

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)																
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: 11AC123590	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHNY0010001														
5. APPLICATION INFORMATION																
LEGAL NAME: Harlem Children's Zone DUNS NUMBER: 612757559 ADDRESS (give street address, city, state, zip code and county): Harlem Children's Zone, Inc. 35 East 125th Street New York NY 10035 - 1816 County: New York	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Erica Terrell TELEPHONE NUMBER: (212) 234-6200 FAX NUMBER: (212) 234-6200 INTERNET E-MAIL ADDRESS: eterrell@hcz.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 237112974	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" 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: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Harlem Children's Zone Peacemaker Program															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Central Harlem New York City, New York	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 10/01/11 END DATE: 12/31/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>NY 015</u> b.Program <u>NY 015</u>															
15. ESTIMATED FUNDING: Year #: <u>3</u>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 1,651,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 2,022,049.00</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>g. TOTAL</td> <td style="text-align: right;">\$ 3,673,049.00</td> </tr> </table>	a. FEDERAL	\$ 1,651,000.00	b. APPLICANT	\$ 2,022,049.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 3,673,049.00	<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	
a. FEDERAL	\$ 1,651,000.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 3,673,049.00															
17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO																
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: Tracey Costello	b. TITLE: CFO	c. TELEPHONE NUMBER: (212) 534-1564														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/10/11														

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Executive Summary

Members serving in the Harlem Children's Zone's Peacemaker Program play a critical role in a comprehensive, community-building initiative called the HCZ Project. The Project, now the model for President Obama's national Promise Neighborhoods Initiative, is a neighborhood-based network of services that creates positive outcomes for more than 8,000 children and 6,000 adults who live in Central Harlem. Members work to provide a seamless system of comprehensive supports to guide a child from birth to college graduation, implementing best practices at every developmental stage.

Rationale and Approach

Harlem Children's Zone, Inc. (HCZ) is applying to the New York State Commission on National and Community Service as a new and re-competing program to extend its Harlem Peacemakers AmeriCorps program in 2009-2012 to support the continued growth of the Harlem Children's Zone Project. The HCZ Project is our comprehensive, community-building program to promote positive outcomes for poor children in New York City's Central Harlem community. We are setting up a seamless system of support from birth to the time that child finishes college, implementing best practices at every stage. Our network of programs has achieved unparalleled success at tackling some of the most intractable problems of poverty; and our documented, positive results are transforming the lives of our families and the infrastructure of the community for decades to come.

HCZ will identify, recruit and train 107 MYS (99 fulltime and 16 part-time) members, college-age youth who will work side-by-side with parents, teachers, principals, community residents and other stakeholders to build a community in Harlem that is a safe and healthy place to raise children. With three prior nationally competitive grants, HCZ AmeriCorps members have supported Phase I 2001-2003 (24 blocks and 3,000 children), Phase II 2004-2006 (60 blocks and 3,800 additional children), and the launch of Phase III (2007-2011). AmeriCorps members will support the completion of the expansion of the Harlem Children's Zone Project from 60 blocks to 100 blocks (116th Street to 143rd

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Street and from Madison Avenue to 8th Avenue), serving an additional 4,000 children by 2011. By 2011, the Harlem Children's Zone Project will serve 10,000 Harlem children each year. HCZ is both leading the revitalization of this most devastated community and increasingly serving as a model of best practice programs for combating poverty nationwide.

Compelling Community Need:

Central Harlem, in New York City, is the primary focus of the Harlem Children's Zone Project. The youth and families of Central Harlem -- roughly 77% African American and 17% Hispanic -- face significant barriers to achievement. In the proposed 2009-2011 grant period, HCZ will be providing more services in the Phase III area and it is evident that children and families residing there are in even greater peril, with higher rates of poverty and unemployment. This environment, coupled with the beginning of a downturn in our nation's economy which has surfaced in recent weeks, demonstrates how the needs in our community are greater than ever -- and will continue to grow. We know that the already fragile community of Harlem will be disproportionately impacted by the hard times to come.

The following data was gathered from the U.S. Census Bureau, reports from NYC Department of City Planning, Citizens Committee for Children of New York, NYC Department of Education, 2003 Prisons Admissions data, and from surveys of the 100 block area conducted by community residents, AmeriCorps members and HCZ internal evaluation staff.

POVERTY: The 2000 US Census indicates that 11.3% of all Americans live in poverty. In Harlem, 37% live in poverty, one of the highest rates in New York City. Harlem's median household income (\$19,920) is roughly half of the median income of the city (\$38,293) and country (\$40,816). Income from residents of the housing projects in the Phase III is a mere \$14,900. 72.5% of youth in Harlem are born

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into poor families. Harlem's 18% unemployment rate is more than triple New York City and national rates. Phase III has a staggering unemployment rate of 35%.

FAILING EDUCATIONAL INSTITUTIONS: Harlem's Community School District 5 (CSD5) ranked the lowest performing public school district in Manhattan, in students meeting standards on the 2008 New York State mathematics exam and the 2nd lowest on the ELA exam. Harlem is the 5th lowest performing school district out of all of New York City. In Harlem, students' achievement substantially decreases by the end of their primary education. Only 29.5% of 8th graders in CSD 5 met or exceeded standards on the 2008 NYS ELA exam compared to 45.3% of all 3rd - 8th graders in CSD5; similarly only 46.4% of 8th graders met or exceeded standards on the 2008 mathematics exam, compared to 62.3% of CSD5 students in grades 3-8. The NYC high school graduation rate for the class of 2006 was only 53.6%. A mere 39% of NYC high school students Only 14% of adults 25 years and older are college graduates, approximately half the city rate of 27% and the national rate of 26%.

CRISIS-LEVEL ASTHMA AND OBESITY RATES: 30% of children 12 and under in the HCZ suffer from asthma the national average of 4-7%. A similar survey of children participating in HCZ programs showed that 45.9% were classified as overweight or obese. Nationwide it is estimated that 16% of children 6-19 years old are obese.

FAMILY RISK FACTORS AND VIOLENCE: Central Harlem has one of the highest rates of single-parent families: 68.8% of births are to single mothers; and the highest number of children in foster care in the city. It reports the highest number of reported violent felonies in Manhattan (1,345) and is home to 13% of Manhattan's juvenile felons. Students in the CSD 5 district show higher involvement in police department incidents: 8.3 per 1000 students, compared to the citywide average of 3.9 per 1000 students. Residents from the HCZ Project area comprise 15% of Manhattan's total prison admissions but

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only 4% of Manhattan's total population, with a projected \$41.9M to be spent on prison expenditures for these residents over the course of their sentences.

Description of Activities and Member Roles:

The Harlem Children's Zone will recruit and train 107 MYS (99 full-time and 16 part-time) members, college-age youth who will work side-by-side with parents, teachers, community residents, HCZ staff and other stakeholders to build a community in Harlem that is a safe and healthy place to raise children.

AmeriCorps members will focus on three of the Corporation's strategic initiatives:

1) MOBILIZING MORE VOLUNTEERS -- Aligned with the need to address poverty and violence.

All 107 members will recruit volunteers and work with community residents, youth, school Principals and teachers, and other community stakeholders to support "volunteer days" in which corporate volunteers will work on a variety of neighborhood beautification projects including block cleanups, mural painting, playground restoration, classroom painting and community gardens. Parents and other community residents will be recruited to volunteer for ongoing special events at their child's public schools and at HCZ after-school and early childhood programs. Members will recruit community stakeholders to participate in the HCZ Annual Peace March, held each spring. Corporate and community volunteers will participate in 12 projects each year as follows: 850 volunteers in 2009-2010, 900 volunteers in 2010-2011 and 950 volunteers in 2011-12. HCZ has committed to increasing our goals from our current AmeriCorps contract by 300 volunteers by program year 2010-2011.

2) ENSURING A BRIGHTER FUTURE FOR ALL OF AMERICA'S YOUTH: Aligned with the need to address failing educational institutions, poverty, health crises, family risk factors and violence.

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Activities will provide caring adults to build a community in Harlem that supports the safe and healthy development of children through:

Early Childhood Services - Fifteen (15) FT members will support Harlem Gems, a Universal Pre-Kindergarten program at PS 149, Harlem Gems Head Start, located at 50 West 117th Street, and the new Uptown Gems, located at 381 Lenox Avenue. Each HCZ program offers high quality (4:1 student to staff ratio), year-round, extended day (8AM to 6PM), early childhood education for children ages 3-4, including parental involvement activities. The new Uptown Gems program, strategically located in Phase III, has doubled the capacity of HCZ to provide quality early childhood programming for disadvantaged families in the community. AmeriCorps members will ensure 200 families in the community receive these vital and needed services.

Youth Development - Ten (10) FT members will support TRUCE, a comprehensive youth development program through the arts program serving 125 HCZ high school youth; and TRUCE Fitness and Nutrition Center, a youth development through health, fitness and nutrition serving 125 middle school youth. The program is located in leased space at 147 Saint Nicholas Avenue (118th Street) and provides year round activities after-school, on Saturdays and throughout the summer. Members provide tutoring and support media literacy, arts, and health, fitness and nutrition projects, community service and college preparation.

College Support Services - One (1) FT member will support the College Success Office (CSO), a key program in our expansion of services during Phase III. The program serves HCZ college students; guiding them through the transition from high school into college and providing support while at college until their college graduation. It is the culmination of the best practice network of services of the HCZ Project. It is imperative that we support graduating HCZ high school youth, the majority of whom are

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the first in their families to go to college, throughout their college education in order to ensure their position as productive members of their local community and the greater United States society and labor force for years to come. The CSO currently serves 380 college students (at over 100 colleges/universities across the country) who have participated in the HCZ and the number is growing each year. The member will provide support to program staff in the provision of the following services: tutoring and academic support, networking opportunities, summer and winter break internships, employment readiness, counseling, and assistance with financial aid and administrative matters.

Health Services - 100 members will continue to support the following health initiatives in the HCZ Project. HCZ Asthma Initiative, a program that surveys 0-12 year olds to determine asthma prevalence. Those with asthma are offered medical, educational, environmental and legal assistance. HCZ Obesity Initiative, a program that measures and monitors the body mass index of children ages 0-12 and includes healthy meals and snacks, education for parents and regular exercise. Members will further assist public and charter school principals in Central Harlem with the measurement of students' vision and hearing.

Free Tax Preparation -- 79 members (69 FT and 16 PT) will support the agency-wide free tax preparation program. They will provide invaluable assistance with large-scale mailings and key neighborhood outreach in order for HCZ to continue providing this important service. In 2008, HCZ helped 4,881 participants prepare tax returns bringing \$6,179,639 back to the community. Of the \$6.2 million, \$2,208,311 was earmarked for the Earned Income Tax Credit.

3) ENGAGING STUDENTS IN COMMUNITIES: Aligned with the need to address failing educational institutions and violence.

89 members (73 FT and 16 PT) will focus on connecting schools and communities. They will be assigned

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to School Success, supporting seven public elementary schools (PS 149, PS 76, PS 242, PS 154, PS 197, PS 92 and PS 133) and HCZ Promise Academy, two K-12 charter schools. Two of the elementary schools where members will provide support are new additions to our services offered in Phase III. By 2011, members will serve more than 11,000 children in Harlem schools, an increase of over 4,000 from our current AmeriCorps contract.

At each public school, 15 members under the supervision of a Site Supervisor and two Program Assistants will be placed in K-5 grade classrooms providing: teacher support in the classroom; extended day programming; parental involvement activities; and an educational experience during the summer.

Members will support SMART, a computer-assisted reading program for 500 students in the extended day programs at seven (7) schools (PS 242, PS 76, PS 197, 149, 154, 92 and 133). SMART will provide students with access to scientifically-based literacy software program that was developed to meet the standards of the National Reading Panel and aligned with NYS learning standards.

Members will be trained to provide conflict resolution/mediation services in the classroom and during "transition" periods (breakfast, recess, lunch and dismissal) when most of the violent activity in school occurs. At each school, a peer mediation room will be established.

At Promise Academy, 10 members will be placed in K-12 classrooms supporting teacher instruction, providing conflict resolution, extended day and summer programming.

The proposed 2009-2012 AmeriCorps contract augments and adds value to HCZ's existing service activities in each of the program areas in which members will contribute. This includes ensuring we will: increase the number of volunteers mobilized; double our capacity of early childhood services

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offered; support youth through their college education; engage children and families in key health and tax initiatives; and expand services offered to two additional public elementary schools.

Member's roles in these activities are distinct from other HCZ staff and volunteers. They are consistent in their efforts, are committed to working with children from the community (which is often their community as well), and offer a valuable added resource to our programs and the local public schools. Even with regular staff presence, schools would not be able to provide additional services, such as supervision during lunch, sports and recreational activities and after school programs. AmeriCorps members also help to provide childcare during parent meetings, a key component to increasing parent attendance. Their large-scale efforts in assisting schools with vision and hearing screenings as well as with the broader HCZ health initiatives is the reason these programs have been so successful and widespread throughout the community. Similarly, their efforts recruiting volunteers, as well as providing the needed extra support at volunteer days ensures successful completed projects and the beautification of important public institutions throughout Harlem.

Member development, training and supervision greatly contribute to achieving our goals and include: a two-week intensive orientation for members, key multi-day trainings throughout the year, weekly team meetings on site and monthly program meetings, along with daily supervision. The skills learned help to promote member retention as it provides them with the tools and comfort level needed to work in a school, early childhood, or program environment and helps them to work with children, residents and volunteers more effectively. Training further promotes diversity, respect and idea sharing; prepares members for other positions in the agency for potential growth; and makes them more marketable for future positions. Members will be informed of the rules concerning prohibited service during the initial orientation session in September of each year, which will be reinforced at each of the three trainings held during the program year. Compliance will be monitored on a daily basis by the Site Supervisors.

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Measurable Outputs and Outcomes:

Volunteers - Output and Outcome: Corporate and community volunteers will participate in 12 projects each year as follows: 850 volunteers in 2009-2010, 900 volunteers in 2010-2011 and 950 volunteers in 2011-2012. In three years, 2,700 volunteers will have participated in 36 community-building activities in the HCZ Project.

Education -- Early Intervention Output and Outcome: Each year, 197 children will attend HCZ's early childhood programs. In three years, 85% of graduating students will test school ready.

Education -- Youth Development Output and Outcome: Each year HCZ middle and high school youth will demonstrate positive academic progress on their report cards. In three years, 80% of the Math and English New York State Regents exams taken by TRUCE participants will be passed.

Education -- School Success Output and Outcome: In Year 1, 350 3rd graders in 7 public elementary schools and two charter schools will participate in School Success. By Year 3, these 350 students will outperform their peers in five comparable Harlem schools on the 5th grade ELA test.

Public Safety -- Conflict Resolution Output and Outcome: Each year, 50 members will receive advanced conflict resolution/mediation training. In three years, 150 members will have completed the training and a peer-mediation room will be opened in each of the 7 public elementary schools.

As an agency, HCZ understands the importance of evaluation. We have structured an in-house

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evaluation team, led by Dr. Betina Jean-Louis, that is highly trained in qualitative and quantitative research methods, data entry and analysis. HCZ's internal team works in concert with external independent evaluators, our primary partner being Philliber Research Associates, and has set up various systems for the documentation and analysis of outputs and outcomes including surveys, focus groups, observations, collection of performance data, and a web-based database system.

Plans for Self-Assessment and Improvement:

The Harlem Children's Zone is committed to tracking and analyzing our progress towards meeting and achieving our proposed outputs and outcomes. Dr. Jean-Louis and her team work in collaboration with Philliber Research Associates, an outside evaluator funded by Robin Hood Foundation, to implement an evaluation system for our AmeriCorps program. This includes the collection of both quantitative and qualitative data. Data are collected via surveys, focus groups, and observations as well as objective measures of performance such as standardized test scores. Program outcomes are assessed in relation to comparison groups when appropriate data are available. All outputs and outcomes, including client participation, are then tracked through our web-based Efforts-to-Outcome (ETO) database system.

The evaluation plan for HCZ AmeriCorps program includes the following:

- a) HCZ evaluation staff has matched schools with HCZ members with other comparable schools.
- b) At Harlem Gems, children are pre-and post-tested on a nationally-normed school readiness scale, the Bracken Basic Concept Scale-Revised (BBCS-R).
- c) NYC DOE Report cards are routinely gathered and analyzed for students at TRUCE and TRUCE Fitness and Nutrition Center. Scores on NYS English and Mathematics Regents exams are collected for TRUCE Participants.
- d) Volunteer attendance at community-building activities is documented and certified by Peacemaker

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Program Directors.

e) Members and school surveys administered by PRA on a yearly basis.

HCZ firmly believes that the results of evaluation should be used to inform practice and for continuous program improvement. As such, our evaluation department is responsible for quickly and routinely sharing results with managers, directors and site supervisors. Staff are required to assess results, communicate regularly with members and clients for quality assurance, and modify program activities to achieve program goals where necessary.

Community Involvement:

Identifying Needs - The Harlem Children's Zone assesses the ongoing needs of the community through Neighborhood Assessments, Community Health Surveys, Employment Surveys, quarterly meetings of the HCZ Community Advisory Board, analysis of census and community data, feedback from the leaders of 32 Tenant, 37 Block Associations, 5 NYC Housing Development Resident Associations, meetings/trainings/retreats with over 1,000 residents/stakeholders, and a network of 18 Faith-Based Institutions. We conducted outreach to almost every family in the 100-block Zone --going door-to-door, building-by-building to offer information about our programs and services and assess community needs. Based on what we have learned from our community partners, a network of neighborhood-based programs has been developed that address the critical needs of the Harlem community.

Planning Process - Community Involvement comes directly from community residents who historically have participated in the development the HCZ Project through the HCZ Community Advisory Board (CAB). CAB, formed in 1997 out of the grassroots organizing of Community Pride, an HCZ program that implemented an apartment-by-apartment, building-by-building, block-by-block organizing strategy.

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Tapping into residents' strengths and promoting their long-term investment in the neighborhood builds the capacity for sustained change. CAB, now with close to 100 members, many from the Phase III area, meets quarterly with HCZ staff and leadership to identify needs and guide the development of programming. This formal mechanism for gathering information relating to community need, developing programmatic strategy and mobilizing action will continue throughout the three year program period.

Relationship to other National and Community Service Programs:

The HCZ Peacemaker AmeriCorps program works with the NYS Office of National and Community Service to share its learning with other programs in the state. In Harlem, we will continue to work with CityYear on a corporate volunteer day and small projects.

Potential for Replication:

Replication by own organization: The HCZ Peacemakers AmeriCorps program has a high potential for replication. In fact, it is already being replicated. In Phase I (2001-2003) of the HCZ Project, members implemented the Peacemaker program at three Harlem public elementary schools. In Phase II (2004-2006), the program was extended to five elementary schools and during the launch of Phase III (2007-2009) the program was extended to two additional HCZ charter schools. Peacemakers have also played a key role in the expansion and extension of non-school based programming in the HCZ including Harlem Gems, TRUCE, and our health initiatives. In the proposed 2009-2012 grant period, members will: extend the program into an additional two public elementary schools in the most devastated area of Harlem; extend the program into the new HCZ Uptown Gems early childhood site, doubling our capacity to provide high quality full day early childhood services to 3 and 4 year old children and their families in Harlem; provide needed support in order to extend the number of corporate and community

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volunteers by 300 individuals who are working in Harlem through our program; and extend their outreach and recruitment of community residents to participate in the HCZ free tax preparation program, which will provide a much needed monetary resource for the community in these trying economic times.

The key to this successful replication has been the high percentage of members who stay with the Harlem Children's Zone for a second year and longer. Many work with us as fulltime caseworkers, site supervisors, coordinators and program directors bringing with them the core principles of service learning and civic responsibility.

Replication by other organizations: For decades, HCZ has regularly shared information on our programs with other organizations and policymakers through a variety of avenues: youth and staff presenting at local and national forums; national speaking engagements of Geoffrey Canada, our President/CEO; the distribution of publications; and a steady stream of visitors. For instance, over a decade ago, the Clinton administration visited our Countee Cullen Beacon program while they were creating the national 21st Century Community Learning Center program.

In recent years, the Harlem Children's Zone has increasingly been featured both locally and nationally in the media as a national model. Commensurately, the demand for HCZ to share our best practice programs has steadily increased over the years. We responded by launching the HCZ Practitioners Institute in 2005 to accommodate the large influx of requests for information and guidance to implement similar programs from social service agencies, governmental entities, policymakers, and educators both nationally and abroad. Rasuli Lewis, the original Director of the HCZ Peacemaker AmeriCorps Program, was named Director of the Practitioners Institute ensuring the HCZ Peacemaker program is included in efforts to replicate the Harlem Children's Zone model. To date at the Institute, 149 communities/groups from across the country (representing 33 U.S. states and several countries)

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have sought our counsel in the adaptation of our model to fit the needs of their own poor youth and community members. A sampling includes: Philadelphia and Pittsburgh, PA; Washington DC; Chicago, IL; St. Louis, MO; several communities in Florida such as Jacksonville, Orlando and Miami; Los Angeles, San Diego, Oakland and San Francisco, CA; and many groups from New York City and New York State. International visitors have included: Israel, Mexico, Haiti, Brazil, the United Kingdom and the Netherlands. Many of these organizations are implementing key program aspects in their communities. Legislation has already been passed in Florida to develop certain areas in the state based on our program model. One of the presidential candidates has also discussed replicating the HCZ Project, including the work of our AmeriCorps Peacemakers, in cities across the country.

Organizational Capability

SOUND ORGANIZATIONAL STRUCTURE

Ability to Provide Sound Programmatic and Fiscal Oversight:

Brief History and Experience of HCZ - Founded in 1970, Harlem Children's Zone (HCZ) is a pioneering, non-profit, community-based organization that works to enhance the quality of life for children and families in Central Harlem. Our network of 18 programs serves more than 16,000 children and adults each year. The emphasis of our work is not just on education, social service and recreation, but on rebuilding the very fabric of community life.

Under Geoffrey Canada's leadership, in 2001, we launched the HCZ Project. It is founded on the belief that early and progressive intervention in children's development and a critical mass of engaged, effective families are essential in helping children achieve educational and economic success. We are providing a seamless system of support from birth to the time that a child finishes college, implementing best practices at every stage. Through the development and successes of this unique and comprehensive long-term, block-by-block resident-driven community-building initiative, HCZ is now providing what

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The New York Times described as "a safety net woven so tightly that children in the neighborhood just can't slip through".

There is no other organization in the country that matches our scale and scope of services. We are not only saturating Harlem with best practice programming; we are making a significant impact. Our documented, positive results are transforming the lives of our youth, the infrastructure of the community, and serving as a model for tackling poverty nationwide.

Capacity to Manage a Federal AmeriCorps Grant - Since 1994, HCZ has continuously demonstrated the capacity to successfully administer an AmeriCorps grant. The program is overseen by two former AmeriCorps Members and Supervisors, Director, Erica Terrell and Director, Jazmine Lewis. The program features a Site Supervisor and Program Assistants providing on site, daily supervision to members at sites where we have several members placed. HCZ maintains a full-time fiscal office, headed by Tracey Costello, Chief Financial Officer, and six full-time accountants who have considerable experience in providing fiscal management and reporting for city, state, and federal contracts and private grants. The Fiscal Office employs a computerized accounting system that conforms to Generally Accepted Accounting Principles. Mitchell-Titus conducts the HCZ annual outside audit.

Board of Directors, Administrators, and Staff:

The President/CEO has direct oversight of day-today operations of the agency. He reports to the Board of Trustees. The Board takes an active role in program development and has been instrumental in building capacity and securing donations and grants. The Executive Committee develops program outcomes with staff and ensures programs meet their outcomes. The Finance Committee oversees the development of the budget. The Fundraising Committee secures additional revenue (approximately \$5 Million per year) to support program operations not covered by city contracts. The Audit Committee

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ensures that our audits are clean.

The Chief Operating Officer reports to the President/CEO and is responsible for all of HCZ programs. HCZ has five senior managers, overseeing specific program areas, each with a Senior Manager that reports to the COO daily. Senior Managers meet weekly with Program Directors, who are responsible for the day-to-day operations of program sites and supervision of staff. Senior Managers are required to communicate regularly with staff and clients for quality assurance and to ensure emergencies are dealt with expeditiously.

Harlem Children's Zone will continue the strong supervisory structure that has guided its AmeriCorps program since its inception, including: Co-Program Directors (2), Assistant Program Directors (2); Site Supervisors (5) and Program Assistants (9). At each school site, each member has a Site Supervisor and Program Assistants who are in constant contact with them as part of a site team that delivers service and support in the community. Site Supervisors meet daily with the Assistant Program Directors who are responsible for collecting evaluation data and providing necessary training and supervision to enhance service performance. The Program Directors supervise the Assistant Program Directors and are responsible for interpreting and reporting data and compiling reports as well as designing training. The Program Directors, Erica Terrell and Jazmine Lewis (former AmeriCorps members) report to Bob Madison, Senior Manager of Elementary, Middle and High School Programs within the HCZ Project, George Khaldun, Chief Operating Officer, and Geoffrey Canada, President and CEO.

Geoffrey Canada is nationally recognized for his pioneering work with children and families in Harlem and as a passionate advocate for education reform. Since 1990, he has been the President/CEO of HCZ, Inc., which The New York Times called "one of the most ambitious social experiments of our time." Mr. Canada received a BA from Bowdoin College and a MEd from Harvard Graduate School of Education. He is a highly sought after speaker and the author of *Fist Stick Knife Gun: A Personal History of Violence in America* and *Reaching Up for Manhood: Transforming the Lives of Boys in*

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America.

George Khaldun, Chief Operating Officer, joined HCZ in 1991 as Program Director of Truancy Prevention. In 2000, he was named Chief Operating Officer. Mr. Khaldun was an Adjunct Professor of Political Science at Bermuda College. As a member of the Association for International Affairs, Mr. Khaldun received several awards for his work. He has a BA Degree from Bowdoin College and a Masters Degree from Teachers College -- Columbia University.

Robert Madison, Senior Manager, joined Harlem Children's Zone in October 2007. Prior to coming to HCZ, he served as the Executive Director of Project Reach Youth, Inc. (PRY), an HIV/AIDS prevention peer education program. He sits on the Board of the Park Slope YMCA and The Good Dog Foundation. He received a Master of Public Health degree from Hunter College School of Health Sciences.

Erica Terrell, Co-Director of Peacemakers, has over 13 years experience in education, youth development, family support and social services. She began her career as a Peacemaker in HCZ's AmeriCorps program. Through career ladder opportunities, Ms. Terrell worked in a variety of capacities in HCZ programs. Experience outside the agency includes Social Worker with Buncombe County Department of Social Services. She has also served as an Ella Baker Trainer for the Children's Defense Fund. Ms. Terrell has a BA in Psychology from Medgar Evers College and is working towards an MA in Organizational Leadership at Mercy College.

Jazmine Lewis, Co-Director of Peacemakers, has 13 years of non-profit professional experience providing school-based services to children. She has been with the agency since 1996 in various roles including Program Coordinator of the HCZ Asthma Initiative, as well as Program Manager of the Peacemaker program and Classroom Instructor at the Baby College. Additional experience includes her position as an Ella Baker Trainer for the Children's Defense Fund. Ms. Lewis has a BA in Child Psychology from Medgar Evers College.

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Plan for Self-Assessment or Improvement:

Ongoing Evaluation to Guide Program Development: As an agency, HCZ understands the importance of evaluation. We have structured an in-house evaluation team, led by Dr. Betina Jean-Louis, all of whom are highly trained in qualitative and quantitative research methods, data entry and analysis. HCZ's internal team works in concert with external independent evaluators, our primary partner being Philliber Research Associates, and has set up various systems for the documentation and analysis of data including a web-based database system.

We are dedicated to in-depth program evaluation and performance-based programming across our network of services. HCZ believes firmly in utilizing outcome and process evaluation to guide program development, to measure progress toward the organization's goals, and to share what works and what does not work with staff, funders and the community at-large.

Most recently, HCZ launched a Longitudinal Study. We are working collaboratively with distinguished leaders in the field from the Teachers College Institute for Urban and Minority Education (Dr. Edmund Gordon), Howard University, Columbia University and other prominent institutions. We are developing a plan to evaluate the long-term implementation and impact of the HCZ Project system of programs, beginning with our early childhood pipeline. This is particularly critical as HCZ continues to develop best practice methods and models which can be replicated in other communities.

Ongoing assessment and enhancements to organizational structure:

The Harlem Children's Zone's growth over the past four decades has required a significant strengthening of the organization's core management, overall staff of the agency, and varied operating systems. During Phase I and II, this included restructuring and adding to the management staff as well as developing and investing in both our evaluation and technology infrastructure.

As we moved into Phase III, we understood that our ambitious plans for expansion in the community

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would require a comparable plan for growth within the organization. A strategic plan was developed that included restructuring and expanding our Senior Manager structure from two managers to five managers, which adds extra support and oversight for the organization to remain sound and well managed. We are confident that these enhancements will allow for the effective administration required for our projected growth in this last phase of our expansion through the proposed grant period.

As with the evaluation of our specific programs, HCZ's President/CEO and Board of Trustees will continually assess the new structure and make adjustments as needed.

Plan for Effective Technical Assistance:

HCZ Inc. has fourteen (14) years experience providing technical assistance for its AmeriCorps program. With over thirty-eight (38) years providing youth development, community building and conflict resolution experience, HCZ is able to call upon a strong foundation of both financial and programmatic expertise from within. We benefit from having on staff several individuals who were responsible for the conception and growth of our AmeriCorps program. We will draw from their experience throughout the proposed 2009-2012 program.

We will provide ongoing trainings including an intensive two-week orientation at the beginning of the program year. Jazmine Lewis and Erica Terrell, Co-Directors of the program, will oversee all programmatic trainings, with support from Bob Madison, Senior Manager. Ms. Lewis and Ms. Terrell have extensive experience as trainers and with our AmeriCorps programming. Tracey Costello, CFO, oversees HCZ's financial procedures, proven each year to be in compliance with Generally Accepted Accounting Principles, and will oversee all financial technical assistance.

Site Supervisors and Program Assistants are on site and are available to members to reinforce trainings and identify issues and new training needs as they emerge. Identified additional needs are addressed in-house or through our varied corporate, government and non-profit partners who provide

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support and technical assistance and include: NYC DOE Region 10, NY Cares, Robin Hood Foundation, Bank of America, American Express, PASE, NYC Department of Youth and Development, and McKinsey & Company.

SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

Volunteer Generation and Support:

Since 2001, HCZ Inc. has developed a network of "corporate partners" including, American Express, General Electric/NBC, Morgan Stanley, Polo, Timberland/Modell's, Bank of America. These corporate partners have worked with community residents, HCZ and AmeriCorps staff to support volunteer days in Harlem. From 2006-2008, 1,563 volunteers were recruited and provided 4,689 hours of service. 100% of 59 neighborhood beautification and community building events were completed.

HCZ has also developed key partnerships with a number of corporations, local businesses, and community groups that support the organization by providing volunteers services, in-kind resources, and financial resources. Examples of the volunteer services and related in-kind resources which increase our organizational capacity include: Shearman & Sterling provides pro-bono legal services; Showtime/Viacom sponsors an annual basketball tournament; Hasbro provides toys and educational games; The League of American Theatre provides tickets to Broadway plays and unique Q&A sessions with actors; Time Warner provides access to cultural events; the Riverside Church Knitters and Crocheters provides hand-made items for our young children; and McKinsey & Company provides pro-bono services on an as needed basis, most recently working with us on planning for Phase III and an updated HCZ website.

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Organizational and Community Leadership:

Through our successful efforts to implement the Harlem Children's Zone Project, our model has become recognized on the national level. Communities around the country express increasing interest, with several having begun neighborhood revitalization projects based on our model. Recent attention has also surfaced at the federal government level. What is being recognized is our best practice pipeline of services for children from birth through their graduation from college and importantly how we have garnered the strength and active participation of the community to achieve our goals.

Locally, HCZ provides a variety of guidance and technical assistance to our community partners including offering a meetings, trainings, and retreats for over 1,000 community residents, stakeholders, and leaders each year. Recent events include: offering grantwriting trainings, sending residents to the New England Community Leadership Institute, hosting a Community Empowerment Forum and the annual CAB retreat, and ongoing community and block meetings.

Geoffrey Canada, President/CEO, is nationally recognized for his pioneering work with children and families in Harlem and as a passionate advocate for education reform. In 1994, Mr. Canada was the recipient of the first Heinz Award. In 2004, he was given the Harold W. McGraw, Jr. Prize in Education and Child Magazine's Children's Champion Award. He has also received the Heroes of the Year Award from the Robin Hood Foundation, the Spirit of the City Award from the Cathedral of St. John the Divine, the Brennan Legacy Award from New York University, and the Common Good Award from Bowdoin College. Mr. Canada has been honored as one America's best leaders in the October 2005 issue of U.S. News and World Report. He has received honorary degrees from Harvard University, Williams College, John Jay College, Bank Street College, and Meadville Lombard Theological Seminary. Mr. Canada serves on the board of several non-profit organizations and foundations, including the Children's Defense Fund, Open Society Institute, and the Robin Hood Foundation. In 2006, Mr. Canada

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was selected by New York City Mayor Michael Bloomberg as co-chair of The Commission on Economic Opportunity, which was asked to formulate a plan to significantly reduce poverty. In 2007, he was appointed co-chair of New York State Governor's Children's Cabinet Advisory Board. The National Book Award-winning author Jonathan Kozol called Mr. Canada, "One of the few authentic heroes of New York and one of the best friends children have, or ever will have, in our nation."

Current Grantees Only: Success in Securing Match Resources

SUCCESS IN SECURING COMMUNITY SUPPORT

Collaboration: HCZ has developed important collaborations that increase the quality and reach of the services we provide, including schools, churches, hospitals, residents associations, other CBO's and corporations. Together, we are building a community in Central Harlem that supports the safe, healthy development of children. In the proposed grant period, members will specifically work with our collaborators as follows:

Members work with teachers and principals in 7 HCZ schools and 2 charter schools to make them safer places for children by providing conflict mediation/conflict resolution services during transitions periods (breakfast, lunch, and dismissal), offer in-classroom support and provide extended day programming.

Members work with the HCZ Faith-Based Network, a group of 18 churches and mosques, organized through HCZ's Community Pride program.

Members work with the Community Advisory Board (CAB), comprised of over 100 stakeholders including tenants, parents, clergy, and representatives of community-based organizations and local businesses who guide the direction of the HCZ Project.

Members support Volunteer Days in the HCZ. Corporate and community volunteers join HCZ residents

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to paint public hallways and apartments in city-owned buildings; paint classrooms and refurbish playgrounds at HCZ schools; build playgrounds and restore parks.

Members will outreach to, and serve as a liaison with, parents, school officials and other community residents for key HCZ health initiatives (HCZ Asthma Initiative and Obesity Initiative) as well as a free tax preparation program.

Local Financial and In-Kind Contributions:

HCZ continues to grow its strong local financial and in-kind contributions. The on-the-ground success of the HCZ AmeriCorps program has contributed to this growth. We have received a multi-year grant from the New York City DYCD in their Out-of-School Time initiative and the city's Department of Education in its UPK initiative. Both sources of local funding can be directly tied to the effectiveness of our members in supporting after school programming at local public elementary schools and services at our original Harlem Gems program. We have also seen a rise in the amount of monetary gifts, as well as food, clothing and toys that are donated by volunteers who have participated in our service days in the community. Finally, we have seen a sharp rise in the number of community residents, parents and young professionals who are participating in service.

Wide Range of Community Stakeholders:

Since the beginning of the HCZ Project, the HCZ Community Advisory Board (CAB), a group of Harlem residents and stakeholders, now with nearly 100 members, meets quarterly with HCZ staff to identify community needs and guide the organization's work and development. Through its 38-year history, HCZ has developed strong partnerships with community stakeholders including other non-profit health and social service organizations working in Central Harlem. We currently work with over 30 other non-

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profit organizations serving the community, 9 local public schools, a network of 18 Faith-Based Institutions, 32 Tenant Interim Lease Buildings and 3 Tenant Associations, 37 Block Associations, 7 community gardens, and 5 New York City Housing Development Resident Associations.

HCZ receives increasing non-financial support from community stakeholders. We have already recruited 10 new residents to join the Community Advisory Board who live in the Phase III area. We are also closely working with key community leaders from Lincoln and St. Nicholas Houses, the two main NYC Housing Authority complexes in Phase III. Last year, 29 leaders representing different buildings in the large complexes attended meetings and trainings through HCZ. The engagement of this leadership has been instrumental in assisting us to complete community needs surveys and focus groups for Phase III, including a recent housing preservation focus group with seven housing vehicles in NYC at the table earlier this year.

Special Circumstances:

For nearly 40 years, the Harlem Children's Zone has consistently demonstrated its commitment to the growth of a network of best practice programs in Central Harlem, a community with a documented high poverty rate that is double the city and national rates. We have continually developed positive relationships with community organizations and residents to increase our organizational capacity. Our efforts, supported through three previous competitive AmeriCorps grants, are increasingly being recognized as a model for poverty nationwide.

Cost Effectiveness and Budget Adequacy

COST EFFECTIVENESS

Corporation Cost per Member Service Year (MSY): \$12,600

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Diverse Non-Federal Support:

HCZ Inc. has a proven track record over a 13 year period of obtaining private funds to serve as match for its AmeriCorps program. In 2009, HCZ Inc. will provide \$1.6 million match for \$1.35 CNCS share. HCZ will meet this 100% match with funding from The Edna McConnell Clark Foundation, GE Foundation, The Starr Foundation, Robin Hood Foundation, the NYS DOE Extended Day/Violence Prevention program and the NYS OCFS SDDP program. Each of the private foundations has made large, multiple year commitments to the Harlem Children's Zone Project and our AmeriCorps program. Our NYS grants support our after-school work in the local elementary schools in Central Harlem. In addition, the HCZ Trustees have pledged to raise funds to insure that the match is met for the next three years. We will also benefit from additional New York City funding, which has been secured through the NYC DYCD Out of School Time program and the NYC DOE Universal Pre-K program.

Current Grantees Only: Decreased Reliance on Federal Support

With its 2009-2012 application, the Harlem Children's Zone is planning to increase the number of children its serves by completing our expansion into the Phase III area of the HCZ Project and increasing the number of children targeted through new programs. By 2011, we will serve a total of 10,000 children each year. AmeriCorps members will extend the program into an additional two public elementary schools in the most devastated area of Harlem; extend the program into the new HCZ Uptown Gems early childhood site; provide needed support in order to extend the number of corporate and community volunteers by 300 individuals; and extend their outreach and recruitment of community residents to participate in the HCZ free tax preparation program, which will provide a much needed monetary resource for the community in these tough economic times.

While providing a high quality training and service learning experience for its members and extending services as outlined above, HCZ will proceed with no increase in federal funds and a 100% match. HCZ Inc. has a proven track record of achieving our financial and programmatic goals since it

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began as an AmeriCorps program in 1994.

BUDGET ADEQUACY

The 2006-2009 AmeriCorps budget submitted by the HCZ was modeled after the budget developed for our 2006-2009 grant. HCZ proposes to match private and corporate support dollar-for-dollar with the federal support. We believe that the budget is adequate to implement the scale and the comprehensiveness of the model we are proposing. Specifically, the budget will allow us recruit 107 MYS member and additional management staff who will ensure our capacity to: 1) Implement the program in Harlem, an economically impoverished community (Federal Empowerment Zone); 2) Provide members with daily, on site supervision for a program located in 7 public elementary schools, 2 charter school and 6 HCZ program sites; 3) Provide members conflict resolution and mediation training, CPR, First Aid and other trainings to meet the requirements to participate in school, after school, and summer activities with children.; 4) Provide the resources and outreach needed to support 36 volunteer events in three years; 5) Provide the needed support for the critical health initiatives, HCZ Asthma Initiative and the HCZ Obesity Initiative; 6) Support the capacity for the HCZ agency-wide free tax preparation program.

Evaluation Summary or Plan

Summary of Progress regarding New York's Statewide Evaluation of Volunteer Generation:

A common goal of most of New York State's AmeriCorps*State programs is to mobilize community volunteers and to strengthen the capacity of the organizations where they serve. To help achieve this goal, the Volunteer Generation initiative is part of each state program's efforts, unless granted a waiver by the State Commission. As an effort to evaluate those Volunteer Generation efforts, the New York State Commission entered into an agreement with the Center for Human Services Research at SUNY

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Albany (CHSR). *SUNY is the State University of New York.

In 2006-2007 CHSR developed a data collection system and database. A workgroup comprised of local and state stakeholders was convened and offered advice and feedback in developing the data collection system. Based upon this input, CHSR developed a series of data collection forms, programmed a web-based management information system, began to train users, and deployed the application.

During the 2007-2008 contract year, CHSR continued to train users, provided user support, developed additional reports based on user feedback, conducted quality assurance checks on the data, analyzed data, met with executive staff and local stakeholders, and presented at the statewide conference.

The Evaluation will continue with a work plan for the 2008-2009 program year that includes designing and initiating a process study to collect supplemental data on volunteer generation and strengths and weaknesses of data collection, analyzing all available MIS data from 2007-2008, consolidating findings and preparing reports based on these analyses.

Summary reports will be generated in 2009 to address the research question to the full extent that data allow. In addition to reports that can be generated directly through the web-based application, CHSR will respond to requests from programs for customized descriptions or presentations of the data. Reporting of results will focus on identification of best practices for volunteer recruitment, training and management. Results will also be reported according to the needs and interests of OCFS. Data can be aggregated statewide, extrapolated by region, by program, or by selected community characteristics.

HCZ External and Internal Evaluation:

HCZ has submitted the following two external evaluations of our AmeriCorps program conducted by Philliber Research Associates: The Peacemaker Interns of the Harlem Children's Zone: Spring 2008 and

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the Faculty Attitudes in Schools with Peacemaker Interns: Spring, 2008. We have also submitted an internal evaluation conducted by Dr. Jean-Louis, Director of Evaluation at HCZ.

Amendment Justification

N/A

Clarification Summary

1) Please elaborate on why member enrollment is so low.

100% Member Enrollment Achieved

For the current contract year, member enrollment at our program is at 100%, and has been prior to the required deadlines.

We have trained and placed 107 MSY (99 full-time and 16 part-time) members, college-age youth, who are working with residents and other stakeholders to build a community in Harlem that is a safe and healthy place to raise children.

We regret that the eGrants system did not accurately reflect our full enrollment. We encountered some challenges with entering the members in a timely manner into the system. These issues have been resolved and presently all 107 MYS are entered in the system. We have documentation indicating the hiring and start dates of all members, which can be provided.

Importantly, we have taken concrete steps and put in place new processes to ensure that this issue will not occur in the future. Multiple staff members have been trained on the eGrants system. An internal checks and balances process has been instituted to ensure all members are entered into the system prior to the deadline. Going forward, this enrollment process will be overseen by our new Senior Manager, Margo Wright, now charged with oversight of the program. She has significant experience, previously serving as Executive Director of a non-profit organization here in NYC. Ms. Wright received her

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Bachelor of Arts Degree from Harvard University and her MBA from Stanford Graduate School of Business.

As you know, the Harlem Children's Zone is currently in our fourth, nationally competitive three-year grant cycle from the New York State Corporation of National and Community Service. We maintain our long-term commitment to effectively managing and administering our program. AmeriCorps members have been a vital component of the success of our work here in Harlem over the years. Their contribution remains central to our mission and our success in the coming years.

Members Essential in our Success to Date with the HCZ Project

Members are currently supporting the extension of our work in Phase III of our ambitious community building initiative and social service paradigm, the HCZ Project, the inspiration for President Obama's Promise Neighborhoods initiative. Specifically, we rely on members support in:

Mobilizing More Volunteers:

Members recruit corporate volunteers to work with community stakeholders to support a variety of neighborhood beautification projects.

Engaging Students in Communities:

Members support seven public elementary schools and HCZ Promise Academy Charter Schools, two charter schools in Region 10. Thousands of youth rely on members for vital educational and support services.

Ensuring a Brighter Future for all of America's Youth:

Members will support HCZ Project activities including:

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- * Harlem Gems, a Universal Prekindergarten/Head Start program for HCZ children ages 3-4;
- * School Success, a program that places members in HCZ public and charter schools and provides support in the classrooms, schools yards and after school programs;
- * TRUCE, a media literacy and arts program, and the TRUCE Fitness and Nutrition Center serving HCZ middle and high school youth ages 12-21;
- * College Success Office, a college preparation and success program, ensuring HCZ youth gain acceptance to college and graduate with a degree;
- * HCZ Asthma Initiative, a program that surveys 0-12 year olds to determine asthma prevalence and offers medical, educational, environmental and legal assistance; and the
- * HCZ Tax Preparation Program, a program that provides over 4,000 families each year with free tax preparation services. This year, \$8.4 million, of which \$2.5 million was in EITC, was returned to community residents.

Expansion of the HCZ Project in 2010-2011

As stated in our application, a key component in the 2010-2011 year will be our work with youth from the Lincoln and St. Nicholas NYC Housing Authority (NYCHA) developments. The two developments house approximately 3,000 families. The average family income is \$23,000, almost half the country's median income, and 13% of the families receive some form of welfare.

The average number of years a resident spends in public housing is 25 years; long enough for this to be the sole environment a young person experiences. The youth residing there are the neediest of the Central Harlem population and those most entrenched in the cycle of poverty. For several years, we have worked extensively with community residents in these developments, providing leadership trainings, helping them develop their resident and building associations, and supporting them and their identified needs. As our work in the houses has revealed, the neighborhoods are surrounded by gang

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activity and the submission to a lifetime of poverty hangs heavy in the air.

Residents are adamant that we provide these youth with a safe environment and best practice youth development and academic enrichment programming. We assumed control of the community centers at each facility in December 2008 after housing residents petitioned NYCHA to relinquish full control of the facilities to our organization. We now offer a comprehensive after school and summer program schedule at both housing developments and plan to expand the program to serve 250 elementary, middle and high school youth in 2010-2011.

We originally requested an additional 20 full-time members to support our expanded work in these NYCHA developments. As discussed, members have always been an instrumental component in our youth development work and their contribution to our success has been vital. At the developments, they can continue to foster a positive environment and expose the youth of Lincoln and St. Nicholas to a world other than the one they have come to know. They will provide opportunities for self expression, self-discovery, structured recreation, arts, and academic supports, service learning, college and career exposures and most importantly, an opportunity for a brighter future and a productive adult life.

We respectfully ask that you reconsider our request for an expansion of our program for the 2010-2011 year.

2) Criminal History Check Requirement: Criminal history checks are required for all grant funded staff and AmeriCorps members. A detailed description of the requirements can be found at: <http://www.nationalservicerresources.org/criminal-history>. Please verify that you will conduct criminal history checks on all members and grant-funded staff.

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The Harlem Children's Zone will conduct criminal history checks on all members and grant-funded staff.

All new members and grant-funded staff must be fingerprinted by the Department of Health as a requirement of our School Aged Child Care License. The fingerprint assessments are conducted by approved sites for the Department of Health and the review of staff and the results are from the Division of Criminal Justice Services and reported to the Office of Children and Family Services. The steps are as follows:

1. New members and grant-funded staff will be given an appointment with our Human Resources department and a list of all documentation needed to process their paperwork.
2. They will also sit with the Assistant Director of the program or the Administrative Assistant to have their Department of Health fingerprint appointment made.
3. The Assistant Director or the Administrative Assistant will complete the registration form on-line and pick the most convenient location to be fingerprinted.
4. Once the appointment is made the individual must report at the specified date and time to have their fingerprints completed.
5. The individual must bring a photo ID and a print out of their online registration.
6. Once their fingerprints are complete, they must bring the receipt back when they come for their scheduled Human Resources appointment.
7. A copy of the receipt is kept in their site file and in the human resources file.
8. When the results of the fingerprints are sent to the site, a copy is then put in their site file and their human resources file.

3) Performance Measurement: All updates have been made in the performance measure screens as requested.

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4) Higher cost per MSY from the previous year: In our current 2009-2010 program year, the cost per MSY is \$12,687. The suggested increase to \$13,000 remains below the New York State Corporation for National and Community Service guidelines, which limits the cost per MSY to \$15,000. For several years, our MSY has remained consistent and cost of living increases on both personnel and OTPS influenced our decision to request an increase.

CLARIFICATIONS FROM APRIL 2011 BELOW

Budget Clarification Items:

All items have been addressed in the budget forms.

Programmatic Clarification Items:

All items have been addressed either in the executive summary section or below.

As requested, we are confirming our desired start date of September 2011 and member enrollment period start date of September 2011.

Criminal History Checks

All employees complete a State Central Registry (SCR) Clearance during the hiring process with the human resources department. Each HCZ program site will keep copies of the completed SCR form on site and will also receive copies of the clearance once the HCZ human resources department receives the results from the state office. We are currently utilizing the NYC Office of Children and Families Service's new automated data base to process the state central registry clearance forms through the On-line Clearance System (OCS). Forms are processed faster allowing us to receive the results from SCR checks in a timely manner. All employees are checked through the national sex offender registry and/or

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watchdog to ensure no sexual offenses have been committed. Names and date of birth are used to conduct the search. The checks are performed by HCZ human resource staff and are completed prior to the applicant being given a start date.

All employees, AmeriCorps members, or other individuals who receive a salary, education award, living allowance, stipend or similar payment from the grant, regardless of whether these costs are coming from the federal or non-federal share undergo a criminal history review. This is done in two ways. First the human resources office uses the New York State Unified Court System to check the criminal history of all new employees. This information is kept in the HCZ human resources office. Second, members, employees or other staff who work in HCZ sites must be fingerprinted by the New York City Department of Health as part of a requirement for our School Aged Child Care License or the department of investigation. HCZ Sites are now required to keep copies of this information on site and in a locked file cabinet. The Department of Health utilizes L-1 Identity Solutions to conduct checks on fingerprinted individuals. The company is a certified FBI channeling agent and is the exclusive fingerprint provider for the NY Division of Criminal Justice Services (DCJS).

30-Day enrollment and exit requirements

Below, please find the Harlem Children's Zone's detailed Corrective Action Plan to ensure compliance with the 30-day enrollment and exit requirements.

In order to ensure compliance with the 30-day enrollment and exit compliance our program will take the following steps:

1. Applicant will be scheduled to meet with the HCZ's Human Resources to complete the necessary paperwork for agency protocol. Applicant will complete AmeriCorps member packet with Administrative staff of the Peacemaker program immediately following completion of HR paperwork.

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(The process will take approx 2-3 hours). All documentation must be provided within both the HCZ Human Resources and AmeriCorps packets.

2. Our AmeriCorps Peacemaker Program Administrative Assistant will check documentation (using check list) and schedule the applicant for finger prints with the Department of Health.
3. Applicant must return fingerprint receipt before application is considered complete.
4. Administrative Assistant will then give completed packet to Data Manager to enter into the AmeriCorps Portal.
5. Data Manager will enter all appropriate information. Data Manger will then save application in the portal. This task must be complete within 10 days of receiving completed application.
6. Assistant Director and/or Program Director will review application and information in the portal and approve applicant for enrollment. This must be completed 17 days after application is received.
7. Program Director will send bi-weekly enrollment information to Senior Manager to ensure compliance.

Performance Measure Clarification Items:

All items have been addressed and changes have been made in the performance measures sections.

Please note that while we removed our volunteer and public safety measure as requested, we will continue to track these goals internally.

CLARIFICATIONS FROM MAY 2011 BELOW

Programmatic Clarification Items:

HCZ confirms that the National Sex Offender Public Registry (NSOPR) will be checked and documented for all members and all grant-covered staff.

HCZ further ensures that we will check the statewide registry for the state where the member came and

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that we will do 3 part checks on those individuals (NSOPR + NY statewide & state of residence in other than NY +FBI).

Performance Measure Clarification Items:

All items have been changed in the Performance Measure screens in egrants as requested. ED10 - targets revised to measure 12th grade students only; instruments revised for intermediate outcome as follows, "HCZ staff members will collect copies of college acceptance letters. In the fall, as proof of enrollment in a post-secondary institution, we will survey youth and collect bursar's receipts." HCZ has experience working with youth in college and collecting receipts. ED6 - instruments revised for ED2 as follows "HCZ staffers will complete activity sheets that will track contacts with school staff, families, home visits, and parent meetings. The tracking sheets will be maintained in the agency's database." Instruments also revised for ED6 as follows "Program staffers will create lists of target students and will receive school attendance information on these students from the schools." Please also note that we have updated the two schools that we will be working with, from PS 242 and PS 76, to PS 149 and PS 76. Updates have been changed to meet those traditional public schools in Harlem with the highest needs for such interventions.

Continuation Changes

YEAR 2 ENROLLMENT: HCZ enrolled 100% of our slots last year.

YEAR 2 RETENTION: HCZ had a 78% retention rate (amongst those completing one full year) for members last year.

As discussed in the narrative section, HCZ has always placed a focus on our retention strategy and continually assesses and enhances our work in this area. We ensure members have a strong support system, focus on team building, offer a program design which provides flexibility in scheduling and

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provide additional opportunities at the end of the year to assist those members placed later in the year to complete their requirements. An additional motivation for completion of the program is the opportunity for exiting members to receive positions as HCZ employees.

Our ongoing action plan for improvement includes:

1. Fingerprinting and SCR Clearance - In the past, it has taken several months to receive fingerprinting screening results provided through the Department of Health, similarly up to 6 months for an issue to be resolved concerning SCR. This has resulted in the past in members being terminated in the middle of the year. We are very pleased that the fingerprinting process has changed for the DOH and we are actively working within their new parameters to expedite the process. In the past, there was only one central location available and now there are several locations. They have also switched to a computerized system. We are now able to make appointments for members (which are more readily available and convenient), receive printed out receipts and results in about two to four weeks. If issues arise and we are able to terminate early in the year, we are now able to rehire before the December deadline.

2. Members may resign for personal reasons, expressing being overwhelmed with balancing work and life issues, primarily childcare. We have put systems in place for members who have child care issues to get their children enrolled in HCZ programs, if they are of age. We have also worked with members to switch their status to part-time as appropriate.

3. We have had to dismiss members from the program for not following rules, regulations and protocols. We have increased our training opportunities for both members and managers. We continue to search for outside professional agencies (including PACE, Ramapo) with expertise in conflict mediation, classroom management, proper standards and protocols for working with children. We

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regularly assess and enhance our trainings offered to managers so they have the tools needed to effectively support our members and ensure their successful completion of the program.

YEAR 2 REQUEST FOR 20 FT ADDITIONAL MEMBERS:

As you know, HCZ has nearly 40 years of experience providing comprehensive best practice youth and community services in Central Harlem. We operate 17 programs -- a pipeline for children at each stage in their development from birth through college graduation -- and our results continue to reinforce that the Harlem Children's Zone's model is effective.

We continue to extend all of our best practice programs and services to Phase III of the HCZ Project, the most vulnerable area in the community. A key component in the 2010-2011 year will be our work with youth from the Lincoln and St. Nicholas New York City Housing Authority developments. The two developments house approximately 3,000 families. The average family income is \$23,000, almost half the country's median income, and 13% of the families receive some form of welfare.

The average number of years a resident spends in public housing is 25 years; long enough for this to be the sole environment a young person experiences. The youth residing there are the neediest of the Central Harlem population and those most entrenched in the cycle of poverty. For several years, we have worked extensively with community residents in these developments, providing leadership trainings, helping them develop their resident and building associations, and supporting them and their identified needs. As our work in the houses has revealed, the neighborhoods are surrounded by gang activity and the submission to a lifetime of poverty hangs heavy in the air.

Residents are adamant that we provide these youth with a safe environment and best practice youth development and academic enrichment programming. HCZ assumed control of the community centers

Narratives

at each facility in December 2008 after housing residents petitioned the New York City Housing Authority (NYCHA) to relinquish full control of the facilities to our organization. Development of the on-site programs has been an on-going process with much work required to physically improve the sites and gain control of the locations. Safety was a big concern early on as both houses are located in heavy gang activity areas. Much was required from our staff to change the mentality of the youth and create safe "neutral zones" where gang association would not be tolerated. Within a year of HCZ assuming control, the sites have been transformed. The facilities have been cleaned and painted, the area is safe and no gang presence is allowed in or around the centers, and the youth are eager to participate and follow direction from the staff.

HCZ has begun to offer a comprehensive after school and summer program schedule at both housing developments this year and plans to expand the program to serve 250 elementary, middle and high school youth in 2010-2011. During the school year, the sites will serve elementary and middle school youth during the hours of 3:30 pm to 5:30 pm Monday through Friday. The high school youth will have program offerings from 4:30 pm to 8:00 pm Monday through Friday.

We are requesting an additional 20 full-time members to support our expanded work in these NYCHA developments. Members have always been an instrumental component in our youth development work and their contribution to our success has been vital. They will continue to foster a positive environment to expose the youth of Lincoln and St. Nicholas to a world other than the one they have come to know. They will provide opportunities for self expression, self-discovery, structured recreation, arts, and academic supports, service learning, college and career exposures and most importantly, an opportunity for a brighter future and a productive adult life.

It is more important now than ever before that HCZ continues to enhance our model, extend it to those

Narratives

most in need in Central Harlem within the NYCHA developments, and continue to demonstrate our effectiveness. This is increasingly important as policymakers, funders and leaders of non-profit organizations from poor communities are looking for effective solutions, and are recognizing the quality and success of the HCZ Project to help guide their efforts in making informed decisions. President Obama advocated for the development of Promise Neighborhoods, based on the HCZ model, in 20 communities throughout the country as part of his anti-poverty platform. He has included \$10 million in planning grants for Promise Neighborhoods in his 2010 budget. We continue to open our doors to policymakers, heads of state, and NGO's from around the globe, similarly struggling with poverty and its debilitating ramifications and all eager to learn about the practical application of our efforts. To share our model on a larger scale, we co-hosted a conference in November 2009 with Policy Link, Changing the Odds: Learning from the Harlem Children's Zone. The success of the conference is a testament to the nation's interest in our model; 106 different communities from across the country were represented at the conference.

YEAR 3 ENROLLMENT: HCZ enrolled 100% of our slots last year.

YEAR 3 RETENTION: HCZ had a retention rate of 70.7% (FT members) and 62.5% (HT members). 12 members are still serving and working to complete their hours.

As discussed in Year 2, we consistently place a focus on retention. We ensure members have a strong support system, offer flexibility in scheduling, provide opportunities at the end of the year to assist members in completing requirements, offer employment opportunities for exiting members. We continue with our ongoing plans for improvement, including working with the DOH on clearances, assisting with child care issues, offering trainings opportunities.

Narratives

This year, we experienced that our retention rates were impacted by the tough economic climate. Many applicants, while expressing their desire to serve and complete their hours, were pressured to leave due to the economy. Increased financial responsibilities to support family members, while paying for their increased costs for college tuition, living expenses, and child care, resulted in departure for higher paying and more permanent positions.

YEAR 3 REQUEST FOR INCREASE IN COST PER MEMBER SERVICE YEAR:

We are requesting an increase in our cost per member service year from \$13,000 to \$15,945. Our members have expressed their concern about the economy, which has impacted in part (as explained above) our retention rates this past year. With this increase, we are allocating an additional \$127,000 to the living allowance of our 127 MSY's. Members are struggling with the high costs of living in New York City, increased responsibilities of supporting not only themselves but other members of their families, as well as increased living and college tuition costs. Our member living allowance amount has remained constant in previous years, but there has been a significant increase in the costs of living in NYC, including Central Harlem from which most of our members are recruited. This has only been exacerbated by the recent economic climate. In addition, HCZ has seen an increase in our fringe benefits costs (primarily health care costs), costs for supplies and other program operating costs.

YEAR 3 MEMBERS: We are requesting that 10 of the 20 members allocated to the St. Nicholas and Lincoln Houses programs be allocated to the Peacemaker schools in Phase III of the HCZ Project. Each of these locations are supporting the poorest of those children we serve. In the coming year, we anticipate the need for increased support for academics and safety in our Peacemaker schools. We are requesting that the one member assigned to our College Success Office be assigned to our TRUCE program. We have found that our members thrive when in a location with multiple members. Our

Narratives

TRUCE program serves our high school youth and with its strong focus on college preparation closely works with our College Success Office.

YEAR 3 PERFORMANCE MEASURES:

We again chose to participate in the National Performance Measures, increasing our participation:

- 1) Continued our Volunteer performance measure
- 2) Moved our Head Start, School Readiness performance measure from the section w/our own measures to the section w/National Performance Measures. We chose to measure school readiness, including literacy skills, using the Bracken Basic Concept Scale - Revised. HCZ has been utilizing this nationally normed evaluation tool for years and believe is an appropriate tool for the national performance measure. If this is not in line, we request to continue to hold ourselves accountable to this measure, as listed in our Year 2 contract.
- 3) Continued our Conflict Resolution/Medication performance measure
- 4) Continued our Youth Leadership Development performance measure
- 5) Continued our Elementary Education performance measure. We made a change in the number of youth to be served, to be consistent with the decreased population in our local public elementary schools.
- 6) Continued our National Performance Measure relating to Education. We updated this measure to include ED10.
- 7) Added the National Performance Measure relating to Head Start, School Readiness, choosing ED 24, ED 21 and ED 20.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 103

Service Categories

- Afterschool Programs
- Elementary Education
- School Readiness/Head Start/Early Childhood Education
- Leadership Development
- Community Restoration/Clean Up
- Conflict Resolution/Mediation

National Performance Measures

Priority Area: Education

Strategy to Achieve Results

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

AmeriCorps members will work with high school seniors (35 12th graders) individually and in small groups at TRUCE, HCZ's youth development through media arts literacy program. Members will work with youth at the Insight Center, a year-round after school academic component of TRUCE, and provide students with academic assessment, tutoring/test prep (including regents and SAT), seminars, and 1-on-1 sessions.

Result: Intermediate Outcome

Result.

Each year, 80% (N=24) of graduating 12th grade students from HCZ's TRUCE program who complete the Insight Center (N=30 who will complete) will apply to and be accepted into at least one post-secondary institution.

Indicator: ED10: Students entering post-secondary institutions.

Target : Disadvantaged children in Central Harlem.

Target Value: 24

Instruments: HCZ staff members will collect copies of college acceptance letters. In the fall, as proof of enrollment in a post-secondary institution, we will survey youth and collect bursar's receipts.

PM Statement: Each year, 80% (N=24) of graduating 12th grade students from HCZ's TRUCE program who complete the Insight Center (N=30 who will complete) will apply to and be accepted into at least one post-secondary institution.

Result: Output

Result.

30 youth (12th graders) will complete Insight Center services each year.

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

Target : Disadvantaged children in Central Harlem.

Target Value: 30

Instruments: Program attendance as tracked in HCZ's web-based database.

PM Statement: Each year, 30 disadvantaged 12th grade students from Central Harlem will complete Insight Center services at HCZ's TRUCE program. Completion requires: attendance 20 or more times over the course of the year with participation in at least one activity on or after April 1st; 2 academic assessment per year, 2 tutoring/test prep sessions (including regents and SAT) per month, 2 seminars per month, and 2 1-on-1 sessions per month.

Result: Output

Result.

35 youth (12th graders) will receive Insight Center services each year.

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

Target : Disadvantaged children in Central Harlem.

Target Value: 35

Instruments: Program attendance as tracked in HCZ's web-based database.

PM Statement: Each year, 35 disadvantaged 12th grade students from Central Harlem will receive Insight Center services at HCZ's TRUCE program.

National Performance Measures

Priority Area: Education

Strategy to Achieve Results

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

AmeriCorps members will provide early childhood education activities (one-to-one and small group reading, foreign language instruction, recreation and socialization) at Harlem Gems, our year-round extended-day early childhood program for 3-4 year old children.

Result: Intermediate Outcome

Result.

Each year, 117 graduating four-year old children will demonstrate gains in school readiness, including literacy skills.

Indicator: (PRIORITY) ED24: Children demonstrating gains in literacy skills.

Target : Disadvantaged children in Central Harlem.

Target Value: 117

Instruments: Bracken Basic Concept Test Revised, a nationally normed pre-and-post test

PM Statement: Each year, 85% of graduating four-year old children who complete HCZ's Harlem Gems program (117 of 138 who have been pre-and post-tested) will be school-ready, as measured on the nationally normed Bracken Basic Concept Test school readiness subscale (that is, attaining average or above on the school readiness subscale.)

Result: Output

Result.

Each year, 80% of the three and four year old children (158 of 197) will complete HCZ's Harlem Gems program.

Indicator: (PRIORITY) ED21: Children completing an early childhood education program.

Target : Disadvantaged children in Central Harlem.

Target Value: 158

Instruments: Program attendance as tracked in HCZ's Harlem Gems program.

PM Statement: Each year, 80% of the three and four year old children (158 children) receiving services in HCZ's Harlem Gems program will complete their participation in the program.

Result: Output

Result.

197 three and four year old children will be served in HCZ's Harlem Gems program.

Indicator: ED20: Children starting in an early childhood education program.

Target : Disadvantaged children from Central Harlem

Target Value: 197

Instruments: Program attendance as tracked in HCZ's web-based database.

PM Statement: Each year, 197 three and four year old children will receive early childhood education services in HCZ's Harlem Gems program.

Result: Output

Result.

Each year, children will be provided with a full-day (8:00 am to 5:45 pm) high quality program that operates

Monday-Friday, year-round and includes: Master's Level Lead Teacher and Bachelor's Level Assistant Teacher

National Performance Measures

Result.

in each classroom, along with three Members or Teacher's Aides; class size limited to twenty students allowing for a child to adult ratio of 4:1; rich scientifically-based curriculum that is developmentally appropriate, focused on preparing three and four year olds to enter kindergarten ready to learn, and promotes the intellectual, emotional, social, physical, aesthetic, and language development of children in a safe and nurturing environment.

Indicator: ED22: Children accessing high quality early childhood education programs.

Target : Disadvantaged children in Central Harlem.

Target Value: 197

Instruments: Intensive recruitment and interview process. Staff qualifications and educational status as confirmed by HCZ's HR department. Ongoing review of curriculum and best practices in the field by Harlem Gems teaching staff, senior management, and evaluation staff.

PM Statement: Each year, 197 children receiving HCZ's Harlem Gems program will be provided with a high quality early childhood program designed to ensure school readiness. Children will receive a full-day (8:00 am to 5:45 pm) program that operates Monday-Friday, year-round and includes: Master's Level Lead Teacher and Bachelor's Level Assistant Teacher in each classroom, along with three Members or Teacher's Aides; class size limited to twenty students allowing for a child to adult ratio of 4:1; rich scientifically-based curriculum that is developmentally appropriate, focused on preparing three and four year olds to enter kindergarten ready to learn, and promotes the intellectual, emotional, social, physical, aesthetic, and language development of children in a safe and nurturing environment.

Priority Area: Education

Strategy to Achieve Results

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

AmeriCorps members will work with several stakeholders to improve student attendance. Members will work with school social workers to follow up on students with low attendance; connect with families to discuss reasons for excused and unexcused absences; perform a home visit for each student absence; and hold parent meetings focusing on attendance-related issues for targeted families.

Result: Output

Result.

100 1st-5th grade students will receive attendance-focused case management at PS 76 and PS 149 (50 at each school)

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

Target : Students who attended fewer than 90% of school days during the previous school year.

Target Value: 100

Instruments: School attendance as tracked by the schools and extracted from ATS, New York City's database for tracking student-related information.

PM Statement: Each year, 100 1st-5th grade students at PS 76 and 149 (50 per school) who attended fewer than 90% of school days during the previous year will receive attendance-focused case management.

Result: Output

National Performance Measures

Result.

100 1st-5th grade students will complete attendance-focused case management at PS 76 and PS 149 (50 at each school)

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

Target : Students who attended fewer than 90% of school days during the previous school year.

Target Value: 80

Instruments: HCZ staffers will complete activity sheets that will track contacts with school staff, families, home visits, and parent meetings. The tracking sheets will be maintained in the agency's database.

PM Statement: Each year, 100 1st-5th grade students at PS 76 and 149 (50 per school) who attended fewer than 90% of school days during the previous year will receive attendance-focused case management. Services will be completed when: staff work with school social worker or guidance counselor or other dedicated school staff every month; make 2 contacts with families per month to review school absences; perform 85% of indicated visits when students are absent; and hold 1 parent meeting per quarter.

Result: Intermediate Outcome

Result.

80% of students who complete attendance-focused case management (estimated to be 64 students) will improve their school attendance

Indicator: (PRIORITY) ED6: Youth w/improved school attendance.

Target : Students who attended fewer than 90% of school days during the previous school year.

Target Value: 64

Instruments: Program staffers will create lists of target students and will receive school attendance information on these students from the schools.

PM Statement: 80% of students who complete attendance-focused case management (estimated to be 64 students) will improve their school attendance.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable