted that coaches meet regularly with students, are experienced with underserved youth, proactively outreach to students, and establish trusting relationships with them. This is all part of the College & Career Ambassador model, with a sole focus on post-secondary preparation. The study found that students in schools with college coaches "had a 13% increase in odds of attending college and a 24% increase in attending a less selective four-year college (vs. two-year college)." Students in coach schools were 20% more likely to complete at least three college applications and 17% more likely to complete FAFSA.

Research also indicates counselor to student ratio is impactful. The Colorado Department of Education's 2014 Legislative Report Colorado School Counselor Corps Grant Program presented the results of a quasi-experimental study comparing schools receiving a competitive grant to lower student to counselor ratio against schools not receiving grant. Prior to the grant, the average ratio was 363:1, which was reduced to between 261:1 to 232:1. A quasi-experimental study of grantees and non-grantees found that grantee schools that lowered student to counselor ratio increased FAFSA completion rate by 4%, and increased postsecondary matriculation rate from 31% to 44% of students. This equates to 455 more students enrolling post-secondary education from Colorado schools receiving the grant; in comparison, across entire state students enrolling in postsecondary education decreased by 369 students. Operation AmeriCorps' ratio of 40:1 is lower than ratios in study, and thus anticipated to result in greater impact on outcomes.

QUALITY OF OUTCOMES, MEASURES, DATA COLLECTION AND LOGIC MODEL

Operation AmeriCorps will recruit and enroll 505 students, and expects 480 students to complete the program. Completion is defined as attending 75% of workshops and events offered at their school/center, completing at least five individual or small group advising sessions with a College & Career Ambassador member, and having an ISS Plan. The Operation AmeriCorps outcomes are for 95% of students completing the program each year (480 students) to complete at least three action steps from their ISS Plan. Depending on each individual student's Plan, these could include completing an AmeriCorps application, exploring job training programs in a chosen career field, submitting a college application, or taking the Armed Services Vocational Aptitude Test. In addition, the Operation AmeriCorps program will result in 70% of students who complete the program each year (336 students) being either on track for enrolling in their post-secondary option (if in 11th grade) or enrolling in their post-secondary option (if in 12th grade).

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The program will collect program attendance for students enrolled. The program will keep copies of each ISS Plan, used to assess progress on the outcome measures of (1) completing at least three action steps from the Plan and (2) being on track or enrolling in the selected post-secondary option. Both outcomes will be assessed by collecting evidence of action steps or achieving outcomes (e.g., copy of a college application or AmeriCorps application). For tracking enrollment in post-secondary option, the program will collect evidence such as an acceptance letter for college, the military, or AmeriCorps. In some cases, the program may rely on self-reported data. Members will collect this data, and the Director and Site Supervisors will review this data with members on a quarterly basis to ensure the program stays on track to achieve outcomes and that it is being implemented with fidelity.

The Operation AmeriCorps program will be a success when it shows increased numbers of students being prepared for and enrolling in post-secondary opportunities that include college, military, national service, employment, apprenticeships, internships, or job training. The long term impact will be fewer numbers of opportunity youth (those out of school and out of work) in Los Angeles, and improved economic stability for the participants served by the program.

Organizational Capability

The City of Los Angeles is the Lead Agency for the LA Promise Zone, a multi-agency partnership that is transforming communities in Los Angeles. Through the Promise Zone and services of the LA Promise Zone Director Alison Becker and Operation AmeriCorps Director Abigail Marquez, the City leads VISTA programs that place and oversee 5 members in the city. Through White House Neighborhood Revitalization Initiatives that include the LA Promise Zone and LA Promise Neighborhood, the City working with partners such as YPI is implementing federal grants that include a HUD Choice Neighborhoods grant, a Justice grant to improve safety (Byrne Criminal Justice Innovation), and Dept. of Education grants that include Promise Neighborhoods and GEAR UP postsecondary preparation for at risk youth in the Promise Zone.

The Operation AmeriCorps program will build upon prior and ongoing successful operation of numerous federal funding streams, including WIA Youth and Community Development Block Grant funds for the YouthSource and FamilySource systems. YouthSource is a particularly successful model the City of LA has established to re-align Youth Workforce Investment Act efforts in a redeployment of funding to target high youth need. These systems have increased outreach, intakes, and education and employment outcomes for disconnected youth ages 16-24 in the City. Key features to benefit members and clients include fully integrated LAUSD Counselors into each YouthSource Center, and

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the use of LAUSD student information system as the primary identifier of the high school dropout population, and students at high risk of dropping out. Realignment of the YouthSource system has led to services for 26,448 youth at 16 City of LA Centers and placement of LAUSD Pupil Service and Attendance (PSA) Counselors at each Center. This model is now extending to the City of Los Angeles FamilySource system as well, through the realignment of CDBG funds in the groundbreaking FamilySource System to target areas of high poverty in the City.

The LA Promise Zone Operation AmeriCorps project is led by the City of Los Angeles Mayor's Office, with strong direct oversight and commitment of Los Angeles Mayor Eric Garcetti. Mayor Garcetti's commitment is demonstrated by the leveraged staff time he is providing for in-kind match, as well as his commitment to raise the remaining cash match needed to operate the project. Moreover, by having existing staff oversee the project, he is ensuring that core elements of the project will continue after funding ends. The Project Director is Abigail Marquez, the Director of Workforce Development & Economic Opportunity at the Office of Los Angeles Mayor Eric Garcetti. She works with the Deputy Mayor of Economic Development to lead on policy and strategy for the Mayor's education and workforce development priorities. Prior to this, she served as Deputy Director with the LA Community Development Department where she was responsible for managing 21 FamilySource Centers that are among the placement sites for members in Operation AmeriCorps. She holds an MS in Project Management. She will provide overall management of services and direct supervision of the Program Manager.

The AmeriCorps Manager will be a half-time position filled by a graduate student from the University of Southern California (USC) recruited from the Department of Public Policy who is a City of Los Angeles intern. The Manager will provide day to day management, communication with partners, and liaison with Site Supervisors overseeing members at each of six placement sites. The Manager will oversee volunteer activities of the AmeriCorps members. He or she will plan and supervise member orientation/training and ongoing training, and work with members to plan monthly special events and cultural awareness days. He or she will also work with the Program Director and VISTA members to orient and train the Site Supervisors. The Manager will conduct twice-monthly meetings with the Director to review progress in meeting deliverables. These meetings also clarify progress in completing reports, such as quarterly progress reports, monthly ER tracking, and financial reporting. The Manager will handle required reporting, including all program data.

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Cesar Perez, YPI College & Career Manager, will oversee training of members working with the Director, Manager, VISTA members, and Site Supervisors. He holds a BA from UCLA with experience overseeing college and career readiness in the LA Promise Zone. Prior to this, he worked as a Coordinator in the UCLA Early Academic Outreach Programs and as an EAOP Parent Ambassador Coordinator.

Site Supervisors are current employees of partners (in-kind time) operating YouthSource and FamilySource Centers who will have responsibility for site administration, evaluation data collection and member/volunteer direct supervision. They will work with the AmeriCorps Manager to provide day to day supervision and training and to gather required program data. They will provide weekly check-in and review of member performance and will work with the Manager to provide quarterly assessment of members.

Fiscal resources are administrated by City of Los Angeles fiscal staff who are current employees, working with the Program Director. The City Accounting Manager will support the AmeriCorps Director, responsible for completion of financial records.

MEMBER EXPERIENCE: SUPERVISION

The Manager will take primary responsibility for member recruitment and selection working with the Site Supervisors at FamilySource and YouthSource Centers and Promise Zone partners such as YPI and UCLA to solicit members from graduating college students and clients in YPI education and training programs. The Manager will ensure that recruited members clear eligibility requirements prior to accruing service hours.

The AmeriCorps state members will be supervised by the Director and Manager to serve as College and Career Ambassadors. Trained by the College and Career Manager, as detailed below, members will engage in the tasks and objectives required of Ambassadors discussed in Rationale and Approach, that includes conducting postsecondary readiness workshops, creating and maintaining Plans for each client, conducting individual and small group advising, and support special events such as Career Days. Direct day to day supervision of these members as they conduct these activities will be provided by the Site Supervisors at each FamilySource and YouthSource Center where members are placed. The Program Director will directly oversee the two VISTAs placed at City Hall, and the College and

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Career Manager will oversee the VISTA placed in the YPI Hollywood Center. Members and volunteers will be given orientation/training by the Program Manager during training and service learning provided during 20% of their time on allowable and not allowable actions. This training will be supported by Site Supervisors who will meet weekly with the two members stationed at their site to review this information. Under the guidance of the Manager, members will complete training sessions that review AmeriCorps basics and a separate two-day pre-service orientation that introduces members to program, community, service sites and activities. These cover rules on prohibited service activities. For the 60 one time volunteers recruited in the project, the Manager will conduct a required short orientation prior to service reviewing these requirements to ensure volunteers follow allowable and not allowable actions.

As discussed below in Training and Branding, the program has a specific plan for providing members with support and guidance through regular training, bonding and service events throughout the year. The Site Supervisors will meet with members daily and conduct weekly check-ins, as well as quarterly performance reviews to ensure that members are properly supervised and have appropriate support and guidance to meet their responsibilities.

AMERICORPS EXPERIENCE: TRAINING AND BRANDING

Through supervision and training, members will develop advising, leadership and communications skills. They will develop instructional skills for jobs that need clear presentation and communications, and organizational ability needed in managing postsecondary support. Member experience will include work in a nationally recognized Promise Zone. They will leverage employer partnerships after service ends to build careers and educational opportunities. A swearing-in and graduation ceremony for all members and participation in All AmeriCorps Week will support a strong ethic of service and skills for active and productive citizenship. All members will participate in National Service Days to build this. The program will provide training to develop professional skills and knowledge for implementation led by the AmeriCorps Manager. Trainings will build competencies in career development, education practice, communication, problem solving, and relationship development. Members will receive training as effective Ambassadors, and will have an understanding of civic responsibility, volunteerism, and community service. Members will be directly supervised by Site Supervisors.

The project will provide pre-service orientation for two weeks at 40 hours a week (80 hours) to orient

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members to program and sites led by the Program Manager. AmeriCorps "Boot Camp" introduces and trains members on roles and responsibilities, including payroll/benefits, grievance procedure, site supervisors/sites, and overview of communities. This training will continue with one week of training after winter break (40 hours), and one week of spring break training (40 hours). An additional 180 hours of training will be during the school year.

Over the course of the year member training will cover these topics: Orientation; Child Abuse/Mandated Reporting; CPR & First Aid; LA Promise Zone Strategic Plans and Goals; Teambuilding; Leadership; Communication; Community Asset Mapping; Civic Engagement/Responsibility; Community Service; Volunteer Recruitment/Management; and Life After AmeriCorps- Resume/Interviews. Specialized trainings for CCAs will include: Service Plan Development; College Preparation and Readiness; Financial Aid; Employment skills; Internships, Registered Apprenticeships, and Job Training; Military Careers and National Service; and Academic/Career Mentoring.

The City of Los Angeles and partners are committed to ensuring proper branding and identification. All printed and online materials will use AmeriCorps name and logo along with the Promise Zone logo. Members while serving will wear shirts branded with AmeriCorps logo. All signs and public material at schools with the PZ logo will also include AmeriCorps logo.

AmeriCorps orientation and service will provide members with knowledge of what it means to be a member. Members will wear "AmeriCorps gear". Fundamentally, the program will foster a connection with AmeriCorps by identifying members as members, by initiating members with AmeriCorps pledge, and having monthly Stories of Service. The program will ensure that members are prepared to speak about their AmeriCorps experience to members of the community by providing them ample opportunities to develop speaking skills in training and service, by helping them conduct 'elevator speeches' to visitors and funders, and by allowing them to take a leadership and teaching role in helping students. The City and partners will provide opportunities for members to address Promise Zone workgroups and present at schools served in the Zone to ensure that the community learns of their experiences.

COMPLIANCE AND ACCOUNTABILITY

The AmeriCorps Director is responsible for overall monitoring. The Program Manager will have day to

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day management of the compliance and accountability process, while working with Site Supervisors at program and service sites to ensure compliance with AmeriCorps rules and regulations including those related to prohibited activities. The Manager will work with Site Supervisors to collect and review data weekly. The Manager will have monthly meetings with Supervisors and members including compliance checks. Members will sign in and sign out at front desk at the Centers when providing services. The Supervisors will check sign in sheet and signs to confirm time served. Once a week, the Site Supervisors will enter hours for each member into the online system. This will be reviewed weekly by the Manager. Using Google Docs, the Manager will track different categories for hours of each member weekly. Members will enter their time by training and service hours, using a personal account and username/password. Any discrepancies or unclear elements are reviewed on the weekly call prior to formal approval provided by the Manager each week. Prior to implementation of service learning, the Manager reviews projects to ensure that no prohibited activities occur. Site Supervisors are trained on compliance and unallowable activities prior to start, and are responsible for monitoring sites daily. The Program Manager will work with the Director and Site Supervisors to monitor sites and ensure compliance with AmeriCorps regulations, and will be accountable if instances of risk or noncompliance are identified. AmeriCorps staff working with City of Los Angeles financial/programmatic staff will ensure that the program will not violate non-duplication, non-displacement, and non-supplementation requirements. These restrictions will be part of City of Los Angeles staff orientation and training and will be defined for partners. City of Los Angeles accounting staff working with partners such as YPI will ensure that AmeriCorps funds are not used to replace state and local funds, but will provide additional resources not covered by programs. No religious instruction or political activity will be provided in this program. The City of LA management structure ensures compliance for all grants, with oversight provided by the Program Director Abigail Marquez. The City of Los Angeles emphasizes prevention of compliance issues with trainings, and the Director is responsible for making sure that the Program Manager, the members and Site Supervisors understand AmeriCorps regulations and are prepared to uphold rules.

YouthSource and FamilySource Site Supervisors will be accountable for understanding the program mission, and supporting and guiding members to work within regulations, while detecting potential compliance issues. If instances of risk or noncompliance are identified, the Manager will meet with the member and Site Supervisor to address the situation, review regulations and prohibited activities, and create an action plan to ensure no future issues of noncompliance arise. Supervisors will receive a

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separate orientation before members begin service to ensure they are aware of procedures. Supervisors are responsible for on-site orientation, matching members, ensuring members adhere to schedule, making sure staff understand AmeriCorps objectives and that members fulfill CCA duties, addressing program concerns, sending reminders and collecting/signing timesheets. Supervisors will inform the Manager of disciplinary issues or other concerns (referring to Code of Conduct), as well as ensure that members do not participate in prohibited activities. Supervisors will conduct midyear and end of year evaluations.

Cost Effectiveness and Budget Adequacy

The cost per MSY is \$13,684, lower than the CNCS maximum limit for a FT cost reimbursement grant, but sufficient to carry out the program effectively. Match is \$137,206 (46% of budget), to be raised through Promise Zone fundraising with national philanthropies, spearheaded by the Mayor's Fund for Los Angeles working with nonprofit partners such as YPI. The sustainability plan will use the capacity building, curricula development and training provided by VISTA members to continue program services at target YouthSource and FamilySource Center after funding ends. Site Supervisors are in-kind match and will continue College & Career Centers established by members. These services will continue through the City's YouthSource and FamilySource Center funding and will be integrated into expanded services provided for at risk youth when Operation AmeriCorps funding ends.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A