

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b> <small>Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)</small>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE:  24-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC124451	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHRI0010002														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Institute for the Study & Practice of Nonviolence DUNS NUMBER: 148555427 - 0000		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Teny Gross TELEPHONE NUMBER: (401) 785-2320 FAX NUMBER: (401) 270-5490 INTERNET E-MAIL ADDRESS: teny@nonviolenceinstitute.org														
ADDRESS (give street address, city, state, zip code and county): 265 Oxford St Providence RI 02905 - 1838 County: Providence																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 050517863		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization														
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION            B. BUDGET REVISION C. NO COST EXTENSION    D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>														
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: NONVIOLENCE PROJECT 11.b. CNCS PROGRAM INITIATIVE (IF ANY):														
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Rhode Island, particularly urban cores: Providence, Pawtucket, Central Falls, and New port.																
13. PROPOSED PROJECT: START DATE: 08/01/11    END DATE: 07/31/14		14. CONGRESSIONAL DISTRICT OF:    a.Applicant <input type="text" value="RI 002"/> b.Program <input type="text" value="RI 002"/>														
15. ESTIMATED FUNDING: Year #: <input type="text" value="1"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372														
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 212,800.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 114,953.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td><b>g. TOTAL</b></td> <td style="text-align: right;"><b>\$ 327,753.00</b></td> </tr> </table>	a. FEDERAL	\$ 212,800.00	b. APPLICANT	\$ 114,953.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	<b>g. TOTAL</b>	<b>\$ 327,753.00</b>	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 212,800.00															
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<b>g. TOTAL</b>	<b>\$ 327,753.00</b>															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Teny Gross	b. TITLE: Executive Director	c. TELEPHONE NUMBER: (401) 785-2320														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/10/11														

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### Executive Summary

The Institute for the Study and Practice of Nonviolence requests AmeriCorps members to address unique needs of gang-involved youth. The team will provide nonviolence training in schools, empower local residents to organize violence prevention events, and provide positive skill-building opportunities for youth. Our national focus areas are Education and Opportunity. Measurable outcomes include lower school disciplinary rates and increased youth receiving work readiness skills training.

### Rationale and Approach

#### HISTORY

The Institute for the Study and Practice of Nonviolence (Institute) began in the summer of 2000, a deadly summer in Providence, RI. Members of the Team Ministry at St. Michael's Church, tired of burying young people, decided to take a stand against violence. They founded the Institute as a long-term solution to violence, with the mission of teaching by word and example the principles and practices of nonviolence and fostering a community that addresses potentially violent situations with nonviolent solutions.

The Institute's first executive director, Teny Gross, supplemented the original nonviolence training concept with Streetworkers, who provide outreach and community-based anti-violence work with gang-involved and high-risk youth. Since then, a constellation of programs has grown up around the unique needs of high-risk gang-involved young people. Today the Institute has 33 staff, 5 programs, and a budget of \$1.8 million.

The two best indicators of success to date are quantifiable changes in the levels of violence, especially youth violence, in the City of Providence. From 2002 to 2007 the levels of homicide were reduced by

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50%, and have since leveled off. We believe that by expanding our capacity and exploring models that go still deeper with at-risk youth clients, our intervention could further reduce violence. Secondly, there is much anecdotal and self-reported evidence of change from the youth involved at the Institute. Rates of client satisfaction on program evaluations, and self-reported learning career skills and nonviolence skills, are consistently in the 90-99% range.

### STATEMENT OF NEED

Through the Institute's Nonviolence Training program curriculum, we teach that a healthy community is defined as a community that can successfully educate its young, celebrate together, economically sustain itself, and grieve its losses. These factors are often missing in chaotic, poverty-stricken urban environments, which violence researcher Lonnie Athens terms "malevolent communities." Violence rules in such communities and becomes normalized, so that residents see violence as an acceptable way to solve everyday problems. Youth growing up in these "malevolent communities" lack positive educational and recreational opportunities. Youth with high risk factors fill the void by associating with gangs at a young age. The Centers for Disease Control (CDC) groups risk factors for youth at the highest risk of violence into personal, family, peer/school, and community; the Institute works to address risk factors in each of these areas.

The communities where the Institute focuses are indeed poverty-stricken and have the highest rates of crime and violence in our small state. Using police data and information gathered by our staff, we are able to focus our intervention to specific "hot" streets and corners where gang activity is prevalent. According to the 2000 census, in Providence's South Side where the Institute is based, median household income was \$20,902, with 37.5% of the population living below the federal poverty level.

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RI Kids Count estimates that 25% of Providence students change schools annually, and 30% change residences. This upheaval has tremendous effects on stability, resiliency, and relationships with supportive adults. Indeed, the CDC-identified Community Risk Factors include: diminished economic opportunities, high concentrations of poor residents, high level of transiency, high level of family disruption, low levels of community participation, and socially disorganized neighborhoods.

Given high rates of poverty and transience, it is not surprising, then, that youth violence is a significant problem in RI's urban cores. In Providence in 2008, 349 juveniles were arrested on assault and/or weapons offenses; and from 2004-2008, there were 46 gun-related hospitalizations and 22 deaths of youth ages 15 to 19 attributed to firearms (2010 Kids Count Factbook). These numbers are lower than the 5-10 years prior, but the Institute believes we can do more. We also look at the numbers in their national context, where there are over 16,000 murders per year. Providence is ranked 84 out of the 239 largest cities in the U.S. for homicides per capita, with 1 in 5 homicides linked to gang activity. Police estimate there are 1200 to 1400 gang members in the City of Providence.

Although youth violence is a national epidemic, there are few organizations with a primary focus on directly addressing youth violence in urban cores. The Institute creates the framework to address this national need by laying the groundwork in RI's cities among the highest risk youth and those most traumatized by violence. For instance, a 2009 survey of 47 youth (aged 14-19) involved in Institute programming showed that 21 of the 47 (or 45%) reported they had lost one or more family members to murder and a staggering 37 out of 47 (or 79%) reported having lost one or more friends to murder. The amount of positive role models in these young peoples' lives is paramount to their success; the Institute is uniquely positioned to reach the hardest to reach high-risk youth in RI's cities; and AmeriCorps can provide these role models.

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### EXISTING PROGRAMS

The Institute addresses youth violence through five programs: Nonviolence Training, Streetworkers, Youth Programs, Victim Services, and Juvenile Reentry. NONVIOLENCE TRAINING directly teaches Dr. Martin Luther King Jr.'s principles and practices of nonviolence to students, police officers, inmates, and community members. STREETWORKERS are mainly former offenders themselves, who have turned their lives around. They work to provide advocacy and mentoring and act as a positive presence in the streets and in the lives of gang-involved or at-risk youth. Streetworkers build relationships, gather information, and mediate conflict to prevent violence; they respond to all violent crimes throughout the cities of Providence and Central Falls at all times of day and night. YOUTH PROGRAMS provides positive opportunities for youth through employment, work-readiness and job skills training and leadership development opportunities. VICTIM SERVICES reaches out to provide direct services and support to families and friends of homicide victims, as well as living victims of violent crime. JUVENILE REENTRY provides a family-centered approach and case management to youth re-entering the community from the RI Training School (RI's juvenile justice facility). All programs provide a strong network of support and intervention to some of RI's most vulnerable youth and families.

### AMERICORPS PLAN

Given the high level of need, and the opportunity to expand the reach of these programs, the Institute now seeks to enhance its mission by partnering with AmeriCorps. The Institute recently moved into a historically-renovated 15,000 square-foot convent on Providence's South Side. Given the Institute's

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recent move into this new space, the time to partner with AmeriCorps could not be better. AmeriCorps members will help enhance the Institute's mission by providing full-time volunteers that will focus on building strong communities that address potentially violent situations with nonviolent solutions. They will allow us to work intensively on community and school culture change, while also focusing our work more deeply with those youth found to me most at risk.

The Nonviolence AmeriCorps Team will work in three (3) teams: SCHOOL, COMMUNITY, and YOUTH OPPORTUNITIES.

The SCHOOL TEAM will directly address the national priority area related to positive educational outcomes for youth. In 2009, 25% of RI high school students were in a physical fight at least once in the past year. The same year, 7% of RI high school students reported not going to school due to safety concerns and 16% had been bullied (2010 RI Kids Count Factbook).

Six AmeriCorps members will serve four schools on this team as part of the Choose Peace Project, through which the Institute engages schools in nonviolence education and violence prevention. The Choose Peace Project involves an Institute-school partnership lasting a year or more and engaging the whole school-wide community, from administration to students and parents. The purpose is to change school culture to foster a nonviolent atmosphere. Choose Peace Project schools with existing partnerships include Jenks Jr. High, Pawtucket; Thompson Middle School, Newport; The Met High, Providence; Carnevale Elementary, Providence; and Central Falls High. AmeriCorps members will pair up and be assigned to two schools. Each pair will then spend two days per week at each of their assigned schools.

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Schools have been chosen partly based on of their location in vulnerable urban areas. However, the most important consideration in these partnerships, are that the principal and senior administration buy into the program. In our experience, the most important factor of success for the Choose Peace Project in schools, is the full support of school leadership.

In its first 7 years, the Institute implemented the Choose Peace Project at a Woonsocket elementary school (an urban district in northern RI). Following Institute trainings and activities, the school saw decreased suspension rates, with disciplinary referrals dropping by 70%, and a significant decline in class and schoolyard incidents. Teachers observed increased parental willingness to attend after-school activities based on nonviolence, and increased parental willingness to cooperate with administration and staff. A participant in one of the trainings said, "My nonviolence trainers taught me discipline and to have respect for my peers and myself." These gains largely disappeared when the principal retired, and the program was not continued by the subsequent administration.

The SCHOOL TEAM's goal will be to immerse each school in nonviolence, in order to help change school culture, making schools safer learning communities for all students. The SCHOOL TEAM will also refer high-risk individuals to the Institute's existing youth programs, so those most at risk of violence will receive more intensive attention and services in order to change the course of their lives for the better.

The measurable outcome of the school team is to help lower disciplinary rates for students engaged in school-based nonviolence training. To do this, the AmeriCorps team will track attendance in the Choose Peace Project and completion rate based on evidence of attitude or behavior change. 80% of the students will exhibit this change. The team will provide training 4 days per week in schools for 2-3

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hours (total 8-12 training hours), with additional nonviolence activities planned in each school, to engage the entire community in nonviolence. The training curriculum focuses on major themes that teach youth skills to deal with everyday conflicts, including teambuilding, conflict de-escalation, and the six steps of nonviolence to solve a problem.

When not delivering classroom training, AmeriCorps members will facilitate discussions and mediations between students, support teachers and social workers in understanding the needs of youth with violence-related behavior issues, engage parents as volunteers to help plan school-wide events that reinforce the nonviolent message and role model a nonviolent lifestyle. Mediating conflicts between students helps to prevent small conflicts from escalating and becoming more dangerous.

AmeriCorps members will be trained in how to conduct successful mediations and in ways to follow-up with youth after mediations. AmeriCorps members will work with Institute staff to plan quarterly nonviolence workshops for teachers. Additionally, AmeriCorps members have the unique role of not only engaging students and teachers in nonviolence but also of encouraging parents and guardians to take an active role in the school community. meriCorps members will engage parents and guardians in helping to plan and implement school-wide events that focus on nonviolence and community-building. Through this range of activities, the SCHOOL TEAM will take a holistic approach to engaging school communities in practicing nonviolence, leading to safer schools for all. In addition, schools will be safer because the SCHOOL TEAM members will be in continuous contact with STREETWORKERS and YOUTH PROGRAMS staff at the Institute, all of whom are experienced in working with gang members and high-risk youth. The SCHOOL TEAM will be able to get advice on case management, and appropriate courses of action with the highest-risk cases, and even refer students from the Choose Peace Project in schools, to programs and services taking place at the



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Institute to help those individuals more intensely.

The SCHOOL TEAM will have a measurable impact that coincides with AmeriCorps National Performance Measure related to educational outcomes for youth. Lower disciplinary rates and violence, as reported by school administrators, is the goal. Disciplinary rates are tracked using district-wide standards of measurement. The AmeriCorps Project Manager and Director of Training, will have access to this data by working closely with school administrations.

A second team, the COMMUNITY TEAM will address unmet needs related to health. According to the World Health Organization, violence is a leading worldwide public health problem. The Institute wishes directly address violence as a public health issues by expanding its community-based response to violence with outreach and programming in neighborhoods affected by violence. There will be six AmeriCorps members on the COMMUNITY TEAM, paired up and assigned to three communities (a community being a neighborhood, street or particular housing complex) where the Institute is heavily involved. Although difficult to predict where violence will be the most significant in the future, recent experience shows that the violent areas of Providence's South Side, West End, and Smith Hill are likely neighborhoods.

In 2009 when homicides briefly spiked in Providence, the Providence Journal reported that the pattern of violent crime was highly specific to neighborhoods, with the majority taking place in the poorest sections of Providence: Washington Park, Fox Point, Elmwood, South Providence and West End. Washington Park, Elmwood, and South Providence are all part of Police District 2, which consistently had the highest rates of crime overall, as well as violent crime, throughout the 2000s. The West End consists of the Hartford and Manton neighborhoods where a deadly gang conflict is ongoing

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between two rival housing projects. Smith Hill, not mentioned in the Journal article, has a high concentration of Asian gang members, and was the site of close to 10 gang related homicides as recently as 2005. The work of the Institute's STREETWORKERS has helped to reduce crime in this neighborhood, located in District 7, but keeping the peace requires constant maintenance and ongoing relationship-building with the gang members who can influence conflicts, violent activities and retaliations.

AmeriCorps members on the COMMUNITY TEAM will set-up and facilitate nonviolence forums in particular neighborhoods before and after a violent incident has occurred. Team members will work with victims' families, residents, police and agencies to coordinate the forum and provide an opportunity to express concerns and needs and to create an action plan, under the guidance of Institute staff. Team members will then help organize and implement the plan, which may include nonviolence trainings, meetings that help community residents understand and grieve their community's loss, peaceful marches, media events, memorials, and ongoing working groups. The program is designed to create a public response to what has become a private issue of how families react to violence. This will empower community members to get involved in creating safe spaces for dialogue and taking a stronger stand against the violence that plagues particular neighborhoods.

Goals of the COMMUNITY TEAM include increased time between violent incidents (a form of reduced violence) as reported by the Providence Police Department, an increase in the number of mediations happening in these communities (as reported by Streetworker data), more community-led events and meetings, and an increase in the number of families participating in nonviolence training/community forums/nonviolence events (as reported by event attendance records and nonviolence training hours). The overall outcomes of this team are more focused on long-term

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change and decrease in violent incidents. Thus, the outcomes that the Institute will measure focus on short-term impact, which include the number of mediations taking place in the three main communities and the attendance records from nonviolence training, community forums, and events that spread the nonviolent message. This short-term outcome will be achieved by close coordination of the COMMUNITY TEAM with the STREETWORKERS and Institute staff already working on violence in specific targeted neighborhoods. These staff have existing relationships with the gang members, victim's families, high risk youth and influential neighborhood residents. This will allow the COMMUNITY TEAM's organizing to be a focused and effective form of intervention that has an effect on violence.

The third team proposed is the YOUTH OPPORTUNITIES TEAM. The YOUTH OPPORTUNITIES TEAM will address unmet needs of both education and economic opportunity for disadvantaged youth. The programs delivered by this team will support the Institute's plan to provide work-readiness and job skills training to at-risk youth, as well as providing access to educational skills-building, youth development and leadership opportunities not normally afforded to them. The Institute believes that providing disadvantaged youth with positive opportunities will reduce violence: more young people engaged in positive activities are less young people engaged in thinking about negative choices. The Youth Opportunities Team will directly provide some of these life changing experiences.

Four AmeriCorps members will serve on the YOUTH OPPORTUNITIES TEAM, working primarily within the Institute's facility. Since the Institute's move into its new home, the Youth Programs department has begun expanding its program offerings to the community to help address unmet educational and economic needs.

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The YOUTH OPPORTUNITIES TEAM will be responsible for three main youth development areas: work readiness and job skills, educational skills, and youth leadership and exposure opportunities. AmeriCorps members will receive training that will help them implement work readiness workshops for youth. These workshops include career planning, resume writing, the job search process, and basic interview skills. Additionally, AmeriCorps members will help staff educational support sessions, including tutoring youth that have fallen behind in their studies and pre-GED preparation for out-of-school youth, coordinating with other Institute training partners. Lastly, AmeriCorps will be encouraged to help implement youth development and exposure opportunities such as outings to go see movies, visit a museum, attend local concerts or theater performances, or get involved the Institute's newly formed Extreme Sports Committee, which plans and implements outdoor activities such as surfing, snowboarding, and camping trips for at-risk or gang-involved youth.

The YOUTH OPPORTUNITIES TEAM will have a measurable impact that coincides with AmeriCorps National Performance Measure Focus Area related to OPPORTUNITY. The Institute will collect data the measures the number of economically disadvantaged youth that receive job training and other skills development services. Youth that participate in the career planning, resume writing, job search, and basic interview skills workshops will be counted and pre- and post evaluations will be given to measure increased knowledge in work readiness and job skills. As a performance measure, at least 40 youth are expected to attend job readiness training in the course of one year, with at least 35 expected to reach successful completion, which includes keeping a job after a period of paid training and direct employment with the Institute. The youth will receive a total of 19 weeks, and at least 10 hours per week, of training and work experience. Mainly the job readiness and career training will be led by YOUTH OPPORTUNITIES TEAM members; work experience will be supervised by other support staff within the YOUTH PROGRAMS division of the Institute.

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### MEMBER DEVELOPMENT

The AmeriCorps Project Manager, the Director of Training, the Assistant Director of Training, and the Director of Youth Programs will make up the recruitment and selection team for all AmeriCorps members. Recruitment will utilize tools available online, through social media, and from the national AmeriCorps Member Recruitment Database; as well as local contacts, clients, colleges and partners. In recruiting AmeriCorps members, the Institute will actively seek people who will benefit from the values of AmeriCorps and the Institute's mission. Ideal candidates will have an interest in addressing issues faced by young people in RI's urban communities. Some potential AmeriCorps members may have a similar background and/or experiences as the clients we serve. Potential members should have a demonstrated commitment to nonviolence. Also, the Institute will seek people who have experience or interest in working with grieving or traumatized individuals, both victims and offenders. An ideal member will be compassionate and passionate, able to work in a team environment, possess creativity and innovation, and have a strong desire to learn and grow.

The Institute has a leg up in AmeriCorps member recruitment because, as the only organization that provides the unique combination of street outreach, nonviolence training, victim services and youth programs, the Institute has developed deep relationships with a diverse population. The Institute is often the only place a disconnected young person who is trying to change his/her lifestyle can turn to for positive support, opportunities and guidance. Up to now, we have had relatively few employment or development opportunities to be able to offer to youth who demonstrate their commitment to nonviolence through participating in our programs, who are ready for the next step of leading others in the community. Therefore, we have a number of older youth who have participated in or graduated

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from Institute programs, maintained a relationship with Institute staff and have expressed an interest in Institute employment.

Although the recruitment team wants to provide opportunities for young people ages 18 to 24 that have shown leadership at the Institute, a diverse AmeriCorps team is also priority. Thus, the recruitment team will reach out to different ethnicities, backgrounds, socioeconomic levels, ages, sexual orientations, and religions. The Institute serves a large Latino and Southeast Asian population and must recruit members who represent these communities. Furthermore, recent college graduates who show commitment to the mission will be recruited.

The Institute invests heavily in staff development, especially studying and reflecting on nonviolence. Therefore, AmeriCorps members will gain much from training and professional development program that will help AmeriCorps members accomplish specific job-related tasks and goals. Most of the training will be delivered by Institute staff, and sometimes co-facilitated by training partners from the community.

All Institute AmeriCorps members will undergo intensive training and orientation during their first month of service. Throughout the rest of their year of service, they will meet as a team for weekly training and reflection sessions on Fridays, and undergo a four-pronged Performance Review process. The AmeriCorps Project Manager will evaluate the members twice during the term of service using the a performance review process that includes written feedback, a self-assessment, and discussion with the Project Manager and each member's supervising program director.

During the first two weeks of service, the Institute AmeriCorps Team will participate an 80-hour pre-

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service training that will include an AmeriCorps information session, background knowledge on the Institute's history and strategic plan, nonviolence training certification, information about mandatory reporting, time management, partnership building, volunteer recruitment, teambuilding, program design basics, and skills for working with at-risk youth. Each session will be followed by group conversation led by an Institute staff member to help members predict and discuss how each topic will be relevant during their year of service and specific assignments. AmeriCorps members will also take tours of the Providence communities they will be working in, led by Institute staff and youth. Time will also be spent creating an open, team-oriented atmosphere by engaging in teambuilding activities, and reflecting on the meaning of service at the Institute. After the pre-service training, members will spend the next two weeks shadowing and receiving on-the-job training for their respective teams: School Team, Community Team, and Youth Opportunities Team. Supervisors will engage members in team-specific goal-setting, orientations, and training opportunities based on the needs of each team's individual assignments.

Throughout the term of service, the Institute will also provide three hours of professional development and reflection sessions every Friday for AmeriCorps members. These workshops will be mandatory for all members and will cover topics related to the members' service responsibilities, as well as help to facilitate professional growth. Topics will include public speaking, cultural competency, facilitation skills, mediation and conflict resolution, and other member-requested workshops we will develop after seeking ongoing feedback from members. These weekly sessions will also be used for members to reflect on their service individually and as a team, and to generate best practices. During its first year, the Institute hopes to draw from the individual interests and experiences of AmeriCorps members to enrich and develop ongoing reflection and learning opportunities for future members.

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The Institute will also draw upon its extensive network of partnerships to hone and implement these sessions. Once a month, AmeriCorps members will take field trips to other local and regional organizations to learn best practices and engage in cross-organizational dialogues about nonviolence work. Examples include United Teen Equality Center (UTEC), a youth center in Lowell, MA; the Center for Nonviolence at the University of RI in Kingston; and AS220 Broad Street Studio, a peer organization that conducts arts-based youth development in Providence.

In addition to training and professional development, members will also receive extensive support from supervisors and staff. The AmeriCorps PROJECT MANAGER will oversee all aspects of the Institute's AmeriCorps program and meet weekly with the other three supervisors of the AmeriCorps team. The six members assigned to the School Team and the six members assigned to the Community Team will be directly supervised by the Director of Training (PJ Fox) and the Assistant Director of Training (Alyssa Metthe) and the four members of the Youth Opportunities Team will be directly supervised by the Director of Youth Programs (Heather Gaydos). This supervisory team has years of experience with AmeriCorps -- either as member themselves or as a supervisor. Alyssa Metthe has served as AmeriCorps VISTA with the Institute from 2008-2009 and PJ Fox and Heather Gaydos have served on AmeriCorps teams at other local nonprofits -- The Children's Crusade and the Children's Museum, both in Providence. Additionally, Heather Gaydos has previously supervised AmeriCorps members at other agencies. The Institute's COO will also provide oversight and support to this supervisory team on a weekly basis.

Finally, the Institute has adopted a team-based supervisory approach to inter-departmental collaborations and encourages staff to attend in-house, regional and national professional development trainings and opportunities. On a monthly basis, the Institute holds all-staff meetings



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and in-house professional development opportunities, which AmeriCorps members will be required to attend. In addition, each member will meet with their respective supervisor on a monthly basis to review program objectives, job performance, personal goals and other issues as needed.

### VOLUNTEER GENERATION

The addition of an AmeriCorps Team will allow Institute programs to further develop volunteer opportunities and provide appropriate supports. Non-AmeriCorps volunteers will be integral to each aspect of this AmeriCorps program. AmeriCorps members will work with Institute staff to help recruit parents as volunteers in the schools and community members as volunteers to organize community-based nonviolence activities and events. Our AmeriCorps members will each generate at least 5 volunteers in the course of the year, for a total of 75 new, non-AmeriCorps volunteers.

The School Team will engage parents as volunteers to support student nonviolent efforts, to attend school-wide events, and to learn about nonviolence. As students in the schools create community-based projects, parent volunteers will be recruited to participate and engage the community in the nonviolence movement. Parent volunteers will help the SCHOOL TEAM have a deeper impact in the community by expanding the nonviolence message beyond the school walls and engaging with students in the homes. Ideally, these parent volunteers could work with Institute staff to form a Nonviolent Parent Support Network that could help enrich and act as a resource for the work of the COMMUNITY TEAM. The Community Team will recruit and coordinate volunteers who will plan and lead activities and events in response to violence in affected neighborhoods. The Community Team's recruitment of volunteers is critical to the program design; as they allow the Institute to expand its scope of work by directly organizing impactful activities in, by and for the community.

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Parents, families, youth and community members will be engaged in nonviolent action planned by these volunteers and AmeriCorps members together. The COMMUNITY TEAM will utilize the extensive network of the Streetworkers Program to recruit and build relationships with community volunteers. Finally, the Youth Opportunities Team will work directly with volunteers who will already be leading youth programs at the Institute's building. Members of the YOUTH OPPORTUNITIES TEAM will also work with youth leaders and the Director of Youth Programs to recruit new volunteers to meet new programming needs if and when they arise.

The Institute recognizes that in order to sustain a statewide nonviolence movement, we cannot solely rely on the 33 staff members who work for us -- we need to employ the time, efforts and expertise of volunteers as well. AmeriCorps members and carefully recruited and trained community volunteers are uniquely poised to enhance the Institute's community-based mission, work and efforts. Currently, the Institute's Office Manager, Development Director and Chief Operating Officer oversee any Institute volunteers. Although they all have extensive experience managing teams of volunteers, providing appropriate training, direction, support and recognition, it is not their main function at the Institute. The new AmeriCorps Project Manager will supplement this group's efforts by laying the groundwork and implementation of a larger, more formalized volunteer recruitment and management system for the Institute. The AmeriCorps Project Manager will directly support all Institute AmeriCorps member and volunteer needs. Empowering community members to be directly involved in the Institute's work and programs is central to the Institute's philosophy and vision.

### PARTNERSHIPS AND COLLABORATION

The Institute has a collaborative approach to program delivery. We partner with the local police

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department, RI Hospital, the schools, corrections facilities, the courts and state Office of Attorney General, as well as employers from all sectors in order to provide a seamless network of responses to the needs of proven-risk youth. This ability to partner is one of the hallmarks of our overall program design because each partnership enhances and strengthens our ability to serve vulnerable clients.

The partnerships most relevant to the AmeriCorps team's work are partnership with schools through the Choose Peace Project. Our experience has taught us that the most effective school programs have the buy-in of the entire staff, faculty and school administration, as well as parents and families. Therefore, when approaching a school partnership, we start with the principal and move to the faculty, training them and ensuring they understand the purpose of nonviolence training, before the concept is ever introduced to students. In addition, our commitment level with each school means that each partnership looks a little different from the others. We do not create a cookie-cutter product and implement it in a school, but use the expertise and experience and feedback of those in the school community to design a program that will work best for, and with, that specific school community. Building strong partnerships with schools who are greatly invested themselves will aid AmeriCorps members in delivering an effective program and meeting goals.

In addition, the Institute will draw heavily on community networks to support the Youth Opportunities Team's work to help them develop specific skill-based trainings and opportunities. Because of our long standing collaborations and reputation in the community, we are able to draw on volunteer expertise in nearly any topic. This will allow us to train AmeriCorps members deeply and give them the best guidance available in program design and delivery.

SUSTAINABILITY

## Narratives

The Institute's intention is to meet goals and performance measures so well that we create a demonstrable long-term impact. We see a well-developed AmeriCorps program at the Institute as an essential component of the Institute being able to reach these goals and demonstrate local program success, as well as replicability. The Institute's impact in addressing unmet needs and the hard data to support it will open new markets of funding to secure future matching and program funds to continue this work. For instance, untapped markets for us include large national foundations, the U.S. Department of Education, and other federal agencies. Our ability to secure future support from these sources will be assisted by the fact that AmeriCorps proposals that receive funding are posted nationally through the web. We believe that this achievement will help demonstrate that the Institute's unique model and successful, innovative approach in RI is also replicable in other locations.

The Institute's growth from a \$30,000 budget in 2001 to a \$1.8 million budget in 2010 is evidence that the Institute has the experience to raise funds to grow and sustain programs. Not only has the budget grown, but the Institute has paid careful attention to the diversity of funding streams. Initially the Institute's programs were 90% funded by government sources. Recently this percentage has decreased to about 65% while donations from corporations, foundations and individuals who recognize the value of the Institute's programs have grown, increasing the organization's sustainability.

The work the AmeriCorps teams will perform is critical to our mission of reducing violence in the urban cores of RI. Due to the Institute's growth over the first 10 years, we feel that we have reached a state of organizational readiness to enhance our work spreading nonviolence through a well-designed and supported AmeriCorps program.

## Narratives

### Organizational Capability

#### ORGANIZATIONAL CAPABILITY

In the 10 years since its launch, the Institute has developed both the highly effective programs and the organizational leadership required to manage a grant of this scope and to recruit, train and support a team of AmeriCorps members to enhance its programs and services to the community. As explained here, our organizational capacity continues to grow. This fall, the Institute opened a 15,000 square foot, newly renovated historic building in Providence's South Side as a vibrant community center serving youth and families. Our spacious building also offers us the opportunity to continue growing programmatically and with more capacity. A significant share of the renovation cost came from government grants and historic tax credits, in addition to which, the Institute raised over \$1 million locally with a \$500,000 challenge grant from the Champlin Foundations. We exceeded our \$500,000 match by 14% and accomplished this in a third of the time given.

We believe that it is because of the national reputation of the Institute's programs, that Providence has become a lauded hub of nonviolence programs and activities. The most salient evidence of its impact is the reduction in crime in the city of Providence, especially youth and gang-related crime. Violent crime in Providence declined between 2002 and 2007 and has roughly leveled off since that time. We are proud that Police Chief Esserman attributes this reduction of violence to community policing, an increase in accountability, and the work of the Institute. Chief Esserman applauded Executive Director Teny Gross and the Institute as "the single most important partnership we have to fight crime and violence."

Our awards recognizing this work have been many and varied. In 2009, the Institute was recognized

## Narratives

as Outstanding Philanthropic Service Organization of the Year by the Association of Fundraising Professionals, RI. In 2008, the City of Providence gave the Institute a Community Policing Partnership Award. In 2007, we received the first national MetLife Foundation Gang Prevention Award, and a Community-Police Partnership Award. The same year, Citizens Bank and NBC10 named the Institute a Champion in Action, its first award for nonviolence. In 2006, the organization was named a Best Practice by the U.S. Conference of Mayors.

The Institute's successes put it far along on its plan to expand into the core urban centers of RI, and continue training outreach workers in other cities. In addition to devoting resources and creating quality improvements in our local programs, we have trained outreach workers regionally in New Haven, CT, Brockton, Fall River and New Bedford, MA, and provided technical assistance to cities in California, Indiana, Michigan, New York, Pennsylvania, and Virginia looking to launch similar programs. We have also trained teams as far away as Brazil, Guatemala and Ireland. Twice the Institute has been invited to testify in Congress on best practices in reducing youth violence.

Partnering with program assessment experts from Brown and Harvard Universities and others, we will continue to prove the effectiveness of our model in new ways, and measure our impact on clients and community violence. This will enable our long-term vision: to be a national center of excellence, known for its proven, holistic model of violence prevention that engages the entire community - perpetrators, victims, witnesses and bystanders.

In addition to strong programs, the Institute's great strength lies in its leadership. Founding Executive Director Teny Gross, Chief Operating Officer Anthony DiPietro and Development Director Kristen Haffenreffer Moran lead a staff of 30 individuals dedicated to nonviolence. They work to build capacity and develop the Institute's culture of caring, creativity, and innovation.

## Narratives

A former sergeant in the Israeli Army, Teny has 20 years' experience in youth development. He was a Senior Streetworker for the City of Boston for 10 years. He earned a Masters in Theology Studies from Harvard University and a Bachelor of Fine Arts from the Museum School of Tufts University. Teny also later attended a nonprofit management program at Harvard Business School and won numerous awards, including a global leadership alumni award from Tufts, the MLK Hall of Fame award from the City of Providence, and others.

Teny participates as a full member of the Institute's board, which boasts 32 leaders including judges, attorneys, business owners and managers, professors, clergy, activists and consultants. The board is generous with time and financial support, with a strong 100% donating to the capital campaign and annual fund. Teny's strong leadership, supported by the Institute's board and administrative team, will provide a substantial foundation for the sustainability and success of an AmeriCorps team at the Institute.

Anthony DiPietro joined the Institute two years ago. Among his job responsibilities are human resources, fiscal oversight of over \$500,000 in federal funds, and grant compliance. He brings ten years' related experience, including 7 years in nonprofit management. Most recently he served five years at Leadership RI. His corporate human resource and accounting background, as well as his Bryant University management certificate courses will bring efficiency to the AmeriCorps program at the Institute. Anthony holds a bachelor's degree from Brown University.

Kristen Haffenreffer Moran has been the Director of Development for the past nine months. This year, the Institute successfully raised more philanthropic donations than in any prior year, raising

## Narratives

donations from individuals almost 75%. This is a testament to Kristen's hard work and ability to attract new funders to the mission. In 1997 Kristen launched Rhode Islanders Sponsoring Education, an organization that works to break the intergenerational cycle of incarceration by providing private education to children of incarcerated parents. She served 10 years as Executive Director.

Teny, Anthony, and Kristen's abilities combine many of the ideal strengths needed to move an organization forward -- visionary leadership and charisma; results-driven accountability and organization; and infectious passion for a unique cause. As a leadership team, they are committed to the Institute having a tremendous, measurable impact in RI and beyond.

In addition to combined experience of the Institute's strong leaders, the organization also has specific past experience with the Corporation for National and Community Service, having worked with AmeriCorps VISTA members for over four years, with up to two placements at a time. VISTAs have added value and capacity to the Institute and continue to do so. Three times, VISTA members have been hired after serving. Furthermore both PJ Fox and Heather Gaydos have supervised the VISTA program at the Institute. In addition to staff experience, several Institute board members, including Joyce Butler and Keith Morton, have experience in housing AmeriCorps programs at their organizations and will serve as additional resources.

Because the Institute understands the commitment it takes to support a team of 16 full-time AmeriCorps members, if funded, the Institute will seek a passionate, experienced, and organized PROJECT MANAGER to assist in hiring (project manager will be a member if the Recruitment Team), manage human resource issues, collect data on performance measures for all activities, draft required grant reports to the Corporation, co-plan pre-service and in-service trainings, assist in the



## Narratives

four-pronged performance review process of each member, meet with each member to provide additional supervision and support, and ensure members have all the tools needed for success in completing their projects.

The PROJECT MANAGER's qualifications will include extensive past experience managing and supporting a team of staff or volunteers; experience in creating professional development plans and training facilitation; and experience with community organizing, volunteer recruitment and engagement. As the Institute has spent significant time and resources developing the skills of its leaders, several internal candidates may be qualified for this position and will be encouraged to apply. The Institute will look for a candidate that is highly organized and work wells in the fast-paced environment of the Institute.

Our overall AmeriCorps funding request (federal share plus match) represents approximately 15% of the Institute's 2011 budget, projected at \$2 million. Sources for the required match include grants from several private foundations which fund the Institute's existing school trainings. In addition, private funding will be raised for overhead such as payroll taxes, and additional member support costs. Also, the Nonviolence Training program at the Institute will generate fee-for-service revenue (previously as high as \$40,000 a year), some of which will be directed to support the proposed AmeriCorps program.

### LIST OF FUNDING SOURCES

The Institute's other sources of funding include the following:

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### 1. Government Sources

1. A. Federal Sources originating from the U.S. Department of Housing and Urban Development and the U.S. Department of Justice:

i. Community Development Block Grants

ii. Edward Byrne Memorial Grant funds

iii. Office of Juvenile Justice and Delinquency Prevention formula grants

iv. Project Safe Neighborhoods formula grants

v. Victims of Crime Act funds

vi. Recovery Act

### 1. B. State of RI Sources

i. Reentry funds for youth in transition (funds originating from the RI Department of Children, Youth and Families)

ii. RI Department of Human Services

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1. C. Local/Municipal Sources:

i. City of Central Falls and the Central Falls School District

2. Foundations and Corporations

i. Aramark Education

ii. Citizens Bank Foundation

iii. Home Loan Foundation

iv. Lifespan

v. New Roots Providence, a program of the Providence Plan

vi. Providence After School Alliance

vii. RI Foundation

viii. Tanner Memorial Fund

ix. Van Beuren Foundation

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x. Wal-Mart Foundation

xi. William Bingham Foundation

3. Additional philanthropic sources include personal gifts by board members and community members, small contributions by charitable organizations, corporations and foundations.

4. Earned income is derived from paid training, consulting and technical assistance locally, regionally, nationally and internationally.

### **Cost Effectiveness and Budget Adequacy**

#### COST EFFECTIVENESS AND BUDGET ADEQUACY

\$212,800 (federal share) is requested to be matched with \$114,953 for a total program budget of \$327,753 for 16 full-time AmeriCorps members. This match represents 35% of the total program budget. The following narrative accompanies our attached budget.

#### Section I

A) Personnel Expenses: The AmeriCorps Project Manager is a paid full time position. This person will ensure that the day to day member needs of the Nonviolence AmeriCorps Team are met. This portion of the program will used as part of the match towards the overall grant totaling \$30,000.

Additional personnel time is being included for time in supervision and training by the Director of Training, Director of Youth Programs, and Assistant Director of Training.

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B) Personnel Fringe Benefits: The AC Project Manager fringe benefits include taxes and health insurance costs. These include FICA of 7.65%, state mandated unemployment taxes currently at 5.21%, and health insurance calculated at the current Institute rate (15% paid by the employee). This portion of the program will be used as part of the match towards the overall grant totaling \$7,818.

C) Staff Travel: The AC Project Manager and the Director of Special Projects will travel out of state to attend the AmeriCorps Training Opportunities. This item will not exceed \$2,400 (\$600 per person for trip for hotels and airfare) and is included as a match.

Member Travel: The AmeriCorps Members will need funds to travel to their sites, which are in various locations in the state of RI. All are accessible by bus, so bus passes will be provided. This item will not exceed \$9,600 for the year and is provided as a match.

E) Supplies: The Institute will need to purchase supplies to ensure success. Consumable goods not exceed \$800. This portion of the program will be used as part of the match towards the overall grant.

G) Member Training: The Institute's staff will be the direct trainers at the weekly in-service trainings. Usually the Director of Training will lead the training. His time, at least 3 hours/week at \$23/hr, will be provided as a match for a total of \$3,588 for the year.

H) Other Program Operating Costs: Background checks will be provided for the 4 staff working directly on the AmeriCorps program, and for the 16 team members, total 20 background checks at \$50 each. Total cost \$1,000.

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### Section II

A) Living Allowance: All 16 AmeriCorps members will be full time (1700hrs). Each Corps member will receive an allowance totaling \$12,100. This portion of the program is being requested from CNCS totaling \$193,600. The mandated FICA taxes of 7.65% or \$14,810 are also requested from CNCS.

B) Member Support Costs: All 16 AmeriCorps members will be given health insurance provided by Aetna- SRC at rate of \$150 per member, per month. A portion of this program cost is being requested from CNCS totaling \$4,390 and the remaining portion totaling \$24,410 will be included as part of the Institute's matching funds.

#### **Evaluation Summary or Plan**

N/A

#### **Amendment Justification**

N/A

#### **Clarification Summary**

START DATES

The Institute's desired grant start date is July 1, 2011. The desired member enrollment date is August 1, 2011.

BACKGROUND CHECKS

Criminal history checks will be conducted on all members and employees who receive payment from

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the grant. Criminal history background checks will include a search of statewide criminal history repositories and the National Sex Offender Public Website for. An FBI fingerprint check will also be conducted in accordance with the requirements.

### MEMBER TRAINING

Weekly member in-service trainings will be planned collaboratively among the program directors, with the AmeriCorps Project Director having primary accountability for these trainings. The Project Director will handle logistics and convene planning meetings.

Delivery and facilitation of the meetings will be done primarily by Director of Training and Assistant Director of Training. Outside expert presenters are invited as appropriate, according to the planned curriculum. For example, we will invite colleagues to present, who come from peer organizations in the local market and are experts in their content areas. To name a few: Day One can address sexual violence prevention; Blackstone Valley Advocacy Center can address relationship violence prevention; Open Doors, a nonprofit that supports and advocates for ex-offenders and their families, can address the reentry needs of the community and employment and work readiness issues of ex-offenders and other high-risk populations.

### MEMBER SUPERVISION

The AmeriCorps team will be working under the daily supervision of the PROJECT DIRECTOR. In addition, the Director will have the support of 3 other program supervisors at the Institute. These program supervisors will provide training, content area knowledge, some mentoring, and participate

## Narratives

in quality reviews of the AmeriCorps team members' work as follows.

The four members of the YOUTH OPPORTUNITIES TEAM, working on site at the Institute, will have the support of Heather Gaydos, Director of Youth Programs.

Heather's role in the Institute is to coordinate and oversee all youth programming, including after-school programs and services taking place within the facility, and work readiness programs taking place in partnership with outside agencies. As such, the YOUTH OPPORTUNITIES TEAM naturally serves in her area of work. Programs are typically run by teams of volunteers, or volunteers in combination with other Institute staff, with Heather primarily monitoring progress, quality, and data collection. Heather will be available to guide and supervise members in their planning and implementation of programs, and available to them for any questions in that process. As well, she is available in the building during times when programs are being delivered, and is present at most trainings delivered to youth in significant numbers (10 or more people).

Members of the SCHOOL TEAM will have the support of the Director of Training, PJ Fox, and the Assistant Director of Training, Alyssa Metthe. These staff will monitor the team members' work through site visits. They will also supervise with input and feedback from on-site school personnel designated in each school partnership. Examples are principals, classroom teachers, guidance counselors, as appropriate to each site. This will ensure the needs of the member and school are being met, and that members and the site are performing to the requirements of the school partnership. In addition, on days when members are in the office, the Director and Assistant Director will convene regular weekly meetings to plan curriculum, troubleshoot classroom issues and dynamics that have come about, and mentor and guide the AmeriCorps team members.



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Members of the COMMUNITY TEAM will be based out of both the Institute office and in the community at times. They will also have the support of the Director of Training, PJ Fox, and the Assistant Director of Training, Alyssa Metthe. During the first year of service, members will be mentored in their community-based trainings by experienced Institute staff, all of whom have been certified as nonviolence trainers. On a day-to-day basis the COMMUNITY TEAM will interact with the Director and Assistant Director on planning all activities related to the community-based nonviolence forums and related projects.

This supervision model will be collaborative. All program supervisors and the AmeriCorps Program Manager will meet biweekly to plan and review team performance, identify training and other needs to best serve the members.

### SCHOOL SELECTION

Jenks Jr. High, Thompson Middle School, The Met High, Carnevale Elementary, and Central Falls High, the Choose Peace Schools named in the initial application were given as examples of schools that have had long-term partnerships with the Institute, partnerships that are still in existence today. What these schools have in common is a belief in nonviolence and expressed need for higher "dosages," that is, more hours of training.

All these schools believe, as the Institute does, that nonviolence training can have a greater impact on young people's beliefs, attitudes, and actions if the entire school culture changes. This can not happen if nonviolence training only exists once a week in each classroom, isolated from all others. It must

## Narratives

become a common language in the school, which is echoed in other parts of school curriculum, reflected on bulletin boards and in public announcements, and incorporated into extracurricular and parent engagement activities. Principals of the Choose Peace schools understand this.

In the interest of having a lasting impact on school culture, the Institute chooses school partnerships based on demonstrated supportiveness and willingness to participate on the part of the school leadership; the potential to show measurable impacts on school culture through attendance and disciplinary data; and the likelihood of a sustained partnership. The four Choose Peace Schools named in the application are among those where these factors have been in evidence. Members will be placed in those schools, as well as other schools identified by the same process. The process begins with initial interest by the school principal and a personal meeting. If this interview shows strong personal support by the top leadership of the school, the process continues with further meetings to get the buy-in and understanding of other school administrators, staff and teachers: those who must participate for the program to work, and who can affect school culture in the long-term.

Other schools that are potential sites for the SCHOOL TEAM in the future will come from a partnership that has developed since the time of initial application. The Institute has begun working on bringing the Choose Peace Project to the Providence Public School Department. Our intention is to create a school-based program with the greatest likelihood of success. To achieve this, we will provide nonviolence training and services in schools classified as "turnaround schools."

The three local turnaround schools that have been identified to date are BJ Clanton Elementary, Roger Williams Middle School, and Juanita Sanchez High. All three schools are located in the South Side of Providence on Thurbers Avenue, within a couple of hundred yards from each other and within

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blocks from the Institute.

Turnaround schools are low-performing schools placed on a turnaround plan by the district. Each school already has new principals and administrative leadership in place. This is the type of factor that indicates a potential to create an entirely new form of school culture. Every effort within the school is aimed at the "turnaround" desired by the District and needed for the school's survival.

In Spring 2011, teachers will begin applying to work at these schools, and will be doing so with the understanding that the Choose Peace Project will be embedded in their daily practice when schools open in Fall 2011. The School Department and the Institute believe that preparing school leaders to intentionally support teaching staff and foster learning communities within their schools will increase the likelihood of success for the Choose Peace project.

### HOW YOUTH ARE REFERRED

The Institute's existing programs have all work with high-risk clients, who exhibit multiple risk factors for violence as identified by the Centers for Disease Control, federal Office of Juvenile Justice, and others. The Institute's newly renovated facility, opened October 2010, created opportunities to offer more opportunities and programs to these high-risk populations. Working together, program directors and representatives from every Institute program collaborated to create a program plan that identifies 5 major areas for programming. This program plan has been designed to meet the needs of the Institute's existing, high-risk clients.

All Institute staff have input into the programs and services put in place at the Institute to meet the

## Narratives

needs of these clients. Case managers play a role in identifying appropriate activities for the youth they work closely with. High priority is given to youth referred from these Institute programs: Streetworkers, Nonviolence Training, Victim Services, Juvenile Reentry. The Institute also actively solicits referrals from community partners such as schools, community centers, and other partner agencies. Lastly, people visit the Institute on a drop-in basis, and parents directly request programs and services for their children.

Youth who are drawn to our programs because of geographic proximity, or referred by parents or schools, or for other reasons, are not turned away by the Institute for any drop-in type programs. But the Institute then selects from among all these referrals, a number of highest-risk youth to officially become Institute clients. The risk factors the Institute looks most closely at in making this determination are as follows.

For juvenile reentry case management programs, the youth must have prior justice system involvement and be referred by a probation officer. Typically these youth have had multiple offenses, are gang-involved, and making unhealthy choices that risk their safety.

For workforce readiness programs, the key factors are barriers that keep youth in poverty and unemployed, including: living below poverty level and/or receiving welfare or food stamp benefits; homeless/housing unstable/runaway; pregnant/parenting teen; no employment history; and prior justice system involvement. These programs are filled on an application basis with the youth completing a written application, introductory nonviolence workshop, and personal interview.

For Streetworkers, the program uses a client intake form that measures the same factors as above as

## Narratives

well as makes an assessment of the youth's personal safety level. To be considered a client, the Streetworker must complete the form and have the approval of a Senior Streetworker or the Program Director of the Streetworkers Program.

### VOLUNTEER MANAGEMENT

Volunteers who come to the Institute, and will have high levels of interaction with Institute youth, will receive specialized training in this high-risk population, and work in partnership with AmeriCorps members of the YOUTH OPPORTUNITIES TEAM. These volunteers come from the existing partnerships the Institute has cultivated for the past 8 years of its youth employment, development and training programs.

The Institute has over 40 existing business and nonprofit partnerships centering around creating work experiences for youth. These partners volunteer to serve as site supervisors, mentoring and supporting youth and giving them direct work experience in a variety of fields. Job site supervisors also volunteer to introduce youth to their career fields, acting as guest speakers during training days. In this way, youth get exposure to more than one potential career field. Possible career fields include many different economic sectors, including retail, banking, landscaping, graphic design, veterinary, library science, the visual arts/photography, and many others.

Training and supervision for the job site supervisors consists of one full day of training during the initial full week of work readiness training the youth undergo. At this time, a job site supervisor and the youth being employed there meet one-on-one for the first time and begin to bond and set

## Narratives

expectations. This training is co-facilitated by Institute staff from Youth Programs and the YOUTH OPPORTUNITIES TEAM. Training and supervision continues throughout the program. Some of the YOUTH OPPORTUNITIES TEAM members will serve as Job Coaches, whose role in employment programs is to support the youth through their employment experience. Job Coaches also support the job site supervisor by troubleshooting any supervisory or performance issues, and check up with the job site supervisor to make ongoing assessments of how to meet the youth's basic needs in order to be successful in the employment period. Job site supervisors then have an important role in evaluating the youth and providing feedback to program staff, as well as evaluating the program's overall success and effectiveness.

The youth benefitting from Institute programs also evaluate those programs, in writing and through focus groups. These evaluation methods include opportunities for youth to provide feedback on the volunteers who engaged with them in programming.

The Director of Youth Programs, Heather Gaydos will develop tools and a database to match volunteers to opportunities, track their activities, and report on outcomes. One AmeriCorps member will be assigned on a part-time basis to collect and enter the data.

### PERFORMANCE MEASURE - COMMUNITY NONVIOLENCE INDICATORS

The purpose of this performance measure is that the investment of time and care given by AmeriCorps members in vulnerable, violence-stricken communities, combined with the existing program activities of the Institute, will have the result of creating engaged community leaders who

## Narratives

are more comfortable with intervening in the violence in their own communities: talking about nonviolence, calling a Streetworker when they see a conflict that might escalate, personally taking steps to reduce the conflict among neighbors in the community, etc. In addition they will take proactive steps to promote peace and nonviolence in their neighborhoods on an ongoing basis, increasing the reach and depth of the nonviolence message.

The Institute's experience has been that in certain cases, following acts of homicide or violence, there is a strong public, community response; an outcry based on the way people perceive the nature of the crime. The violence is perceived not to be routine but particularly harsh, and people are looking for a way to do something about the violence. These acts of violence or homicides include instances such as: victims particularly young; multiple victims; particularly brazen or public acts of violence; violence in a close-knit community such as a housing complex; violence where an immediate retaliation or series of retaliations take place, etc. In such cases, the Institute will determine when it is appropriate for the COMMUNITY TEAM to respond by organizing, along with police, victims' families, community leaders, and under the mentorship of an Institute staff member, a community-based nonviolence forum/training.

When a forum occurs in the wake of violence, an expected outcome is that it will lead to a community action plan to address concerns about violence. These initial trainings will have 10-15 people attending on average. The training creates an intense experience where victims and those in the community can reflect on what happened and the dynamics in place leading to violence. Repeat events, meetings to develop or implement the follow-up plan, will have even smaller numbers in attendance, based on those who become most engaged by the nonviolence message, and feel the need to continue getting involved in this issue in their local area.

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Only the most committed people will become involved long-term, and it is these individuals whom the Institute will track and cultivate as nonviolence leaders, leading them towards the Training of Trainers program. This 33-hour training certifies individuals to be nonviolence trainers. It also requires each new trainer to set up and deliver their own community project, a nonviolence training with a specific audience (perhaps for a specific organization, or in a particular location). The Institute then provides monthly opportunities to deepen their professional development as trainers by attending more workshops at the Institute on a wide variety of specific topics: classroom management, public speaking, mental health issues, yoga practice, and more.

With additional practice and a certain number of training hours, they will become Certified Nonviolence Trainers, in a ceremony to include recognition by the Mayor and Chief of Police. There will also be reunion events for this group taking place on at least a quarterly basis, and the opportunity for more continued professional development workshops. Nonviolence leaders agree to devote at least 20 hours for the following year in nonviolence trainings, either trainings set up by the Institute, or trainings they develop themselves in their local areas.

Given the large commitment involved, 18 people from the poorest and most violence-stricken neighborhoods of Providence is an ambitious yet realistic number of community leaders to be cultivated by the COMMUNITY TEAM to become Certified Nonviolence Trainers. This group has the potential to impact many thousands of people through their hours of community organizing, nonviolence programming, and leadership.

### Continuation Changes

N/A



## Performance Measures

### SAA Characteristics

- AmeriCorps Member Population - None c       Geographic Focus - Rural  
 Geographic Focus - Urban       Encore Program

### Priority Areas

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Economic Opportunity                 | <input type="checkbox"/> Environmental Stewardship            |
| <i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Education                            | <input checked="" type="checkbox"/> Healthy Futures           |
| <i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Veterans and Military Families                  | <input type="checkbox"/> Other                                |
| <i>Selected for National Measure</i> <input type="checkbox"/>            | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Disaster Services                               |   |
| <i>Selected for National Measure</i> <input type="checkbox"/>            |   |

Grand Total of all MSYs entered for all Priority Areas      16

### Service Categories

- |  |   |   |
|--|---|---|
| Leadership Development                       | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Other Education                              | Primary <input type="checkbox"/>            | Secondary <input checked="" type="checkbox"/> |
| Job Development/Placement                    | Primary <input type="checkbox"/>            | Secondary <input type="checkbox"/>            |
| Health and Mental Health Crisis Intervention | Primary <input type="checkbox"/>            | Secondary <input type="checkbox"/>            |
| Mentoring                                    | Primary <input type="checkbox"/>            | Secondary <input type="checkbox"/>            |
| Conflict Resolution/Mediation                | Primary <input type="checkbox"/>            | Secondary <input type="checkbox"/>            |
| Juvenile Justice, Delinquency/Gangs          | Primary <input type="checkbox"/>            | Secondary <input type="checkbox"/>            |

### Community Nonviolence Indicators

**Service Category:** Health and Mental Health Crisis Intervention

**Measure Category:** Not Applicable

### Strategy to Achieve Results

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

The COMMUNITY TEAM will address unmet needs related to health. According to the World Health Organization, violence is a leading worldwide public health problem. The Institute wishes directly address violence as a public health issues by expanding its community-based response to violence with outreach and programming in neighborhoods affected by violence.

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

There will be six AmeriCorps members on the COMMUNITY TEAM, paired up and assigned to three communities (a community being a neighborhood, street or particular housing complex) where the Institute is heavily involved. Although difficult to predict where violence will be the most significant in the future, recent experience shows that the violent areas of Providence's South Side, West End, and Smith Hill are likely neighborhoods.

In 2009, homicides briefly spiked in Providence. The Providence Journal reported that the pattern of violent crime was highly specific to neighborhoods, the majority taking place in the poorest sections of Providence: Washington Park, Fox Pt., Elmwood, South Providence and West End. Washington Park, Elmwood, and South Providence are all in Police District 2, which consistently had the highest rates of crime overall, as well as violent crime, throughout the 2000s. The West End consists of the Hartford and Manton neighborhoods where a deadly gang conflict is ongoing between two rival housing projects. Smith Hill, not mentioned in the Journal article, has a high concentration of Asian gang members, and was the site of close to 10 gang related homicides as recently as 2005. The work of the Institute's STREETWORKERS has helped to reduce crime in this neighborhood, located in District 7, but keeping the peace requires constant maintenance and ongoing relationship-building with the gang members who can influence conflicts, violent activities and retaliations.

AmeriCorps members on the COMMUNITY TEAM will set-up and facilitate nonviolence forums in particular neighborhoods before and after a violent incident has occurred. Team members will work with victims' families, residents, police and agencies to coordinate the forum and provide an opportunity to express concerns and needs and to create an action plan, under the guidance of Institute staff. Team members will then help organize and implement the plan, which may include

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

nonviolence trainings, meetings that help community residents understand and grieve their community's loss, peaceful marches, media events, memorials, and ongoing working groups. The program is designed to create a public response to what has become a private issue of how families react to violence. This will empower community members to get involved in creating safe spaces for dialogue and taking a stronger stand against the violence that plagues particular neighborhoods.

Goals of the COMMUNITY TEAM include increased time between violent incidents (a form of reduced violence) as reported by the Providence Police Department, an increase in the number of mediations happening in these communities (as reported by Streetworker data), more community-led events and meetings, and an increase in the number of families participating in nonviolence training/community forums/nonviolence events (as reported by event attendance records and nonviolence training hours). The overall outcomes of this team are more focused on long-term change and decrease in violent incidents.

Thus, the outcomes that the Institute will measure focus on short-term impact, which include the number of mediations taking place in the three main communities and the attendance records from nonviolence training, community forums, and events that spread the nonviolent message. This short-term outcome will be achieved by close coordination of the COMMUNITY TEAM with Institute staff already working on violence in specific targeted neighborhoods, allowing the COMMUNITY TEAM's organizing to be a focused and effective form of intervention that has an effect on violence.

**Results**

**Result: Output**

AmeriCorps members will offer community-based nonviolence programming in the immediate neighborhoods where violent incidents have occurred. We anticipate 10 nonviolence trainings will

**Result: Output**

take place, with a total of at least 100 people attending in the course of the year.

Indicator: Number of nonviolence trainings in neighborhoods where violent incidents have occurred.

Target: 10 nonviolence trainings will take place, approximately once per month, in response to particular acts of violence that are deemed to cause a significant level of community concern.

Target Value: 10

Instruments: Attendance records and program records will show at least 10 trainings delivered.

PM Statement: We anticipate this activity to impact a minimum of 100 neighborhood residents. The investment of time and care given by AmeriCorps members in vulnerable, violence-stricken communities, combined with the existing program activities of the Institute, will have the result of creating engaged community leaders who are more comfortable with intervening in the violence in their own communities: talking about nonviolence, calling a Streetworker when they see a conflict occurred that might escalate, personally taking steps to reduce the conflict among neighbors in the community, etc.

Prev. Yrs. Data:

**Result: Intermediate Outcome**

Community residents who attend a nonviolence training in a violence-stricken community, will

show improved knowledge of nonviolence concepts following the training.

Indicator: % change/increase in knowledge of nonviolence concepts, as measured through an

Target: All 100 participants in the 10 nonviolence trainings will have an average of a 50% increase in knowledge of nonviolence concepts following the training, measured on post-tests, as compared to before the training, measured on pre-tests.

Target Value: 50%

Instruments: Pre-tests will be administered before every training, and post-tests will be administered following training, to show a comparable, measurable increase in knowledge of the material covered.

PM Statement: One goal of the nonviolence trainings, on the way to decreasing community violence, is to increase residents' knowledge of nonviolence concepts as well as their attitudes and likelihood of using the concepts. In this performance measure, there will be an average increase in nonviolence knowledge, of at least 50% across all participants. The Institute will use a pre-test and post-test tool in order to objectively measure this outcome.

Prev. Yrs. Data:

**Result: Intermediate Outcome**

objective pre- and post-test of concepts covered in the training.

**Certified Nonviolence Trainers**

**Service Category:** Conflict Resolution/Mediation

**Measure Category:** Not Applicable

**Strategy to Achieve Results**

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

The purpose of this performance measure is that the investment of time and care given by AmeriCorps members in vulnerable, violence-stricken communities, combined with existing program activities of the Institute, will have the result of creating engaged community leaders who are more comfortable with intervening in the violence in their own communities: talking about nonviolence, calling a Streetworker when they see a conflict that may escalate, personally taking steps to reduce conflict among neighbors in the community. In addition they will take proactive steps to promote peace and nonviolence in their neighborhoods on an ongoing basis, increasing the reach and depth of the nonviolence message.

The Institute's experience is that in certain cases, following acts of homicide or violence, there is a strong public, community response; an outcry based on the way people perceive the nature of the crime. The violence is perceived not to be routine but particularly harsh, and people are looking for a way to do something about the violence. These acts of violence or homicides include instances such as: victims particularly young; multiple victims; particularly brazen or public acts of violence; violence in a close-knit community such as a housing complex; violence where an immediate retaliation or series of retaliations take place, etc. In such cases, the Institute will determine when it is appropriate for the COMMUNITY TEAM to respond by organizing, along with police, victims' families, community leaders, and under the mentorship of an Institute staff member, a community-based nonviolence forum/training.

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

When a forum occurs in the wake of violence, an expected outcome is that it will lead to a community action plan to address concerns about violence. These initial trainings will have 10-15 people attending on average. The training creates an intense experience where victims and the community can reflect on what happened and the dynamics in place leading to violence. Repeat events, meetings to develop or implement the follow-up plan, will have even smaller numbers in attendance, based on those who become most engaged by the nonviolence message, and feel the need to continue getting involved in this issue in their local area.

Only the most committed people will become involved long-term, and it is these individuals whom the Institute will track and cultivate as nonviolence leaders, leading them towards the Training of Trainers program. This 33-hour training certifies individuals to be nonviolence trainers. It also requires each new trainer to set up and deliver their own community project, a nonviolence training with a specific audience (for a specific organization, or in a particular location). The Institute then provides monthly opportunities to deepen their professional development as trainers by attending more workshops at the Institute on a wide variety of specific topics: classroom management, public speaking, mental health issues, yoga practice, and more.

With additional practice and a certain number of training hours, they will become Certified Nonviolence Trainers, in a ceremony to include recognition by the Mayor and Chief of Police. There will also be reunion events for this group taking place on at least a quarterly basis, and the opportunity for more continued professional development workshops. Nonviolence leaders agree to devote at least 20 hours for the following year in nonviolence trainings, either trainings set up by the Institute, or trainings they develop themselves in their local areas.

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

Given the large commitment involved, 18 people from the poorest and most violence-stricken neighborhoods of Providence is an ambitious yet realistic number of community leaders to be cultivated by the COMMUNITY TEAM to become Certified Nonviolence Trainers. This group has the potential to impact many thousands of people through their hours of community organizing, nonviolence programming, and leadership.

**Results**

**Result: Output**

Community residents will repeat their attendance at community-based nonviolence programming by

getting involved in the follow-up community-led activities in their neighborhoods on a regular basis, and eventually becoming Certified Nonviolence Trainers and leaders at the Institute. These individuals will be actively cultivated following the 10 community-based nonviolence trainings. 18 individuals, by the end of the year, will complete the training program to become Certified Nonviolence Trainers.

Indicator: Participants

Target: 18 residents will participate in the community events that grow out of the initial nonviolence training held in their neighborhood following an act of violence, and eventually will complete the Institute's 33-hour nonviolence Training-of-Trainers.

Target Value: 18

Instruments: Attendance records will be kept of all community-based programming efforts; program records and log of volunteer hours put in by the nonviolence leaders who complete the program, as well as training pledge forms will reflect the Certified Trainers' commitment to serving as Trainers in the future.

PM Statement: 18 neighborhood residents will be affected positively by the initial nonviolence training/forum organized by the COMMUNITY TEAM, and will be recruited by the Institute and cultivated to participate in the 33-hour Training-of-Trainers program. Eventually they will become successfully complete the program to become Certified Nonviolence Trainers. This highly engaged group will go on to devote volunteer at least 2 hours to leading their own community-based nonviolence program before graduating as a Certified Nonviolence Trainer. In addition, they will pledge to at least 2 hrs of training 6 times over the course of the year following their graduation.

Prev. Yrs. Data:

**Result: Intermediate Outcome**

Community residents certified as Nonviolence Trainers will complete a final project that will involve at least 2 hours of training others in nonviolence, and will commit to at least 2 hrs of training 6

**Result: Intermediate Outcome**

times over the course of the year following their graduation.

Indicator: Participants plan, organize and deliver a nonviolence training, and sign trainer pledge

Target: 18 participants in the Nonviolence Training of Trainers will each deliver a nonviolence training they plan.

Target Value: 18

Instruments: Program records and attendance sheets will reflect completed trainings. Participants will also sign trainer pledge forms committing to provide at least 2 hrs of training 6 times over the course of the following year.

PM Statement: The Nonviolence Trainer certification program requires completion of a final project which is at least 2 hours of a nonviolence training, to any audience and in any venue designed and organized by the lead trainer. The 18 participants in the Nonviolence Training of Trainers program will successfully complete this requirement and deliver a nonviolence training, with the guidance of Institute staff. They will also commit to provide at least 2 hrs of training 6 times over the course of the following year.

Prev. Yrs. Data:



**Result: Intermediate Outcome**

forms committing to provide at least 2 hrs of training 6 times over the course of the

**Result: Intermediate Outcome**  
following year.

## National Performance Measures

**Priority Area:** Education

**Performance Measure Title:** Choose Peace Project in Schools

**Service Category:** Other Education

### Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

The Centers for Disease Control (CDC) groups risk factors for youth at the highest risk of violence into personal, family, peer/school, and community; the Institute works to address risk factors in each of these areas.

RI Kids Count estimates that 25% of Providence students change schools annually, and 30% change residences.

This upheaval has tremendous effects on stability, resiliency, and relationships with supportive adults.

The SCHOOL TEAM's goal will be to immerse each school in nonviolence, in order to help change school culture, making schools safer learning communities for all students. The SCHOOL TEAM will also refer high-risk individuals to the Institute's existing youth programs, so those most at risk of violence will receive more intensive attention and services in order to change the course of their lives for the better.

The measurable outcome of the school team is to help lower disciplinary rates for students engaged in school-based nonviolence training.

When not delivering classroom training, AmeriCorps members will facilitate discussions and mediations between students, support teachers and social workers in understanding the needs of youth with violence-related behavior issues, engage parents as volunteers to help plan school-wide events that reinforce the nonviolent message and role model a nonviolent lifestyle. Mediating conflicts between students helps to prevent small conflicts from escalating and becoming more dangerous. AmeriCorps members will be trained in how to conduct successful mediations and in ways to follow-up with youth after mediations. AmeriCorps members will work with Institute staff to plan quarterly nonviolence workshops for teachers. Additionally, AmeriCorps members have the unique role of not only engaging students and teachers in nonviolence but also of encouraging parents and guardians to take an active role in the school community. AmeriCorps members will engage parents and guardians in helping to plan and implement school-wide events that focus on nonviolence and community-building.

## National Performance Measures

Briefly describe how you will achieve this result (Max 4,000 chars.)

The SCHOOL TEAM will have a measurable impact that coincides with AmeriCorps National Performance Measure related to educational outcomes for youth. Lower disciplinary rates and violence, as reported by school administrators, is the goal. Disciplinary rates are tracked using district-wide standards of measurement. The AmeriCorps Project Manager and Director of Training, will have access to this data by working closely with school administrations.

These disciplinary are linked to measures of violence in the school itself and in the community. Disciplinary rates such as school suspensions usually relate to misbehavior in the classroom setting, conflict between teacher and student, and often, conflict among students (including bullying and fights). These very conflicts often spill onto the streets after school and become persistent problems. They can lead to assaults, arrests, shootings, and homicides. A recent Providence Journal article highlighted this. It traced the history of a deadly gang rivalry that started with fights as middle school and high school aged teens, when knives and guns eventually replaced fists and baseball bats as the youth's weapons in their fight. Two of the deadly rivals even grew up sleeping in the same house.

It is for this reason that the Institute focuses intensely in schools, both with its Streetworkers program and nonviolence training. The immediate measure of success in schools will be reduced fighting, an effect of teaching nonviolent alternatives to solving conflict; this will lead to observable reductions in disciplinary rates, and over the long term, less community violence, especially among high-risk youth in the communities served by those schools.

### **Result: Intermediate Outcome**

Result.

Students who successfully complete the Choose Peace Project, demonstrating increased proficiency in nonviolence, and attitude and behavior changes, will have no or decreased disciplinary referrals and suspensions in their schools, when the same group of students is compared to the previous school year. This, the Institute takes as an indicator of a longer-term desired outcome, of reduced violence and fighting in the communities.

Indicator: ED7: Students with fewer disciplinary referrals or suspensions.

## National Performance Measures

Result.

Target :200 students.

Target Value: 200

Instruments: Number of disciplinary referrals to be reported by the school administrations.

PM Statement: The 200 students who successfully complete the Choose Peace Project, demonstrating increased proficiency with nonviolence, will have no or decreased disciplinary referrals and suspensions, when the same group of students is compared to the prior school year data.

### Result: Output

Result.

Students attend nonviolence programming in class and in the school community as part of the Choose Peace Project in Schools, and will successfully complete the program by demonstrating increased understanding of nonviolence principles and skills, and reporting some attitude or behavior change through evaluation surveys.

Indicator: (PRIORITY) ED2: Number of students who complete an AC ED program.

Target :80% of students who begin, or 200 students, will complete the Choose Peace Project in

Schools.

Target Value: 200

Instruments: Class Rosters, attendance logs will be completed each session by AmeriCorps members  
Pre- and post-tests will determine successful completion

PM Statement: 200 students will complete the Choose Peace Project, meaning they demonstrate from pre- to post-test an increased understanding of nonviolence principles and skills, and report some attitude or behavior change through these surveys.

### Result: Output

Result.

Students attend nonviolence programming in class and in the school community as part of the Choose Peace

Project in Schools.

Indicator: ED1: Students who start in an AC ED program.

Target :250 students are regularly exposed to nonviolence through the Choose Peace Project in Schools.

Target Value: 250

Instruments: Class rosters, attendance logs will be completed each session by AmeriCorps members.

PM Statement: 250 students will participate in the Choose Peace Project in Schools. (This is an estimate based on average enrollment per grade in the schools with which the Institute partners.)

### Priority Area: Economic Opportunity

**Performance Measure Title:** Work Readiness Training

**Service Category:** Other Education

### Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

## National Performance Measures

Briefly describe how you will achieve this result (Max 4,000 chars.)

The communities where the Institute focuses are poverty-stricken and have the highest rates of crime and violence in our small state. According to the 2000 census, in Providence's South Side where the Institute is based, median household income was \$20,902, with 37.5% of the population living below the federal poverty level.

YOUTH OPPORTUNITIES TEAM will address unmet needs of both education and economic opportunity for disadvantaged youth. The programs delivered by this team will support the Institute's plan to provide work-readiness and job skills training to at-risk youth, as well as providing access to educational skills-building, youth development and leadership opportunities not normally afforded to them. The Institute believes that providing disadvantaged youth with positive opportunities will reduce violence: more young people engaged in positive activities are less young people engaged in thinking about negative choices.

The YOUTH OPPORTUNITIES TEAM will be responsible for three main youth development areas: work readiness and job skills, educational skills, and youth leadership and exposure opportunities. AmeriCorps members will receive training that will help them implement work readiness workshops for youth. These workshops include career planning, resume writing, the job search process, and basic interview skills.

The YOUTH OPPORTUNITIES TEAM will have a measurable impact that coincides with AmeriCorps National Performance Measure Focus Area related to OPPORTUNITY. The Institute will collect data that measures the number of economically disadvantaged youth that receive job training and other skills development services. Youth who participate in the career planning, resume writing, job search, and basic interview skills workshops will be counted and pre- and post evaluations will be given to measure increased knowledge in work readiness and job skills. As a performance measure, at least 40 youth are expected to attend job readiness training in the course of one year, with at least 30 expected to reach successful completion, which includes keeping a job after a period of paid training and direct employment with the Institute. The youth will receive a total of 19 weeks, and at least 10 hours per week, of training and work experience. Mainly the job readiness and career training will be led by YOUTH OPPORTUNITIES TEAM members; work experience will be supervised by other support staff within the

## National Performance Measures

Briefly describe how you will achieve this result (Max 4,000 chars.)

YOUTH PROGRAMS division of the Institute.

The Institute's work readiness program is designed to take place over a 6-month period culminating with job placement outside the Institute at the end of that period. During the first 3-months consist of regularly scheduled paid trainings for basic work readiness. In the next 3-months, youth who are showing success are given a job within the Institute, which may involve planning nonviolence programs in their communities, or within the Institute's building, or shadowing a staff member to learn more about a career. Those unsuccessful in the first 3 months have the option to repeat training for 3 more months. At the end of 6 months, those most successful are placed at a job site.

We expect the work readiness program to be principally funded through the Workforce Investment Act, so all clients engaged in this program will have to meet eligibility requirements proving economic disadvantage and other barriers to employment (homeless, pregnant/parenting teen, disability, etc.). This is a natural fit for the Institute, since we already work with the highest-risk youth in the city and many who have never been employed before. Also, any youth incarcerated or under the care of DCYF are considered a family of 1 person and usually always qualify for state aid and TANF, SNAP and other benefits.

### Result: Output

Result.

At-risk youth will attend programs for 19 weeks at 10 hours a week, designed to prepare them for the workforce, and will complete the program successfully, as defined by the pre- and post-tests that measure their skill development. At the end of this time they will receive job placement services including a placement at a local business or organization.

Indicator: O3: Individuals receiving job placement services.

Target :40 students

Target Value: 40

Instruments: Class roster, attendance logs, class evaluations and pre- and post-tests to measure skill development.

PM Statement: 40 at-risk youth will attend a series of programs designed to prepare them for the work force. Four AmeriCorps member will implement work readiness skill building programs to take place at the Institute. These programs will provide students with skills needed to find, retain, and pursue career

## National Performance Measures

Result.

advancement opportunities. Youth will successfully show skill gains as a result of the work readiness program, gaining the demonstrated skills and knowledge to find, attain, and pursue career advancement.

### Result: Intermediate Outcome

Result.

At least 30 at-risk youth will be placed in jobs following their work readiness training (the rest may be referred for further training and case management). This is a realistic success rate given our experience with the population we work with, over 50% of which have never held a job, and have multiple, complicated obstacles to employment - criminal history, pregnant/parenting teen, homeless/runaway, etc.

Indicator: O10: Individuals placed in jobs.

Target :75% of 30 of the 40 youth completing work readiness training will be placed in jobs within the Institute or at outside employer sites.

Target Value: 30

Instruments: Internal database will track participation of each youth in the training and the resulting job placement or other referral.

PM Statement: At least 75% of the youth served with work readiness training will be placed in jobs, either within the Institute or with other local employers.



## Required Documents

**Document Name**

**Status**

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable