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Executive Summary

The Youth Policy Institute (YPI) proposes to have 50 AmeriCorps members who will provide postsecondary preparation support in the Promise Zones located in Los Angeles, CA and Philadelphia, PA. At the end of first program year, the AmeriCorps members will be responsible for 75% of students (1,440 students) served being on-track (progressing to the next grade if in 10th-11th grade) or successfully placed into post-secondary options if in 12th grade. Members will leverage an additional 208 volunteers who will be engaged in career development services. This program will focus on the CNCS focus area of Education. The CNCS investment of \$663,462 will be matched with \$641,572 in private funding.

Rationale and Approach/Program Design

HOW COMMUNITY PROBLEM/NEED WILL BE ADDRESSED BY PROGRAM

The project offers the first partnership in the nation between two Promise Zones to join together in services for youth in high poverty communities. These Zones, in Los Angeles and Philadelphia, are two of only three urban areas selected in the first round of this signature Obama Administration initiative in 2014. The project will target key goals of the White House My Brother's Keeper Initiative with a focus to ensure that boys and young men of color graduate from high school ready for college and career, and work their way into the middle class.

Bolstered by public-private partnerships led by the Mayors of Los Angeles and Philadelphia, the AmeriCorps program will train and place College and Career Ambassadors (CCAs) with the highest need students (predominantly Latino and African American) at Promise Zone high schools to prepare them for postsecondary opportunities.

HOW COMMUNITY NEED/PROBLEM IS PREVALENT AND SEVERE

The LA Promise Zone (LAPZ) includes Hollywood, Thai Town, Little Armenia, Koreatown, and Pico Union. There is a high need for strategies that connect residents to high wage jobs. According to American Community Survey data (2007-11), LAPZ has a poverty rate of 34.86%, higher than the overall Los Angeles rate of 20.2%. 25% of LAPZ households earn less than \$15,000 each year and median household income is \$28,784 (Census 2010, Esri 2013).

The Philadelphia Promise Zone (PPZ) includes the neighborhoods of Mantua, Belmont, Mill Creek, West Powelton, Powelton Village, and portions of Walnut Hill and Spruce Hill. PPZ has suffered from generations of institutionalized poverty, yet also features world-class employers and post-secondary institutions including the University of Pennsylvania, Drexel University, and the Children's Hospital of

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Philadelphia. The PPZ's 2013 poverty rate was 48%, higher than the citywide rate of 26.3%. Over 45% of households earn less than \$15,000 each year and the median household income is \$13,317.

All eight schools serve low income Latino and/or African American students. Nationally, these students have difficulties in entering and succeeding in postsecondary education. Only 55% of low-income students enrolled, compared to 84% of high-income students (NCES, Condition of Education 2010). Six-year graduation rates in universities are lower for Latinos (49%) and African Americans (39%) than Asians (68%) and Whites (61%) (IPEDS First Look, Fall 2009).

Locally, challenges are stark. Research (Fogg and Harrington 2009) found that 20% of LA youth age 16-24 are not in school or work. According to a report released by Paul Harrington, "Dropouts: Path to Poverty", only 70% of LA high school dropouts worked in 2008, compared to 78% and 90% of high school and college graduates. In the PPZ, over a quarter of residents over 25 lack a diploma, and over half lack any post-secondary education.

The LA Unified School District (LAUSD) had a 68% graduation rate and a 94.8% attendance rate in 2012-13 (CA Dept. of Education). Statewide, the graduation rate was 80%. Need is high at the four LA schools served by this project: STEM Academy, APEX Academy, New Village Girls Academy, and Camino Nuevo High School. These schools have between 30% and 97% Latino students, with enrollment in free and reduced price lunch (indicator of economically disadvantaged) ranging from 82% to 95% of students. The attendance rate at the four schools ranges from 74% to 96%, with only Camino Nuevo exceeding the district average. The majority of parents of the students at these schools have not attended college (70% to 94% of parents have earned a high school diploma or less), and lack understanding of the full range of post-secondary options available for their children. Notably, New Village has only a 4% cohort graduation rate, while STEM's graduation rate is 68%, APEX's is 66%, and Camino Nuevo's is 95%. While Camino Nuevo reflects high achievement thanks to a strong teacher core and family involvement, it still struggles with challenges related to poverty.

The four schools targeted in the PPZ are Overbrook High School (970 students), West Philadelphia High School (661 students), Parkway West (317 students), and Paul Robeson High School (267 students.) Based on size and student needs, the plan in Philadelphia is to place 12 AmeriCorps members at Overbrook, 9 at West Philadelphia, 2 at Paul Robeson, and 2 at Parkway West. In the four schools, students are 95-97% African American. According to the PA Dept. of Education, students at 3 schools are 100% economically disadvantaged; at Parkway West, this is 64%. Average daily attendance ranges from 79% at Overbrook and West Philadelphia to 91.5% at Parkway West.

As with LAUSD, Philadelphia schools have high academic deficits and a deep need for services. The

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700 to 1 student to counselor ratio means students have very limited college and career counseling. At Overbrook, the cohort graduation rate is 53.4%, at West Philadelphia, 62%. On the Pennsylvania assessment tests in Algebra 1, students scoring at or above grade level ranged from 14.5% to 63.9%. Reading scores were higher; science scores were even lower.

The PA Dept. of Education calculates an SAT/ACT College Ready Benchmark that represents percent of 12th grade students scoring 1550 or higher on SAT and/or 22 or higher on ACT. The reported performance measure is determined by multiplying the actual percent by a factor of 2.5. The highest possible rating is 100. For the four targeted schools this rate is: Overbrook: 2.51; West Philadelphia: 1.77; Paul Robeson: 4.03; and Parkway: 14.93.

THEORY OF CHANGE -- PROPOSED INTERVENTION & MEMBER ROLES

The Promise Zones AmeriCorps theory of change states that: 1) effective schools and strong community services are critical to support educational and career achievement of children in poverty; 2) a Promise Zone partnership framework offers an exceptional way for AmeriCorps members to contribute support vital for postsecondary success; 3) change is best achieved through strategies that include a well thought out pipeline of postsecondary preparation support provided by members with training and understanding of the community; and 4) change is expected and measured in common goals, objectives, and outcomes. All activities and outcomes must be evaluated; continuous feedback loops are developed to improve and refine the postsecondary preparation services provided. Promise Zone partners in both target cities signed MOUs agreeing to support unified services in defined strategic plans. As defined below, core goals and objectives of the strategic plans for both Promise Zones are blended in this joint Promise Zones AmeriCorps project.

2,400 economically disadvantaged students will start the program. 1,920 economically disadvantaged students will complete the program (defined as completing 75% of workshops/events, having Individual Student Services Plan, and completing five advising sessions). 1,440 (75% of the students) who complete a year of services will be on-track (progressing to the next grade) or successfully placed into post-secondary if in 12th grade. 490 (34%) each year will be 12th graders who graduate from post secondary studies and enroll in one of the five postsecondary options described in this project.

AmeriCorps members will provide workshops, trainings, and one-on-one support to help students prepare for postsecondary options that include two and four year college enrollment, military service, national service, employment and paid internships, registered apprenticeships, or job training programs. 208 leveraged volunteers will act as guest speakers, provide job shadowing opportunities for

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youth, and offer internships for youth.

HOW INTERVENTION IS LIKELY TO LEAD TO OUTCOMES

AmeriCorps members will be assigned to high schools (six to seven members at each of the four high schools in LA and between two and 12 members in each of the PPZ high schools). The core objective of CCAs is to work with high school students and families to ensure that they graduate from high school with strong skill sets, and develop awareness of paths and challenges related to postsecondary opportunities, while working with students to help them develop long-term plans leading to postsecondary entry. CCA AmeriCorps members will work with school teachers, administrators, and guidance counselors to identify and recruit students who need additional support. The program will seek to have a ratio of 40 students per CCA, using a program model that YPI has found effective, developed by Dr. Jesse Noonan, YPI's Chief Academic Officer, and through a successful grant YPI received from the U.S. Department of Education's Fund for the Improvement of Postsecondary Education (FIPSE).

Services begin with these five introductory workshops for a baseline understanding of postsecondary options: (1) College; (2) Military; (3) National Service in AmeriCorps; (4) Employment and the Local Labor Market; and (5) Internships, Apprenticeships, and Job Training. Upon completion of these workshops, each student will have their first individual advising session with their Ambassador. The CCA and student will complete an assessment informed by understanding of available postsecondary options that covers academic achievement to date, educational goals, career interests and goals, long-term aspirations, assets and needs, family and other supports, and work experience if applicable. Students who lack clear goals may also complete an O*NET career assessment at this time. Each member will work with each student to establish an Individual Student Services (ISS) Plan. Assessments will populate each student's ISS plan which will list goals and interests defined in the areas of two and four year college, military service, national service, employment, and internships, registered apprenticeships, and job training programs. Students, working with their CCA, will devise a Plan that may incorporate one to three of these goals in their plan. 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 interested branch. ISS plans will include information and dates for additional workshops they are recommended to complete, a schedule for measuring progress, a timetable for improving and monitoring achievement, and a description of how progress will be communicated to students and parents/guardians. Students

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will then meet monthly with their Ambassador to review progress and update their ISS. Thus, Promise Zones AmeriCorps services are based on a case management approach to ensure students and families have needed information.

CCAs will utilize YPI's college readiness curriculum and model, and supplement it with additional workshops and services focused on additional post-secondary options.

Members will be trained by YPI's College & Career Manager to facilitate the College Knowledge curriculum adapted for requirements in California and Pennsylvania. In California, this addresses the state 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) The four systems of higher education and financial aid options; (5) college applications, personal statements, and letters of recommendation; (6) standardized tests; (7) career planning focusing on linking areas of study to areas of academic strengths; (8) financial literacy, coaching, and saving for college; and (9) study skills and test taking strategies. All but the first two will also be included in Philadelphia member training. College Knowledge will be supplemented by workshop modules for (1) military service branches; (2) military eligibility and steps to joining; (3) AmeriCorps national service programs and eligibility; and (4) how to search for AmeriCorps positions and application process.

Members will provide tutoring and homework help under direction of teachers with a focus on STEM. Tutoring will be provided individually and in small groups, and will be included in the ISS Plan, with a regular tutoring schedule.

In Los Angeles, the Promise Zones AmeriCorps program will leverage City-funded services available through the FamilySource, YouthSource and WorkSource Centers to promote career readiness. YPI currently operates all three types of Centers and will enroll members to receive career readiness and other support services like case management or application assistance for public benefits. YPI's YouthSource and WorkSource Centers have funding for job training and job placements, including a Summer Youth Employment program with special preference for the Promise Zone.

Members will facilitate Postsecondary Knowledge workshops for parents/guardians, as YPI's experience has shown that they play a critical role in students' decision-making. Parent workshops will outline the four systems of higher education, the process and challenges of military service, the importance and value of 'middle-skill' careers and the role of community colleges, the calendar of applications for all options, and financing options.

Members will develop field trips and events that include college field trips, providing financial aid

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application assistance in FAFSA Super Saturday workshops, and a graduation ceremony. Members will recruit volunteer guest speakers, such as representatives from colleges, recruiters from each military branch, and employers to discuss career pathways. Members themselves will be speakers to talk about national service experience.

HOW MEMBERS PRODUCE SIGNIFICANT/UNIQUE CONTRIBUTIONS

AmeriCorps members are an essential addition to established Promise Zones. Both communities lack sufficient manpower and resources to address needs articulated in strategic plans. Members fill the gaps in education and career development, thus offering unique contribution to address long term challenges in these urban communities.

Members will be college graduates and honorably discharged military personnel meeting all standards of 45 CFR 2522.940. Coming from the same neighborhoods and/or cultural and socioeconomic backgrounds of youth targeted, full time members will make a dramatic impact on learning compared to the current postsecondary preparation efforts provided.

EVIDENCE

The 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 high school with a college coach against outcomes of students in non-coach schools. Coaches differ from counselors with their sole focus on helping students prepare for college. Coaches met regularly with students, were experienced with underserved youth, and established trusting relationships. This is the project model. The study found that students in coach schools had a 13% greater odds of attending college and a 24% increase in attending a less selective four-year college. Students in coach schools were 20% more likely to complete three college applications and 17% more likely to complete FAFSA.

Research also indicates the counselor to student ratio is impactful. The Colorado Dept. 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 their student to counselor ratio against schools not receiving the 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 found that grantee schools that lowered this ratio increased FAFSA completion rate by 4%, and increased postsecondary matriculation rate from 31% to 44%. This equates to 455 more students enrolling in post-secondary education from schools receiving the grant; in comparison, across the state the number of students enrolling decreased by 369. The PZ ratio of 40:1 is lower than ratios in this study,

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and thus anticipated to result in greater impact.

NOTICE PRIORITY

The project meets Education funding priority and multiple CNCS Performance Measures, including ED 1: 2,400 economically disadvantaged students will start in a CNCS-supported education program while attending Promise Zone schools. ED 2: 1,920 economically disadvantaged students complete participation in K-12 education programs. ED 10 (outcome): 1,440 (75%) students graduating from the program each year will be on-track (progressing to the next grade if in 10th-11th grade) or successfully placed into post-secondary options (12th graders).

Dosage for individual support and workshops is based on research-based best practices and includes a minimum frequency of 1-2 times a week, intensity of at least one hour per session, and one year of support for each student. The program meets the Education National Service Focus Area, targeting postsecondary outcomes for economically disadvantaged children.

MEMBER TRAINING

The project will provide pre-service orientation for two weeks at 40 hours a week (80 hours) to orient members to program and sites. 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. Two Fridays each month will be in-school service, while one Friday a month will be a full AmeriCorps training in each community, and one Friday a month will be a service learning project day.

Over the course of the year member training will cover these 19 topics: (1) Orientation; (2) Child Abuse/Mandated Reporting; (3) CPR & First Aid; (4) Service Plan Development (5) LA and Philadelphia Promise Zones Strategic Plans and Goals (6) College Preparation and Readiness; (7) Military Careers and National Service; (8) Employment skills (9) Internships, Registered Apprenticeships, and Job Training (10) Fundamentals of Academic Tutoring (11) Academic/Career Mentoring; (12) Teambuilding; (13) Leadership; (14) Communication; (15) Community Asset Mapping; (16) Civic Engagement/Responsibility; (17) Community Service; (18) Volunteer Recruitment/Management; and (19) Life After AmeriCorps- Resume/Interviews.

MEMBERS/VOLUNTEERS ADHERE TO RULES

Members and volunteers will be given orientation/training on allowable and not allowable actions. Members will complete training sessions that review AmeriCorps basics and a separate two-day pre-

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service orientation that introduces members to program, community, service sites and activities. These cover rules on prohibited service activities.

MEMBER SUPERVISION- GUIDANCE/SUPPORT FROM SUPERVISOR

The program will provide training to develop professional skills and knowledge for implementation led by the AmeriCorps Managers. Trainings will build competencies in career development, education practice, communication, problem solving, and relationship development. Coordinators help members develop leadership skills by making each member responsible for engaging students in service learning. Education and volunteering are two components of training developed by YPI and EducationWorks. Members will receive training as effective Ambassadors, and will have an understanding of civic responsibility, volunteerism, and community service. Members will be supervised by Site Coordinators, who will work with the AmeriCorps Manager and Assistant Manager. Each Coordinator will oversee members and conduct daily team check-ins, hold weekly meetings, and conduct one-on-ones to track goals.

HOW SUPERVISORS WILL BE TRAINED/PREPARED

The program will select Site Coordinators accountable to YPI and the Promise Zone staff in both cities, understand mission of program, understand strategic plan and goals of the Promise Zones. This is a strength of the program, as these connections ensure students and families have access to a range of services to impact readiness for postsecondary options. Site Coordinators will receive a separate orientation before members begin service to ensure they are aware of policies and procedures. Site Coordinators will also be trained with AmeriCorps members during Orientation. The Managers will communicate with Coordinators through email, conference calls and site visits. Coordinators will be responsible for on-site orientation, matching members with teachers and students, ensuring members adhere to schedule, making sure teachers and staff understand AmeriCorps objectives and that members fulfill CCA duties, addressing any program concerns, sending reminders and collecting/signing timesheets. Coordinators will inform the AmeriCorps Manager of any disciplinary issues or other concerns (referring to Code of Conduct and performance report), as well as ensure that members do not participate in prohibited activities. Coordinators will conduct midyear and end of year evaluations.

MEMBER EXPERIENCE

Members will develop advising, tutoring and communications skills. They will develop instructional skills for jobs that need clear presentation and communications, and organizational ability needed in managing postsecondary support. Members will work in nationally recognized

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Promise Zones, and leverage employer partnerships after service ends. Philadelphia Mayor Michael Nutter announced changes to the City's Civil Service regulations that provide preference for AmeriCorps members applying for employment with the City.

ACCESS TO MEANINGFUL SERVICE/OPPORTUNITIES FOR REFLECTION

Past AmeriCorps members have described community building and helping students achieve academically as being very meaningful service experiences, and it is anticipated to be the same for members working in the Promise Zones. Members will have opportunities to reflect on and learn from service by recording monthly reflections ("Stories of Service") and sharing stories during monthly trainings.

HOW MEMBERS CONNECT WITH EACH OTHER & NATIONAL SERVICE NETWORK

Members will be assigned in teams of 2 to 12 members and will see team members daily. They will come together weekly in training. YPI is part of the National Council of La Raza AmeriCorps portfolio. YPI will communicate and collaborate with programs on joint events, such as One Economy (AmeriCorps VISTA in Hollywood), and City Year Los Angeles. SERVE Philadelphia, part of the Mayor's Office of Civic Engagement and Volunteer Service, hosts networking opportunities with members in Philadelphia, providing a facilitator for social and professional development. LA and Philadelphia staff will come together at AmeriCorps 'Corps Training' opportunities to meet on the last day of trainings for shared learning.

ETHIC OF & SKILLS FOR ACTIVE/PRODUCTIVE CITIZENSHIP

A swearing-in and graduation ceremony for all members and participation in All AmeriCorps Week will support this. All members will participate in National Service Days to build a sense of active citizenship.

RECRUIT MEMBERS FROM COMMUNITIES SERVED BY PROGRAM

Members will be recruited from high poverty communities, including the two Promise Zone communities. YPI offers deep connections to the Central Los Angeles and Hollywood communities served by the LA Promise Zone, including a new GEAR UP program working with target schools. College students serving as GEAR UP tutors, such as through UCLA, will be recruited as members upon graduation. YPI will coordinate with additional community partners that operate FamilySource and YouthSource Centers in neighborhoods to recruit members. These include Archdiocesan Youth Employment, UCLA, and Central City Neighborhood Partners. The Philadelphia Promise Zone, led by the Mayor's Office of Community Empowerment and Opportunity (CEO), will sub-contract with EducationWorks for member recruitment, as they have decades of AmeriCorps experience. CEO will

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work with the Mayor's Office of Civic Engagement and Volunteer Service to conduct outreach through partners, including Drexel University and the University of PA on Philadelphia Promise Zone Committees. Partnerships will include the Philadelphia Higher Education Network for Neighborhood Development.

COMMITMENT TO AMERICORPS IDENTIFICATION

YPI and CEO are committed to ensuring proper branding and identification. All printed and online materials will use the AmeriCorps name and logo along with the Promise Zone logos. All 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.

Promise Zones AmeriCorps orientation and service in both cities will provide members with knowledge of what it means to be a member. Members will wear "AmeriCorps gear". The program will connect members through teambuilding during training. YPI and EducationWorks have relationships with AmeriCorps programs across the country, and will enhance these with CEO by building partnerships with other Promise Neighborhoods and Zones.

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. YPI and CEO will highlight member accomplishments and partners programs to host service events. They will establish service days with other grantees.

Organizational Capability

ORGANIZATIONAL BACKGROUND & STAFFING

Cesar Perez, YPI College & Career Manager, will oversee training of members working with the Managers and Site Coordinators. 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.

One AmeriCorps Manager (Los Angeles) and one Assistant Manager (Philadelphia) will provide overall management, communication with partners, and liaison with Site Coordinators. The Managers will oversee volunteer activities. They will plan and supervise member orientation/training and ongoing training, and work with members to plan monthly special events. They will also work with the College and Career Manager to orient and train the Site Coordinators. The Manager will conduct twice-monthly meetings with the College & Career Manager 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 communicate weekly via

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phone and Skype with the Assistant Manager in Philadelphia to review program deliverables and assess ongoing issues. The Manager will handle reporting, including all required program data at scheduled intervals.

Site Coordinators will have responsibility for site administration, evaluation data collection and member/volunteer direct supervision. They will work with the College and Career Manager to provide training and the AmeriCorps Manager and Assistant Manager to gather data.

Fiscal resources are administrated in Los Angeles by the YPI Chief Operating Officer, working with the YPI Chief Financial Officer and AmeriCorps Manager. The Chief Financial Officer and Accounting Manager will support the AmeriCorps Manager, responsible for completion of financial records working with Assistant Manager. The Assistant Manager and Philadelphia Site Coordinators will be recruited, hired, trained, supervised, and supported by EducationWorks.

EXPERIENCE ADMINISTERING AMERICORPS & OTHER FEDERAL GRANTS

YPI has operated California Volunteers (formula funds), NCLR AmeriCorps (subgrant), and multiple VISTA programs in the last seven years, but is a new competitive applicant. Through White House Neighborhood Revitalization Initiatives that include the LA Promise Zone and LA Promise Neighborhood, YPI programs are a national model for place-based initiatives. YPI's federal grants include a HUD Choice Neighborhoods grant to improve affordable housing, a Justice grant to improve safety (Byrne Criminal Justice Innovation), three Dept. of Education grants (Carol White Physical Education, Full Service Community Schools, GEAR UP), YouthBuild (Dept. of Labor), and a Health and Human Services "Assets for Independence" grant for matched savings accounts for postsecondary education. YPI completed a successful U.S. Department of Education Fund for the Improvement of Post-Secondary Education (FIPSE) funded grant that trained Ambassadors to serve students in a model similar to that used here. The Philadelphia Mayor's CEO has extensive experience managing social service contracts in the areas of youth programming, and has strong relationships with the local CNCS office. CEO collaborates closely with the Mayor's Office of Civic Engagement and Volunteer Service, which works across City Agencies and organizations to manage AmeriCorps programs including VISTAs and PowerCorpsPHL. EducationWorks has operated AmeriCorps since 1994 and works with the City of Philadelphia on PowerCorpsPHL, a Pennsylvania's Governor and Mayor Initiative AmeriCorps program.

HOW PROJECT HAS ENGAGED COMMUNITY MEMBERS & PARTNERS

In both Promise Zones, the City of Los Angeles Office of the Mayor, YPI, and partners that include the Philadelphia Mayor's Office of Community Empowerment and Opportunity have conducted

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outreach to engage community members. The Promise Zone designation was borne out of community planning efforts. Two key plans, "We Are Mantua!", a Choice Neighborhood Initiative, and "Make Your Mark", spearheaded by the People's Emergency Center, provided a foundation of policy direction and strategic priorities that were incorporated in the Philadelphia Promise Zone logic model. Both entailed extensive civic engagement, including open houses, focus groups, surveys, and resident-supported steering committees. In LA, this included collection of 1,738 door-to-door surveys, 1,706 student surveys, 29 facilitated focus group sessions, 27 work group sessions, and 29 asset mapping activities to determine need while working with schools to plan services. Promise Zone logic models of both communities include goals that speak to importance of this intervention: 1) Increase academic and social skills of youth so they are successful in school and graduate college/career ready, and 2) Increase access to jobs and economic self-reliance. The Mayor's Office of Community Empowerment and Opportunity meets regularly with the leadership of Promise Zone civic associations.

COMPLIANCE AND ACCOUNTABILITY

The AmeriCorps Managers are responsible for monitoring program and service sites for compliance and will collect and review data weekly. The Manager in LA will oversee the Assistant Manager and will have weekly Skype and phone calls to review steps and data. The Managers will have monthly meetings with Coordinators and members to include compliance checks. In both cities, members will sign in and sign out at front desk at the school. The Coordinators will check sign in sheet and signs to confirm time served. Once a week, the Site Coordinators will enter hours for each member into the online Paychex system. This will be reviewed weekly by Managers. For Philadelphia sites, it is reviewed again by the LA Manager.

Using Google Docs, the Managers 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. In Philadelphia, this information will be reviewed by the Assistant Manager, approved, and then reviewed by the AmeriCorps Manager in LA. 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, Managers review projects to ensure that no prohibited activities occur and reach mutual agreement on weekly calls. Coordinators are trained on compliance and unallowable activities prior to start, and are responsible for monitoring sites daily. YPI's Director of Research and Evaluation work with the Managers and YPI College and Career Manager to

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monitor sites and ensure compliance with AmeriCorps regulations.

AmeriCorps staff working with YPI 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 YPI staff orientation and training and will be defined for partners. The YPI Chief Financial Officer 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.

YPI's management structure ensures compliance for all grants, with oversight provided by Executive Director and Chief Operating Officer. The AmeriCorps Manager reports during monthly meetings with the COO. YPI emphasizes prevention of compliance issues with trainings, and the Manager is responsible for making sure members and Coordinators understand AmeriCorps regulations and are prepared to uphold rules.

APPLICANT HOLDS ITSELF, SUBGRANTEES, AND SITES ACCOUNTABLE

Oversight provided by Managers and Coordinators support and guide 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 Coordinator to address the situation, review regulations and prohibited activities, and create an action plan to ensure no future issues of noncompliance arise.

HOW ORGANIZATION WILL COMPLY WITH AMERICORPS RULES/REGULATIONS

Compliance will go beyond performance measures to provide a process assessment on how the program is meeting rules and regulations. Patterned after SWLAHEC AmeriCorps Program model in Louisiana, it is conducted at midpoint and end of year by Managers. It will pose questions that cover Reporting and Communications Compliance, Member Documentation Compliance, Financial Compliance, and Policies and Procedures Compliance.

PAST PERFORMANCE -- not applicable

Cost Effectiveness and Budget Adequacy

The cost per MSY is \$13,269, lower than the CNCS maximum limit for a FT cost reimbursement grant, but sufficient to carry out the program effectively. The federal share cost to increase postsecondary readiness for one high need student is \$332. Match is \$641,572 (49% of budget), to be raised at YPI's October 2015 gala and through joint Promise Zone fundraising with national philanthropies, spearheaded by both YPI and the Philadelphia Mayor's Office of Community Empowerment & Opportunity.

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Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

A. Programmatic clarification items

1. Please explain how as a new grantee how you will train supervisors and current staff to run two different AmeriCorps programs and manage over 100 members.

The two programs will be overseen by separate Managers at the Youth Policy Institute (YPI), each of whom are already trained and have the qualifications to oversee each proposed AmeriCorps program. The targets of the two programs are distinctly different, with one focused directly on academic tutoring within the framework of partnering high need schools and students served in the Los Angeles Promise Neighborhood led by YPI, while this proposed national direct AmeriCorps program targets entry into five postsecondary options for high need youth residing in the Los Angeles and Philadelphia Promise Zones. This proposed national direct project supports the broader use of AmeriCorps members as College and Career Ambassadors to work with youth to build postsecondary readiness. Both Managers leading the AmeriCorps programs will separately participate in AmeriCorps management training so that both are prepared to supervise members and ensure compliance with all AmeriCorps regulations.

YPI is well positioned to run two different AmeriCorps programs. Currently our agency in Los Angeles has 1,300 staff and operates more than three dozen programs, including five schools, a Promise Neighborhood and a related Promise Zone designated in 2014. YPI staff, including the two managers selected to operate the programs, benefit from a detailed grant oversight process and professional development implemented by senior staff, led by the YPI Chief Operating Officer and YPI Director of Research and Evaluation. In addition to the AmeriCorps specific training detailed in this proposal, AmeriCorps staff will benefit from agency wide support. YPI staff will work with program Managers to develop a Grant Management Plan to monitor objectives, staffing and responsibilities, project implementation (timeline, benchmarks, etc.), finances, evaluation, communications, reporting and internal monitoring for each separate AmeriCorps project. Each YPI project has a Scorecard

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populated with annual outputs and outcomes, and which are then broken down into quarterly benchmarks to ensure the program and grant is on track. Project Managers separately train their staff members on using the Scorecard, grant activities, and grant outputs and outcomes for each AmeriCorps grant to ensure that all staff understands overall objectives, as well as their individual role in achieving these objectives.

While YPI is a new potential grantee of the Corporation for National and Community Service, our agency has substantial experience with the current and successful management of AmeriCorps members, which include Promise Zone VISTA members awarded to the Los Angeles Promise Zone, the Points of Light Foundation, the National Council of La Raza, the Local Initiatives Support Corporation (LISC), and Up2Us. As a reflection of this work in the Los Angeles community, YPI has been selected by Los Angeles Mayor Eric Garcetti for the Mayors Day of Recognition for the Promise Zone VISTA program in April 2015, and has been selected by Mayor Garcetti as the chief implementation partner for the Operation AmeriCorps funding awarded to the City of Los Angeles by the Corporation for National and Community Service in April 2015.

In Philadelphia, the Mayor's Office of Community Empowerment and Opportunity (CEO) will be contracting with its implementation partner, EducationWorks. EducationWorks has been managing AmeriCorps programs since the start of AmeriCorps and is currently the child implementation partner in PowerCorpsPHL, Pennsylvania's AmeriCorps program under the Governor and Mayor Initiative. CEO currently staffs five AmeriCorps VISTAs, and has strong relationships with the Philadelphia office for CNCS.

2. Please explain whether member positions (slots) being requested as part of this application are also duplicated in any other application currently under review by CNCS. If applicable, indicate how many slots are duplicated and the application(s) in which duplicated slots are requested.

YPI has not duplicated any member positions/slots in any other application under review by CNCS. Each of our CNCS proposals is for separate programs and school sites, with no duplication in members and separate national performance measures as outcomes. As discussed above, the other application under review specifically places members as academic tutors in the LA Promise Neighborhood to improve academic outcomes of high need clients, while this national direct

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application trains members serving as College and Career Ambassadors to target high need youth in the Los Angeles and Philadelphia Promise Zones to help them enter into five postsecondary options.

B. Performance Measure Clarification

1. For ED2 please indicate how much time is required in order to complete the intervention. Only students who meet this threshold may be counted in ED10.

Program completion for ED2 is defined as completing 25 hours of services, which includes assessment, workshops, advising, and tutoring support.

C. Budget Clarifications

1. Please consider decreasing the application's proposed cost per MSY by revising the CNCS share of the program budget, or provide a compelling explanation for why the cost/MSY cannot be decreased.

YPI and Promise Zones partners respectfully request that the Corporation for National and Community Service not impose a lower cost per MSY. Our original budget represents a careful plan for implementation in a unique model. This is the first time Cities of Los Angeles and Philadelphia have partnered to create and implement a joint program of this nature. As well, this is the first time that two separate Promise Zones have partnered to address common needs in a joint program using national service and AmeriCorps resources to meet the goals and priorities of each Promise Zone. Due to these unique situations and challenges inherent in this model, YPI, the City of Los Angeles and the City of Philadelphia require the requested cost per MSY levels to successfully implement the program and achieve the stated outcomes as described in the proposal.

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?

Approximately mirroring the percentages of disabled students in target schools, we will target recruiting for 10% of slots to be filled by members with disabilities.

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The outreach and recruitment of members of the disability community to serve as AmeriCorps members will take several distinct forms. YPI already routinely recruits for and hires staff members who are disabled when they can successfully discharge the duties of the positions with appropriate accommodations. We will continue this process in AmeriCorps recruitment. To bolster recruitment, YPI and its Promise Zone partners will also work specifically with disabled students at area colleges where we recruit members for the program, such as with the Office for students with Disabilities at the University of California, Los Angeles (UCLA) and with groups like CALIF that serve individuals with disabilities.

Philadelphia advocates for employment opportunities for individuals with disabilities. The Mayor's Office of Community Empowerment and Opportunity will collaborate with the Mayor's Office of Civic Engagement and Volunteer Service, and with the Mayor's Commission on People with Disabilities to leverage best practices for recruitment in this type of program.

2. In order to increase the number of individuals with disabilities serving as AmeriCorps members, CNCS is offering applicants the opportunity to request additional MSYs to be filled by AmeriCorps members with disabilities.

The Youth Policy Institute would like to respectfully decline this offer to increase the number of total MSYs to be filled by AmeriCorps members with disabilities. Our member and service plan and budget is developed with the selected number of members in mind. YPI and partners will strive to recruit and enroll as many members with disabilities as possible who can meet the requirements of the position with appropriate accommodations and will solicit these members to fill slots as described above.

E. MSY with No Program Funds Attached Clarification:

The Youth Policy Institute and the Promise Zones partnership do not wish at this time to request No-Cost MSYs as national service positions.

Continuation Changes

N/A

Grant Characteristics