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Executive Summary

The PeoriaCorps proposes to have 20 AmeriCorps members who will be engaged in green infrastructure service in the City of Peoria. At the end of the first program year, the AmeriCorps members will be responsible for treating and improving 30 acres of public land with green stormwater infrastructure.

This program will focus on the Corporation for National and Community Service, CNCS, focus areas of Economic Opportunity and Environmental Stewardship. The CNCS investment of $138,300 will be matched with $305,012, $205,000 in public funding and $100,012 in private funding.

Rationale and Approach/Program Design

COMMUNITY NEED: JOB OPPORTUNITIES FOR OPPORTUNITY YOUTH TO MAINTAIN GREEN INFRASTRUCTURE

The City of Peoria, Illinois is facing the social and economic challenge of serving a high percentage of opportunity youth, which includes youth who are unemployed, truant, in the criminal justice system, facing substance abuse or having other barriers to employment. The Opportunity Index, developed jointly by Measure of America and Opportunity Nation, indicates that in 2015, the percentage of Peoria County youth, between the ages of 16 to 24, who were not in school and not working was 15.8% or 3,750 youth. This was 2% higher than the national average and nearly 3% higher than the state average. Peoria public schools’ high school graduation rate within four years is only 65%, which is 20% lower than the state average.

The achievement gaps between low-income and non-low-income students and between youth of color and Caucasian students continues to grow. These disparities leave diverse, low-income youth at a disadvantage when it comes time to enter the labor market. A report to CNCS and the White House Council for Community Solutions, ¿The Economic Value of Opportunity Youth,¿ shows that each opportunity youth is associated with an annual taxpayer cost of $13,900 (Belfield, Levin, Rosen, 2012). The annual cost for opportunity youth living in Peoria adds up to more than $52 million.

At the same time, the City of Peoria is facing an unprecedented need for green stormwater infrastructure improvements to address the City’s sewer overflow problems. During periods of heavy
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rain or snow, the current sewer infrastructure can't handle the load, and waste from the system runs directly into the river. A single rainstorm can produce 37 million gallons of water enough to fill 60 Olympic-sized pools. About 160 million gallons of sewage water overflows every year. A green infrastructure is needed to prevent stormwater from entering sewer systems. Instead of washing down paved streets into manmade drains, the water needs to be slowed and filtered by stormwater catchment systems. The City has proposed a 100% green infrastructure solution of the combined sewer problem to the Environmental Protection Agency. The estimates for implementation range from $200 to $250 million in green infrastructure projects.

Peoria Mayor Jim Ardis requested that the City of Peoria’s Innovation Team identify ways for the City to leverage this significant investment in green infrastructure to address challenges throughout the community. One of the areas of opportunity the team identified was the need for surface-level maintenance and improvement of the green infrastructure. The City has already begun work in earnest to transition away from gray infrastructure, such as pipes, tanks and tunnels, and replace it with green infrastructure that includes rain gardens, pervious pavers along parking strips, bioswales around drains, and green plantings in boulevards, alleyways and planters throughout the City.

The City’s focus area for green stormwater infrastructure project work is located directly within the most economically distressed neighborhoods in Peoria. These areas in the urban core are host to the City’s highest levels of unemployment, crime and chronic disease as well as the lowest levels of educational attainment and workforce development opportunities. ("The Southside: Making the Case," National Resource Network, 2016)

INTERVENTION AND THEORY OF CHANGE: PATHWAYS TO CAREER OPPORTUNITIES THROUGH A GREEN INFRASTRUCTURE

The City of Peoria is addressing a compelling community need to expand economic opportunity for youth, who are out of work and out of school, and engage them in service projects that address pressing environmental issues in their community. PeoriaCorps is being launched to provide job opportunities and college and career pathways for opportunity youth in green industry fields. No other AmeriCorps program exists to connect these two priorities for the City of Peoria.

To lay the foundation for AmeriCorps service interventions, the City of Peoria first contracted with The Corps Network to complete a feasibility study and consult with other Corps involved in green
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stormwater infrastructure (GSI) maintenance, including Philadelphia’s PowerCorps. At least 10 Corps in the country are successfully engaging young people in green infrastructure service work.

The City has determined that there is ample need and community support for two full-time crews of 10 AmeriCorps members each. Traditionally, the City has operated within the realm of primary services, such as life safety and public health. But the City recognizes the need for a more involved role in its urban core after years of public and private disinvestment in economically disadvantaged neighborhoods. The opportunity to address both public health concerns of combined sewer overflows and socioeconomic concerns in the same geographic area is a new approach for the City.

While this may be a novel approach, one of the primary responsibilities of municipalities is to cultivate civic engagement and connect citizens to the community in which they live. A Corps that connects economically disadvantaged young people to serving their community while they develop marketable skills for productive employment will improve and strengthen the broader community and foster civic participation.

The City of Peoria is a member of the Peoria Pathways to Prosperity partnership. This partnership has been represented during the development of PeoriaCorps. Those representatives assisted with identifying the soft skills, hard skills, professional certifications and industry/employment partners needed to successfully place Corps members in jobs after graduation. The local stakeholder coalition, including business, education and government leaders, is focused on creating pathways for youth in local STEM-related careers and post-secondary educational opportunities. Members include Peoria Public School District 150, Peoria Federation of Teachers, Illinois Central College, Illinois Student Assistance Commission, Peoria Area Chamber of Commerce, CEO Council, Central Illinois Workforce Alliance, and Jobs for the Future.

Twenty Corps members, ages 18 to 24, will be organized in two crews serving consecutive 6-month terms. The first crew’s program term will run August through January and the second will serve February through July. Corps members will receive training to acquire the skills and certifications they need to pursue meaningful careers in the green industry. Members will serve under the guidance and mentorship of project partner professionals from the City’s Community Development and Public Works Departments and the county-level Peoria Park District. Service activities will include youth
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engagement in maintaining and improving rain gardens, bioswales, rainwater catchment systems and public green spaces. PeoriaCorps will provide a supportive but structured atmosphere, emphasizing qualities like punctuality, dependability, motivation and teamwork. This soft skill development, along with the technical training and hands-on experience associated with project work, prepares Corps graduates for further education and future careers.

EVIDENCE INFORMED

PeoriaCorps’ program is designed to replicate successful Corps program models validated by a well-designed outcome study. An evaluation was conducted by Abt Associates for the CNCS to measure the impact of the Corps experience on Corpsmembers’ educational and employment-related outcomes. The evaluation compared the experiences and outcomes of Corpsmembers enrolled during the 2006/2007 program year to a randomly assigned control group and followed both groups for the next two and a half years.

Twenty-one Corps and 2,034 young people between the ages of 16 and 25 participated in the study. Of the youth participants, a little over half were male, a quarter were African American, a third were Hispanic, and a third were Caucasian. About half lacked a high school diploma or GED, and a quarter came from families living below the poverty line. Approximately two-thirds (1,357) were enrolled in a Corps, and one-third (686) were randomly assigned to the control group. Members of the control group were embargoed from enrolling in a Corps during the course of the study.

The researchers administered a survey to all participants, prior to random selection, to collect demographic information and establish baselines for nearly 60 data points related to education, employment and civic engagement. A follow-up, post-program survey was administered approximately 18 months after random assignment to measure outcomes related to educational advancement, work-readiness (soft) and technical (hard) skill attainment, and post-program placements. A third survey was administered at approximately 30 months to determine participants’ (both in the experimental and control groups) education and employment status 30 months after random assignment.

The final report, released in June 2011, indicated that Corps have a positive impact on the
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employment and educational achievement of the young people who enroll. Specifically, the study found that the percentage of Corpsmembers possessing a high school diploma or GED increased from 57% to 82%, and educational enrollment and employment by Corpsmembers increased from 50% to 67% over the course of the study. Nearly two thirds of program participants (63.9%) said that their participation in a Corps helped them secure a job, and three out of four (77.1%) said the Corps experience gave them a job-hunting advantage. Further, Corpsmembers reported extraordinarily high satisfaction rates with nearly 90% claiming to be "very satisfied" or "somewhat satisfied" with the youth Corps experience.

The environmental benefits of engaging Corpsmembers in green stormwater infrastructure development is also evidenced informed, validated by research conducted by the U.S. Environmental Protection Agency and other agencies. Green infrastructure utilizes bioretention methods to manage stormwater. One study focused on the performance of bioretention stormwater control measures in remediating water quality impairment from urban development. Two bioretention cells in Maryland were monitored for 15 months. The study showed a significant reduction in runoff volume and removal of pollutants including suspended solids, lead and zinc. (Journal of Environmental Engineering, Li and Davis, 2009)

NOTICE PRIORITY

PeoriaCorps’ program model is closely aligned with the CNCS mission to improve lives, strengthen communities and foster civic participation. The proposed program will focus on economic opportunity for economically disadvantaged youth, engage Corpsmembers in environmental stewardship service and help youth acquire the 21st Century skills they need to gain meaningful green industry jobs. Corpsmembers will graduate with hard and soft skills, industry-recognized credentials and the job search skills they need to pursue productive employment. Along with expanding economic opportunity in disadvantaged neighborhoods, PeoriaCorps will strengthen and improve the community by building a green stormwater infrastructure that will reduce pollution and improve water quality

The proposed PeoriaCorps program also aligns with Serve Illinois Commission’s geographic priority, as it is serving the economically disadvantaged urban core of Peoria, and the program aligns with the targeted population priority, serving at-risk opportunity youth who live in a high crime area. By
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partnering with organizations such as RSVP Senior Corps to provide mentorships, and with green industry professionals, civic leaders and service organizations, PeoriaCorps is integrating intergenerational initiatives into its program model that will enhance the Corpsmember experience.

MEMBER TRAINING
PeoriaCorps will dedicate up to 20% of members’ program time to education and training. To prepare its educational curriculum, PeoriaCorps collaborated with Illinois Central College, a member of the Illinois Green Economy Network, and other educational partners to provide opportunities for Corpsmembers to gain professional certifications and to prepare for higher education.

During the first week of the service term, AmeriCorps orientation sessions will focus on the importance and benefits of volunteerism and national service, as well as AmeriCorps policies and procedures. PeoriaCorps staff and members will receive training on prohibited service activities to ensure they know what is and is not accepted. Rules and discipline procedures will be spelled out in each Corpsmember’s manual and service agreement. Corpsmembers will not be allowed to participate in prohibited activities and will be provided with anonymous tools to report any prohibited activities that they believe are taking place.

Educational curriculum will incorporate Roots to Success, an education and job-readiness program, which includes classroom modules used to train students in environmental literacy. This program familiarizes students with over 150 green career ladders, industries and sectors. It also integrates job readiness, financial literacy, leadership, civic engagement and social entrepreneurship. Master Naturalist curriculum will focus on science-based and practical skills training in environmental stewardship. PeoriaCorps will also offer the OSHA 10-hour training course, which contractors commonly require of their employees. Corpsmembers will earn First Aid/CPR/AED certification and an allowance has been set aside for additional certifications for which members express interest. These credentials remove barriers to potential job opportunities for Corpsmembers.

Educational sessions will include presentations by green industry professionals, engineers and City employees who will explain the role green stormwater infrastructure plays in improving water quality. Workshop leaders will present various methods of reducing stormwater runoff through the installation of rain gardens, porous pavers, native plantings and other methods for slowing runoff into
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drainage systems.

To further increase a Corpsmember’s competitiveness in the local job market, PeoriaCorps will enlist career counselors to offer job skills training, including resume writing, interviewing, financial management and career exploration. During the information gathering stage of the PeoriaCorps feasibility study, several Peoria businesses expressed issues with filling positions from within the targeted population, due to a lack of soft skills. Soft skills training will include time management, conflict resolution, punctuality, accountability, personal presentation, teamwork, leadership and networking. In addition to the industry-recognized credentials provided by the proposed PeoriaCorps, these 21st Century learning and life skills are crucial for Corpsmembers to gain and successfully maintain employment after graduation from the program.

After orientation and education sessions, members will receive technical skills training such as tree and plant identification, landscape maintenance, hydrology and awareness of combined sewer overflow.

Staff within the City’s Public Works Department will serve as career mentors, exposing participants to a number of career opportunities throughout the term of service. On-site training and guidance from engineers and City professionals, who are responsible for green infrastructure installations, will continue throughout the Corpsmembers’ terms.

In addition, the Crew Supervisor will meet with Corpsmembers each morning for a daily safety/tailgate discussion to review critical safety concerns and key features of the work they will be doing that day.

MEMBER SUPERVISION

At the end of each week, Crew Supervisors will dedicate time with their crew to discuss the members’ technical and soft skills development, challenges and accomplishments, and the impact their work is having on the community. At regular intervals throughout their term of service, crews will have opportunities to take stock of their service and to reflect on their growth as a team and as individuals. Discussion questions will focus on the impact Corpsmembers are having on their community from both an environmental and social perspective. Local leaders and mentors will also be introduced to Corpsmembers throughout their term of service to reinforce the positive decision Corpsmembers have
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made to serve and the difference it will have on their own lives.

Corpsmembers will be anonymously surveyed at the beginning, midpoint and end of their service term. Honest feedback will be encouraged without fear of repercussion, as the results will be given directly to the Program Director. The Crew Supervisor and Case Manager will maintain an open door policy to address any of the needs or concerns of Corpsmembers.

The Case Manager’s role will be crucial to Corpsmembers’ success. The individual will perform both a skills and needs assessment at the beginning, middle, and end of the service term. He or she will identify support services, such as legal assistance or childcare, to help Corpsmembers who have outstanding challenges and barriers to effectively complete a term of service. The Case Manager will also have weekly touch points with members to ensure that their basic needs are being met and will be responsible for follow-up reporting on Corps graduates’ outcomes.

MEMBER EXPERIENCE

The focus of PeoriaCorps is twofold: environmental improvement and long-term success of Corpsmembers. Program staff will help Corpsmembers gain skills that will empower them to be active, engaged members of the community. From the moment a Corpsmember is selected, his or her wellbeing will be a top priority. This includes lessons on soft skill development such as communication and conflict resolution; hard skill development such as industry-recognized certifications and preparation for additional training or education; and an emphasis on civic engagement to promote lifelong service. Safety will be emphasized throughout all aspects of the Corpsmember experience.

PeoriaCorps’ purpose is to assist some of the vulnerable opportunity youth in targeted neighborhoods and direct their focus toward a meaningful, purpose-driven life. A community is only as strong as its most vulnerable citizen. Corpsmembers will be encouraged to speak about their service to other members of the community as part of the civic engagement plan.

Corpsmembers will be recruited through partner agencies in target areas, such as Peoria Citizens Committee for Economic Opportunity, the Community Action Agency in Peoria, Peoria Public School District 150, Tri-County Urban League and several neighborhood-level social service agencies such as Neighborhood House, Children’s Home and Friendship House. Partner agencies will identify youth,
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ages 18 to 24, who are ready to take a service position seriously, and assess the young person’s needs and expectations before referring them for placement.

Once candidates are identified, an interview process will take place to understand the needs associated with successful completion of the program for each potential Corpsmember. Individuals who need additional support before being ready to enter the program will be referred to the appropriate agencies and will receive notice of the next round of service. For those who are selected for service, an additional session to cover expectations will be held with the Corpsmembers and their Crew Supervisor.

During their terms, Corpsmembers’ experience will be enhanced through connections to community leaders who will serve as mentors. A three-pronged approach will be used for mentorship including senior, peer and career mentors. The local RSVP Senior Corps will provide senior mentorship, providing a relationship-building support network for participants. United Way’s young professionals group, Generation United, has also offered to provide mentorships and has expressed interest in recruiting Corpsmembers to become members of their group. Generation United’s mission is to engage and empower the next generation of leaders through networking, volunteerism, and professional development. Staff within the City of Peoria’s Public Works Department and other project partners will serve as career mentors, exposing Corpsmembers to different jobs within the Department and other green industry fields.

PeoriaCorps’ infrastructure will promote continual engagement, including a fixed office location for PeoriaCorps and its staff, social media communications to contact members, a peer outreach system to encourage informal contact, and partnerships with agencies such as Careerlink — the local Workforce Investment Board (WIB) — to track individuals who have reported employment wages and to develop a network of known supportive services for referrals.

COMMITMENT TO AMERICORPS IDENTIFICATION

The AmeriCorps logo and branding will be highly visible in all aspects of PeoriaCorps member involvement, from the initial application to education, training and reflection sessions and special AmeriCorps events to office signage and print and online communications. Corpsmembers will receive instruction on what AmeriCorps is — a term of service to meet community needs — and members’ uniforms will feature the AmeriCorps logo.
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PeoriaCorps participants will receive mentorship from RSVP Senior Corps, a CNCS-funded program. This will be a natural collaboration between two CNCS-funded Corps programs, which will enhance the experience for both. In addition to this local alliance, at least twice per year the City of Peoria will coordinate peer-to-peer exchanges, via phone or web conferences, between PeoriaCorps and other Corps through contacts provided by The Corps Network.

Organizational Capability

ORGANIZATIONAL CAPACITY
PeoriaCorps is being established by the City of Peoria, which is recognized for providing excellent municipal services, balanced with financial responsibility. The City was incorporated in 1845 and survived many rebirths after the rise and fall of several industries. Within the City of Peoria's departments, such as Community Development and Public Works, hundreds of projects of significant scope and complexity are delivered annually. These projects range from neighborhood wellness and community engagement programs to the design, construction, operation and maintenance of roads, buildings and landscapes.

The strategic framework for PeoriaCorps was driven by a steering committee that included members from the City's Innovation Team, Public Works Department, City Manager's Office, target neighborhoods, Illinois Central College and the Economic Development Council of Greater Peoria. Subsequently, a 14-member, broad-based advisory committee was organized, including representatives from education, workforce development, labor, service providers, project sponsors and the City of Peoria, to guide development of PeoriaCorps' structure, program design and Corpsmember development strategies. The City will recruit and hire a Program Director, Crew Supervisor and Case Manager, and the City's Innovation Team will assist with performance management of program goals.

The Program Director, Crew Supervisor and Case Manager selections will be based on the candidates' capacity and willingness to advocate change, identify effective solutions and take ownership of process improvement. Preference will be given to candidates with AmeriCorps experience and the Crew Supervisor and Case Manager will receive extensive training in youth development and social service.

Corps leadership will also turn to other Corps throughout The Corps Network to learn about emerging
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best practices in the field and will attend the national Corps Forum. In addition to frequent feedback sessions with Corpsmembers, each member will have an exit interview to discuss areas of possible program improvement. Meetings will also take place with all relevant stakeholders regarding the development of the Corps.

COMPLIANCE AND ACCOUNTABILITY

The City of Peoria is a HUD entitlement community and receives three formula grants: Community Development Block Grant, HOME Investment Partnership Grant and Emergency Solutions Grant. All three grants represent an annual budget of approximately $2.2 million. Further, the City was awarded a four-year $1.1 million Youthbuild grant from the U.S. Department of Labor in 2012. These grants have individual federal regulations, financial reporting requirements, record retention procedures, and specific eligibility criteria for program funding. The City of Peoria and its staff have been recognized by HUD as a community leader in grant administration. HUD staff call upon the City to provide peer counseling to other jurisdictions, speak at all-grantee conferences on best practices, and review HUD policies prior to implementation. The City has successfully participated in many HUD onsite monitoring reviews and program audits of its sub-recipients.

The City of Peoria is committed to utilizing data to track and analyze the performance of the new PeoriaCorps. The City’s Innovation Team, working with the PeoriaCorps Program Director and Case Manager, will use a system of measures and reporting to ensure that Corpsmembers are receiving what they need both during their term of service and after program completion. Satisfaction rates from surveys at the beginning, mid-point and end of Corpsmember’s service will be analyzed. Post-program job placement and retention and educational achievement targets will be reviewed on a regular basis. Adjustments will be made if program targets are not on track.

All PeoriaCorps staff will be required to review and be knowledgeable about AmeriCorps rules and regulations. Practices will be adopted to ensure internal compliance in coordination with the City’s grant management team and Finance Department. The Program Director will be instructed to reach out to The Corps Network with any questions regarding compliance. Staff and Corpsmembers will have the opportunity to anonymously report any concerns to the Program Director or City Finance Director.

Cost Effectiveness and Budget Adequacy
COST EFFECTIVENESS

The City of Peoria created a steering committee of City staff, local stakeholders, and partner organizations to establish a program framework and budget, which is sufficient to achieve grant compliance and the expected program results. The committee researched the needs of the community and program models of existing AmeriCorps-funded Conservation Corps programs across the nation to determine the essential elements for program and cost effectiveness. As a new program working with economically disadvantaged young adults, PeoriaCorps' budget is well suited to provide members with the support, safety measures, skills development and technical training necessary to be successful in their project work, complete the program, and attain employment or enroll in post-secondary education.

The PeoriaCorps steering committee worked with various partners to gain matching fund commitments to support the program. The City has identified funding through the local Workforce Investment Board's (WIB) Workforce Innovation and Opportunity Act (WIOA) funding. The WIB has an allocation dedicated to serving opportunity youth. While the Board's 2017-2018 funding will not be finalized until the first quarter of 2017, discussions with WIB confirmed there will be $100,000 available to PeoriaCorps. The City's Public Works Department also signed on as a partner with the PeoriaCorps program and committed $90,000 for equipment and staff to assist with the improvement and maintenance of green infrastructure projects. A third partner, the City's Community Development Department, has agreed to provide $15,000 in Community Development Block Grant funding to help support the program initiatives. The remaining match will be raised through charitable gifts, foundation grants and local partner support. Potential funding partnerships have been identified and conversations initiated with the Caterpillar Foundation and the Community Foundation of Central Illinois.

BUDGET ADEQUACY

The budget adequately funds the resources and infrastructure necessary for a successful program. The submitted budget reflects adequate costs for staff with the skills and experience needed to manage the PeoriCorps program successfully, Corpsmember training and stipends, personal protective equipment, program supplies, and other required operating expenses including criminal background checks. Cost per MSY does not exceed the maximum allowed for this grant and the local match far exceeds the grant requirements. The already strong commitments made by the City of Peoria and local partners...
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ensure that there are many stakeholders invested in the success and longevity of the PeoriaCorps program.

Evaluation Summary or Plan

Not applicable

Amendment Justification

Not applicable.

Clarification Summary

Not applicable.

Continuation Changes

Not applicable.

Grant Characteristics