

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 confirm to the Corporation's eGrants System)			
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE: 07-JAN-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 11AC124089		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 10ACHHI0010001
5. APPLICATION INFORMATION			
LEGAL NAME: Kupu DUNS NUMBER: 825068047		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Gina Carroll TELEPHONE NUMBER: (808) 735-1221 1010 FAX NUMBER: INTERNET E-MAIL ADDRESS: gina.carroll@kupuhawaii.org	
ADDRESS (give street address, city, state, zip code and county): 4211 Waiālae Ave Ste 1020 Honolulu HI 96816 - 5331 County: Honolulu			
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 510652665		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Service/Civic 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: Hawaii Youth Conservation Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Hawaii-Statewide		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 10/01/11 END DATE: 09/30/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="HI 001"/> b.Program <input type="text" value="HI 001"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?	
a. FEDERAL	\$ 1,256,020.00	<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	
b. APPLICANT	\$ 680,857.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 0.00		
e. OTHER	\$ 0.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 1,936,877.00		
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: John Leong		b. TITLE:	c. TELEPHONE NUMBER: (808) 735-1221 1001
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 07/11/11	

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Executive Summary

Executive Summary

Project Name: Hawaii Youth Conservation Corps (HYCC)

Recipient Institution: Kupu, a Hawaii-based 501(c)(3) non-profit organization

Primary Contact: John Leong

Contact Information:

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Project Summary and Benefits:

Kupu is the 501(c)(3) non-profit organization that manages the Hawaii Youth Conservation Corps (HYCC). Kupu provides participants with a memorable and beneficial experience that enhances their knowledge of natural resource stewardship and sparks interests in conservation careers. It is the goal of Kupu to provide training and education to Hawaii's youth by exposing them to conservation issues in order to develop an environmental mindset; assist community development; provide skills training; job placement; and career path development.

The Hawaii Youth Conservation Corps, a program of Kupu, is applying to the Corporation for National and Community Service to continue its current project.

Project Duration: October 1, 2011 - September 30, 2012, continuation from the current project year.

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Project Objectives: To continue support of 220 - 225 AC member positions in the HYCC Year-Round, Summer, Hana Hou and Community Assistance Programs.

The HYCC provides hands-on environmental education and service learning in the form of team-based and internship-based projects. The program goals are to enrich youth from various backgrounds by providing them with a service-based educational opportunity and develop community members who are able to make a difference for both the environment and the world around them.

Participants will learn about conservation in Hawaii and gain a better understanding of careers in conservation. Through this experience, members can begin creating a career pathway for themselves. Additionally, the program assists site managers with important conservation-related projects and in overseeing volunteers at their sites.

Summary of work to be performed: The following proposal is a grant request looking to continue the support of 220 - 225 positions to assist in environmental service-learning as well as to help develop a deeper level of outreach into the community and to support opportunities for more peer-to-peer exchange. Funds will support the HYCC Year-Round, Summer, Hana Hou and Community Assistance Programs. The AC members will assist various conservation-based organizations with work in coastal areas, watersheds, wetlands, and many other ecosystems. The members also work with and oversee community volunteers who work at the host sites.

Number of students involved: 60 full time members, 3 full time members without living allowance. 80 minimum time members and 80 minimum time members without living allowance.

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Total Federal Funds Requested: \$1,256,020

Total project costs: The fiscal year 2012 budget is expected to be approximately \$2.3 million for the four HYCC programs that Kupu manages.

Rationale and Approach

a. Community Needs

Hawaii's natural environment and its people are being confronted by social, economic, and environmental problems that threaten to negatively impact Hawaii. The primary CNCS priority which Hawaii Youth Conservation Corps (HYCC) members will work to confront is environmental: to protect and improve Hawaii's natural resources including watersheds, reserves, coastal areas, and wetlands. The HYCC programming also addresses the additional CNCS priority areas of:

*Providing economic and educational opportunities

*Helping to improve health of youth and communities

Environment: Hawaii has amazing and diverse landscapes that are not only breathtaking, but unlike any other place in the world: "Over 90% of the plants, birds, insects, and other species which occur in our native forests and other ecosystems are 'endemic' to Hawaii." Unfortunately, these native jewels found no other place on the planet are being lost at an unbelievable rate. Prior to human contact, Hawaii received only one new species of plant every 100,000 years. However, Hawaii's watersheds and native species are greatly threatened by the introduction of non-native species. Introductions of these species greatly disturb the natural processes which balanced the sensitive ecosystems and bombard native environments at a rate which they cannot handle: "Despite the efforts of more than 20 state, federal, and private agencies, unwanted alien pests are entering Hawaii at an alarming rate-about 2 million times more rapid than the natural rate". Due largely to the effects of invasive species, Hawaii houses 25% of the species listed on the Federal Endangered Species list. Furthermore, invasive species are a major

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threat to Hawaii's watersheds, "The single greatest threat to the native forest is the destruction caused by non-native, invasive animals and plants. Nearly two-thirds of Maui's original forests have already been lost ...". Hawaii has more endangered species per square mile than anywhere else in the world. Over 50% of Hawaii's native plants, 90% of native tree snails, and over 50% of Hawaii's native birds are extinct, in large part due to invasive species. By neglecting Hawaii's native ecosystems and allowing invasive species to take over, the watersheds are increasingly degraded. Watersheds are areas of land that provide habitat for native species and allow our mountains to collect water to recharge aquifers which Hawaii depends on. A 1999 study by the University of Hawai'i (UH) estimated the value of the Ko'olau Mountain forests, one of 12 major watershed areas in the state, to be between \$7.4 and \$14 billion." The loss of watersheds will lead to a loss of Hawaiian culture, the loss of endemic and indigenous Hawaiian species, and diminished water supplies.

Conservation organizations have more to manage than their resources permit. For example, the Hawaii Department of Land and Natural Resources (DLNR), Natural Area Reserves System (NARS) program manages 109,651 acres which "hold 75% of Hawaii's native plants and 65% of Hawaii's rarest forest birds." Each acre only receives about \$13.50 of funding annually. DLNR manages approximately 800,000 acres in total and employs 800 employees or 1,000 acres per employee. Furthermore, a large number of these employees are not field staff, which increases the amount of acres that on-the-ground staff manages. There are many other conservation organizations in Hawaii with important resources to manage and limited staff and funding to do so. HYCC conducted a feasibility study with a sampling from the 80 sites it assists statewide. Results showed increased HYCC aid was needed. For example, the data below shows the percentage of sites who responded needing additional aid in the following areas:

*70.6%, invasive species control

*64.7%, threatened and endangered species restoration

*52.9% community outreach

Without assistance, Hawaii's watersheds will continue to be destroyed and overpopulated by invasive

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species. Funding and manpower is needed to assist in restoring Hawaii's watersheds.

Education and Employment: One of the solutions towards improving Hawaii's natural resources is education. Youth today, who will be decision makers tomorrow, need a greater understanding of environmental issues and challenges that face Hawaii and our world. AmeriCorps members help to lead 15-20 year old volunteers through an intense outdoor experiential education summer program. HYCC conducts an assessment test at the beginning of this program to ascertain the level of environmental understanding which youth have regarding the environment. The average score from past years has been as low as 30% (sampling of about 140 youth from various islands and demographics). Programs are needed to help youth understand the importance of the environment and what they can do to help protect it.

More jobs and job training opportunities are greatly needed for young adults in Hawaii. Hawaii residents are subject to high living prices (determined in 2006 as 120% higher than the national average) coupled with scarce jobs and resources to support them. The New York post stated, "The number of young Americans without a job has exploded to 52.2 percent -- a post-World War II high." Furthermore, Native Hawaiians, according to the Office of Hawaiian Affairs 2006 Data book, "are among those with the lowest median incomes, highest unemployment rates, and highest rates of government assistance." In addition to general job training, it is also necessary to build up training programs that develop a career pathway into the resource management field. This is a growing sector that youth in Hawaii need job-preparedness in. The Bureau of Labor and Statistics details an increase in environmental science and technician jobs of 28% between 2006 and 2016: one of the nation's fastest 30 growing occupations. HYCC is the only statewide conservation youth corps in Hawaii and one of the few programs that focus on job-training in the conservation field. Due to lack of funding, HYCC turns away close to 70% of applicants statewide who desire to be a participant. More positions are needed to help

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meet this demand.

Health Awareness: A major problem in America today is the growing number of obese youth. According to a recent CDC obesity study, 58 million Americans are overweight, 40 million are obese, and 3 million are morbidly obese. Furthermore, it has been found that childhood obesity in the U.S. has more than tripled in the past two decades. As technology and other modern conveniences keep youth from being active, more programs are needed to engage and provide young adults with active options. Young people in Hawaii are becoming obese at an increasingly early age which affects their physical as well as emotional well-being. In 2002 Native Hawaiian people had a 59.8% obesity rate. To take advantage of Hawaii's beautiful environment and reduce a sedentary lifestyle, more programs are needed to engage and provide young adults with active options.

Programs are also needed to help improve the health of the community. As natural disasters such as hurricanes, earthquakes, and wildfires have shown, our communities need more preparedness and people trained to respond. "This (poor response effort) is a failure of planning, a failure of anticipation," said Paul Light, an expert on government operations at NYU in response to Hurricane Katrina relief efforts."

b. Description of Activities and Member Roles:

In 1995, after several decades of not having a youth corps program in Hawaii, the Department of Land and Natural Resources (DLNR) developed the Youth Conservation Corps (YCC). In 2001 the principal coordinating staff from Kupu was contracted by DLNR to manage the program that soon became known as the HYCC. Kupu has expanded the HYCC from a single summer program serving communities statewide to four programs offering an increased number of positions by securing diverse funding. Since 2003 HYCC received AmeriCorps funding via DLNR including a competitive grant in 2007 and ARRA funding in 2009. The DLNR and Kupu determined that to broaden the services offered to the

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community, expand program benefits and increase operational efficiency, Kupu, a 501c3 non-profit, would be the prime applicant to AmeriCorps. DLNR will continue to serve as a primary program partner by providing matching funds and in-kind support. The HYCC mission is: The Hawaii Youth Conservation Corps aims to provide a healthy and hands-on educational experience to Hawaii's youth in order to encourage the development of natural resource managers, cultural awareness, personal growth, teamwork, leadership skills, and an environmental mindset that participants will carry with them throughout their life.

The HYCC primarily provides service-learning and job training experience in environmental conservation. Activities include trail work, watershed management, threatened and endangered species restoration, invasive species removal, coastal restoration, wetland rehabilitation, cultural education, cultural site restoration, and sustainable agriculture projects. Other key components to programming include job preparedness, life skills training, environmental education, and disaster preparedness certifications. In all, the HYCC engages young adults in service, teaching them about responsibility, community, citizenship while allowing them to assist their community with much needed aid. Participants also learn to be community leaders by leading volunteers on a daily and long-term basis.

The various programs the HYCC offers meet the Environmental, Economic, Education, and Healthy Futures priorities. Environmentally, the HYCC programs provide critical support to natural resource and conservation managers working to protect Hawaii's vast and unique ecological resources with extremely limited financial and personnel resources. In 2009, 164,071.5 service hours were contributed by HYCC members providing an equivalent value of service of \$3,322,448 according to independentsector.org.

If funded, members and volunteers are expected to provide at least 200,000 annual service hours of

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environmental aid (including 30,000 volunteer hours led by corpsmembers). This is equivalent to over \$4.6 million dollars in direct watershed restoration work. The HYCC is the only statewide youth corps in Hawaii and assists approximately 80 sites statewide on seven of the eight main Hawaiian Islands. Currently, about 300 positions are generated by HYCC annually to assist sites varying in size and scope from community organizations like Waipa Foundation that focus on native Hawaiian farming to federal agencies like US Fish and Wildlife Service. HYCC not only provides direct aid for our environment today, it also assists with our future conservation needs. Since finishing HYCC, alumni have assisted over 50 different conservation agencies. Alumni surveys also show that 80% said HYCC was applicable to their career and/or educational pathway, and that members were inspired to want to make a difference with their life in a positive way (average ranking of 9.5 out of 10). A goal of HYCC is to inspire young adults to a life of service and it has worked.

Youth highly desire to be involved in the HYCC programs. For example, in 2010 the HYCC summer programs had close to 900 applicants for about 170 positions. This was a 319% increase from 2006. For the 2009-2010 AmeriCorps year-round positions the program had 300 applicants for just 72 positions (includes 45 ARRA FT positions). Kupu is requesting aid from CNCS to increase positions available to meet the increasing demand for programming in Hawaii. This will include 63 full time positions, 80 minimum-time positions, and 80 EAP positions. Kupu has demonstrated competency in managing, coordinating, and expanding programming and is confident that increased aid from AmeriCorps will be successfully implemented to further meet the community needs identified. The below position requests were determined by a feasibility study conducted among HYCC sites along with applicant rates for various positions.

*Year-round Internship Program (YIP): All YIP corpsmembers are full-time AmeriCorps members who work individually or as part of a team at specific sites in order to build capacity through assistance with field based projects, volunteer leadership/recruitment, and environmental education development.

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Members are directly supervised and mentored by managers at the site. This allows members to gain experience in particular fields of interest while assisting staff at the site they are assigned. Through this application, Kupu is requesting 63 FT positions. YIP members receive a bi-weekly living allowance (LA) of about \$650 and a full time education award, plus benefits.

*Summer Program Team Leader: Thirty minimum time corpsmembers are trained as team leaders (TLs) and work in pairs to oversee 8-10 youth volunteers during the six week summer program. The leaders attend two weeks of training conducted by the HYCC coordinating staff and outside trainers (1 week for leaders, 1 week for team training). For six weeks, they lead a team in the field where they assist various conservation agencies with much needed natural resource management work. Each week they work at different sites and managers at each site oversee the members and their volunteers, providing them with work projects, site specific equipment, tools, and supervision. The HYCC staff also assign supervisors for each team. TLs provide leadership, direction, and help to educate summer volunteers. They also help with grading and logistics surrounding their team. Kupu is applying for 30 TL positions to oversee up to 150 youth volunteers. TLs receive a \$3,000 LA for seven weeks of service as well as a minimum time education award.

*Hana Hou Program: "Hana Hou" in Hawaiian means to "do again". This program is reserved for past HYCC participants. Minimum time AmeriCorps members are assigned to one site for the entire summer and help with various conservation, education, and volunteer related projects. This format provides more depth and greater knowledge in specific conservation areas which members are interested in. Members are assigned in groups of up to four per site. They are directly managed by host site managers and are remotely supervised by an HYCC coordinator who checks in weekly or as needed. Kupu is applying for 50 minimum time positions who each receive \$1,000 LA and a minimum time education award.

*Community Assistance Program (CAP): Currently, HYCC provides 75 minimum time EAP awards annually. These positions allow HYCC to develop internships at various conservation and community

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partner sites throughout Hawaii who are underserved. Many of the sites provide a cash match for members in addition to the minimum time education awards given through the EAP program. These members are managed by site managers and are often past HYCC summer program participants. Kupu is applying for 80 EAP minimum time positions.

The HYCC aims to develop youth who are stewards who care for others, their community and environment while answering prevalent social needs. Many participants are from low to middle income homes, are a minority, from rural areas, or face other social challenges. The opportunities they are offered through the HYCC are especially valuable in helping them grow out of their current situations. The HYCC offers various programs to provide a variety of opportunities to involve mixed youth. For example, the YIP program aims to assist and educate young adults ages 18-30. The HYCC not only provides these young adults who are often in transitional and critical points in their life with temporary employment, but also provides members an opportunity to work in some of the most amazing settings while being mentored by leading conservation specialists. This experience often inspires these youth to pursue a career in conservation, continue their education, and equips them with the skills and relationships they need to advance in life. In 2009, 27% of the host sites surveyed said they have hired an HYCC member in the past year. In a 2008 alumni survey, 95% of respondents said HYCC has made them better qualified for other jobs because of their new skills and 85% said HYCC has taught them skills that will help them obtain a new job. This is particularly important on islands like Molokai where current unemployment is 13.9%. Even if members do not pursue resource management careers, they learn skills that help them get employed in other job sectors.

Education: The HYCC has helped to environmentally educate a wide spectrum of individuals with varied learning styles. Youth work with specialists in a variety of fields and the knowledge they gain cannot be found in textbooks. An environmental pre/post test showed that summer youth volunteers' (led by

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AmeriCorps team leaders) post test scores increased 36% in only six weeks. HYCC teaches youth about conservation, and is effective in inspiring them to continue with an environmental mindset. 50% of alumni said they have pursued environmental education since finishing and 95% said HYCC encouraged them to pursue environmental issues.

Kupu has also developed strategic partnerships assist members in their general education and career pursuits. This includes:

- *College credits through the University of Hawaii for HYCC participants

- *Some high schools offer credits to their students who participate

- *In 2010, UH Natural Resource Environmental Management (NREM) program plans to allow AmeriCorps members to receive credit towards a graduate degree as part of their year of service

- *Public school teachers can receive continuing education credits as a TL during the summer program

- *Kapiolani Community College provides a tuition waiver annually to one outstanding HYCC alumni in order to honor a former HYCC member who passed away, but whose life was dramatically benefited by his involvement in HYCC.

The HYCC provides young adults a career pathway. Members have started in the Summer Program as a youth volunteer, and are now employed in a conservation job. For example, past member Kai Connely, who came from a low-income family in Waialua, began as a summer volunteer, has gone through all four programs, and now is about to finish her YIP internship and will be one of two YIP members to receive a job with DLNR on Oahu. She shares: "This job is only part time, but it will give me a lot of time to go back to school full time. I just wanted to say thank you for allowing me to do all of (these) internships. I got a lot of experiences so that's what helped me get my job now. Thank you!!" In the 2008 alumni survey, 95% said HYCC made them want to continue their education, 100% said HYCC improved their education, and 100% said they were now returning to school or had finished. HYCC helps to provide

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youth with training opportunities and amazing educational options as well.

Healthy Futures: The HYCC programs improve physical and mental health of members, and improve the health of the larger community. The majority of work is done outside requiring members and volunteers to hike, pull weeds, swim, dig, climb, and a variety of other activities. The vigorous physical activities they do help encourage a healthy body weight, reduces heart problems, diabetes, and other health issues. "I think that every bit of muscle burn and whatever I went through was definitely worth it. I felt really good, both team wise and independently, because we got a lot of work done quickly w/out arguments and I was able to push my physical limits." --Lance Fukushima, former member.

Furthermore, HYCC plans to also offer options for members and youth volunteers to learn about nutrition and health.

In addition to the skills they gain from work, participants work in teams and go through training to develop team and personal skills to improve mental health and self-value. HYCC teaches youth about accepting responsibility, rejecting passivity and being leaders in their community. "Though the work can be hard and vigorous, at the end of the day it's all worth it because you go home with a sense of fulfillment because you took your time to make the world a better place." Kyla Winthers-Barcelona.

The mental benefits are reflected in the 2008 alumni survey results:

95% said HYCC has given them more pride and self-respect

90% said HYCC has made them more confident in their abilities

95% said HYCC has improved their attitude towards their work habits

100% said HYCC encouraged cultural understanding.

The summer program engages about 140 youth volunteers from various backgrounds in physical work for the summer. A pre-program survey will be given to gauge members' lifestyle and health. A post-

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program survey will also be administered to gauge improvements in young adults' health due to HYCC. The work done by HYCC members create healthier communities by helping to prevent erosion, forest fires, landslides, etc. which improve the health and safety of communities. They also receive training and certifications to better prepare them to directly respond to disasters in their community. About 300 HYCC members will be certified in CPR and First Aid annually. Other training members may receive includes wild land firefighter training, American Red Cross shelter training, and state radio training. The following is an excerpt from Jessica Hawkins, a past AmeriCorps member who after training with HYCC helped to run a disaster shelter with ARC after a hurricane in Galveston, TX. "The average day consisted of 12 hour workdays... It was extremely challenging working... one of the hardest parts was trying to hold back the tears... but it was inspirational... our site supervisor reminded us every day that we weren't just serving food, we were serving hope...and that's exactly what it felt like." --Jessica Hawkins. HYCC will gauge number of CPR/First Aid certifications administered to track this benefit to the community.

c. Measurable Outputs and Outcomes

The primary CNCS priority area met by the HYCC is environmental which has an output, intermediate outcome, and end-outcome performance measure (PM). The secondary need is education to youth which has an output and intermediate outcome area PM.

Primary National Priority: Environmental EN 4, LOGIC MODEL

*NEED: The HYCC will address the need of watershed and natural resource degradation. In particular, invasive species in Hawaii have destroyed native forests, led to many species becoming endangered or extinct, and have reduced many ecosystems' ability to retain water in aquifers.

*Inputs: Resources are members and volunteers who assist in service projects through the various HYCC programs to help remove invasive species, plant native plants, and rejuvenate watersheds. Site

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managers are specialists that mentor members as interns at their site. Material resources are tools to remove invasive species, vehicles to get to sites, field equipment and gear, first aid kits, plants, herbicide, and other related items

*Activities Partnerships: Collaboration with various agencies in Hawaii that are government, non-profit, and private land owners to manage and mentor interns at their sites. Training: Members and volunteers will receive general orientation, site specific training, safety training, and other ongoing education training. Actions: Identify areas to be restored and target invasive species to be removed. Non-native plants are removed and native plants are replaced.

*Output: Total number of acres of watersheds affected by members' work in removing invasive species
(Instrument: Data Sheets)

*Intermediate outcome: Percentage of acres that are completely cleared of target invasive species
(Instrument: Data Sheets)

*End Outcome: Hawaii's ecosystems will have fewer invasive species and healthier native forests due to AC member assistance. Watersheds will be healthier and able to absorb more water into aquifers
(Instrument: Watershed Observation Survey)

Secondary Priority: Environmental Education EN-3, LOGIC MODEL

*Need: Hawaii's youth lack basic environmental knowledge and awareness. Past testing of HYCC participants show youth know very little about the environment and the factors affecting it. Effective environmental education programs are needed to help educate youth in an engaging and effective way.

*Input: Human resources are site managers and HYCC members to train volunteers from the community in a six to seven week summer program where participants work outdoors with various conservation agencies. Site managers also educate volunteers and members while leading them on service projects. Material resources are equipment and gear for members and volunteers, plants, vehicles, first aid gear, rain gear, etc.

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*Activities Partnerships: Collaboration with various agencies in Hawaii that are government, non-profit, and private land owners to manage and mentor interns at their sites. Training: Members assist in training volunteers and prepare them for the summer program needs. Volunteers learn about conservation, safety, teamwork, and service in their training. Actions: Members lead volunteers throughout the summer where they learn about conservation first hand from site managers while assisting in service projects.

*Outputs: Number of volunteers who attend and finish program (Instrument: Attendance sheets)

*Intermediate Outcome: The number of volunteers whose pre program test scores increase by at least 25% after the six week summer program(Instrument: Pre and Post Test)

d.Plan for Self-Assessment and Improvement. For internal programmatic evaluation, Kupu uses performance measures, managerial evaluations, internal evaluations, member evaluations and comments, external evaluation, coordinator meetings, alumni surveys, member-coordinator meetings, and other survey results to assess the programs' health. Members, coordinators, and site manager evaluations are conducted at least semi-annually. Program coordinators and staff utilize statistics, evaluations, and other data pertaining to HYCC programs to improve programming and performance. Member performance is also measured through the following ways:

*Journals: Journals give coordinators a sense of what participants are learning and the quality of programming.

*Mid-Term/Final Evaluation Forms: Evaluations provide feedback for improvement and growth from members, site manager, and volunteers

*Pre/Post Testing: Gauge effectiveness of developing environmental education

*Pre/post health surveys: Measures member health improvements due to work

*Service Hour Log: Hours track what type of work was done and who it was done for. Additionally, educational hours and volunteer hours, are tracked.

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*Attendance Log: Ensures members and volunteers are held accountable to participation.

*Supervisor Evaluations: Members and sites receive evaluation and feedback from one another on a regular basis to improve operations and to encourage healthy feedback.

*Individual Projects: Members and volunteers of the summer program are required to do a project that reflects the knowledge they have gained through the program. Projects are graded and must help to educate members of their community about the environment.

External Measurement: Kupu is a member of the Corps Network's Abt Associates/Brandeis University study. This study continues to provide valuable information about youth corps and their contribution to America. The information gathered is highly valued by CNCS to a degree that David Eisner, the former CEO issued a ruling stating that this study satisfied the AmeriCorps rule requiring external and/or internal evaluation for AmeriCorps recipients. Kupu's involvement in the study provides valuable information as the only Pacific/Polynesian island-based state and youth corps in the USA. Hawaii's unique demographics are captured to represent our contribution to AmeriCorps and the youth corps movement nationally.

e.Community Involvement The HYCC is statewide and partners with over 80 organizations. These partners host and manage HYCC members and volunteers. In order to become a partner, sites must apply and are evaluated based on the health of the work environment, mentorship capacity, programmatic needs, and how HYCC members will add capacity to their sites. Prohibited activities such as purely administrative functions for our members are not allowed and site visits by coordinating staff along with evaluations help to enforce this. In addition, an agreement is signed and an orientation is conducted to ensure each site is aware of the rules and ramifications surrounding HYCC members such as not allowing duplication or displacement of current workers. HYCC utilizes feedback from sites through evaluations, feasibility studies, and site visits to continually gauge the needs of the sites as well

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as ensure community input. All HYCC applicants are also surveyed as part of their application to help Kupu staff understand the needs of the youth being served.

f. Relationship to other National and Community Service Programs Kupu is a member of the Corps Network, which is an organization that assists over 140 youth corps nationally. Through the Corps Network Kupu has an outlet for program staff to learn, grow, refine programming, and share resources. This organization has provided valuable information and assistance in the development of the HYCC. The Corps Network also provides Kupu with education awards annually. Kupu's Executive Director is on the Board of the Corps Network and has represented Hawaii's needs in national matters. The Corps Network has also provided Kupu with valuable resources from Washington DC to assist with growth, identifying opportunities, and ensuring operational excellence.

g. Potential for Replication Kupu's staff has a solid track record of replicating, managing, and growing the programs offered. The HYCC programs have been structured to make them easy to grow which is reflected in MSY growth rate. In 2001 HYCC provided 3.4 MSY and in 2010 is estimated to provide over 120 MSY. Since most of the HYCC programs are internship-based the programs are replicable pending sufficient coordinating staff, funding, applicants, and community support. Regarding supervision, since site managers manage members assigned to them, HYCC coordinators and staff primarily survey sites, meet regularly with and evaluate members and site managers, and address issues that arise. Each partner site also contributes matching funds for their members. This also makes continued growth more plausible as federal funding is leveraged by each additional partner site.

The summer program relies on the HYCC coordinating staff more than with the YIP program as there are several teams operating concurrently which staff help to oversee. From successful past experience, however, the HYCC has determined that each staff member can handle up to three teams. This 3:1 ratio

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means that with the established staff of seven, 15 teams will be manageable.

Organizational Capability

1. Sound Organizational Structure

a. Ability to Provide Sound Programmatic Oversight

Kupu exists because of a heart to serve. Kupu in Hawaiian means "new life or spring" and is derived from the kupukupu fern which is one of the first plants to bring life back to the land after a devastating lava flow. Kupu's heart is to bring life back to the people, the land, and the ocean. Despite tragedies that youth, communities, Hawaii, or the nation may face, like the kupukupu fern, Kupu hopes to assist and turn a disaster into a new beginning with hope and promise. Kupu was formed in 2007 to house HYCC programs, yet the principal staff and directors at Kupu have a combined total of close to 50 years of experience in managing and coordinating the HYCC since 2001. Over this time, the program has grown from a single summer program of 16 participants to four programs that provide close to 300 summer and year-round positions or 120 MSY (summer youth, ARRA members, and regular AC members). Kupu is requesting 96.86 MSY AC members (not including summer youth volunteers) of which 63 are FT. Currently, Kupu manages 98.5 MSY AC members of which 72 are FT (includes ARRA positions). Given that Kupu has successfully managed a larger number of positions than it is requesting, the organization it is confident it will be able to continue to run successful programming. Kupu has effectively managed programs and multiplied funding and positions to meet the increased demands from the community for HYCC. Furthermore, survey results from current and potential site managers show that the level of aid requested in this application will be more than adequately utilized, and that sites can afford the matching funds required of them.

Kupu has developed a strong administrative and programmatic staff. This includes not only fiscal and

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operational controls between administration and programmatic staff, but also board members on committees to provide assistance in areas such as fiscal and audit, executive development, and organizational growth. Over the last nine years, Kupu's staff has successfully managed the various aspects of the HYCC programming including finances, reporting, and operations. Kupu has built strong internal controls to ensure top quality program oversight. Staff is kept current in training with My AmeriCorps.

Operationally, in addition to programming staff the HYCC also utilizes the expertise of host site managers to help supervise members and volunteers. Each host site and manager is reviewed prior to partnering with the HYCC and during the program year by Kupu staff. To become a site, they must fill out an application to ensure they meet AmeriCorps and HYCC requirements as an organization, and to ensure they have a work plan for members that are aligned with AmeriCorps and HYCC policies. Kupu also considers the capacity of sites to manage members and provide a healthy working environment with proper mentorship. In addition, a memorandum of understanding and contract are used to clearly outline expectations of sites. Having site managers help as direct supervisors of members and volunteers allows coordinators to manage more participants at once and focus on larger program issues. It also ensures that specialists who have more in depth knowledge on topics and ecosystems will work closely with program participants. Kupu staff conduct site visits and analyze evaluations to ensure members and sites are meeting standards. Sites who receive a poor evaluation by their members or by staff may not receive aid until problems are corrected. If there is a major problem at a site, members are moved to another site while an investigation is conducted.

Kupu also conducts internal and external evaluations (like the Abt Study and Excellence in Corps Operations by the Corps Network) to ensure that staff, operations, and members are constantly improving. Furthermore, Kupu has a commitment to continued improvement and growth. One example

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of this is utilizing AmeriCorps VISTA interns to assist with internal capacity development in areas such as fund development, marketing & outreach, and reporting.

b.Capacity to Provide Fiscal Oversight: Integrity and sound management are integral in Kupu's fiscal management. In 2001 the principal coordinating staff that formed Kupu managed approximately \$23,000. Currently, Kupu expects the 2010 budget to be approximately \$3.0-\$3.4 million dollars. Kupu has not only been successful in bringing in outside funding, but it has a sound track record of fiscal management which has allowed for this growth.

The following are some of the fiscal accomplishments realized since 2001:

Program Funding Growth

*Since 2001, HYCC funds have grown from \$23,000 annually to over \$2 million in 2009 (includes ARRA funding). Kupu's 2010 budget is estimated between \$3.0-\$3.5 million dollars (variance subject to receipt of funding currently requested).

*Since 2001, the HYCC has grown from one summer program of 16 individuals on one island to four different programs which service seven of the eight main Hawaiian Islands.

*In 2003, the HYCC successfully received a Formula State AmeriCorps grant through DLNR. Since then, these funds have brought over \$3 million of funds into the HYCC in order to help young adults and Hawaii's conservation efforts

*Since 2002, Kupu has brought in over \$2.5 million in cumulative funding through partnerships with Kamehameha Schools, National Oceanic and Atmospheric Administration (NOAA), State Department of Health (DOH), Invasive Species Committee (ISC), US Fish and Wildlife Service (USFWS), National Park Service (NPS), and Kilauea Point Natural Heritage Association.

*In 2009, 40% of HYCC funds were from federal funds, showing that the HYCC is able to leverage federal funds. Due in part to Kupu's successful programmatic coordination, DLNR successfully received ARRA funding for 45 YIP positions. Kupu successfully filled all positions and is managing ARRA funds

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which require utmost transparency and fiscal capacity.

Some of the attributes which have been put in place to ensure strong fiscal, payroll, and human resource management are:

*Fiscal Policy: Kupu has a fiscal policy which standardizes and outlines policies in order to maintain financial integrity and uniformity in financial practices.

*Board Member Oversight: Some board members serve on an audit and finance committee to help oversee financial systems and documents to ensure accuracy and accountability.

*Internal Fiscal Checks and Balances: This includes a wide range of policies in place to ensure accountability, transparency, and fiscal controls. Many are laid out in our fiscal policy and include items such as monthly bank reconciliation, dual signature requirements, regular reports, multiple party oversight on payments made, data protection, and sensitive document handling requirements.

*Employee/Member Handbook: Kupu keeps a current employee handbook outlining all employment policies, benefits, and terms. Kupu also has an active member contract and policy which it keeps in place for AmeriCorps members.

*Third Party Payroll Processing: Kupu has outsourced payroll for staff and members. This has built in outside review of payroll as well as ensures professional management of all payroll items. Reports, data, benefits, payroll processing are all handled by this company (largest payroll company in Hawaii), and a team of individuals are there to support Kupu's payroll needs to ensure both staff and members have accurate payments and all funds are accounted for and reported.

*Human Resource Department: Kupu's use of a third party payroll service also includes a HR department and representative specifically for Kupu. This includes legal assistance with HR matters, consultation, proper reporting procedures, standard performance reviews, drug testing for workers compensation and hiring, and courses/seminars to keep staff updated with current HR policies as well as with additional trainings at no cost.

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*External CPA Review and Audit: A third party accountant is utilized by Kupu for consultation, review of financials, tax compilation, and is also available for A-133 audit purposes.

*Digital Records Management: Kupu digitalizes all receipts and files in addition to keeping physical records. All files are backed up in a separate location. Member files and financial records are kept in lockable file cabinets for security purposes.

c. Board of Directors, Administrators, and Staff Sound track record in the issue area(s) the project will address: Program Growth: In 2009 the HYCC provided approximately 300 full time and minimum time member and youth volunteer positions which are equivalent to 75 MSY (of which about 50 MSY were AC members). This is a 2,211% increase since 2001. Some of the accomplishments which the HYCC have seen over the last few years are mentioned in the member outputs section. Over the past few years since HYCC received competitive AmeriCorps funding via DLNR, programming has grown tremendously. Not only has Kupu utilized existing funding from AmeriCorps, but it has also received partner funding and aid to successfully provide a stronger and larger program. For example, in 2006, the HYCC provided 13 summer AmeriCorps team leader positions (who mentored over 60 high-school and college aged volunteers), 60 EAP positions, 14 year-round internship positions, and zero Hana Hou positions (total of 48.1 MSY). In the 2009-2010 service year Kupu provided 30 AmeriCorps summer leader positions (who led about 100 summer youth volunteers), 75 EAP positions, 72 YIP positions (which includes 45 ARRA positions), 20 Hana Hou (returning summer internship program) positions, three year-round VISTA positions, and 14 Summer VISTA positions. All together, this is about 123.5 MSY or a 157% increase in positions made available to Hawaii since 2006. In 2009, the HYCC provided 159,872 service hours in the community in areas such as trail restoration, volunteer leadership, native forest recovery, invasive species removal, coastal and wetland restoration, and much more. AmeriCorps members led 5,625 volunteers who generated 74,672 service hours. These programs have helped environmental restoration of small communities like Kalaupapa on Molokai (a community made up of fewer than sixty

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individuals who formerly suffered from leprosy) to larger urban areas such as Honolulu where members assist with preventing degradation of resources caused by high usage. When taking into account education awards, training, in-kind costs, and service hours this equates to a net benefit of over \$4.3 million dollars to the community. The cost-to-benefit ratio is about 1:3 with a net-benefit per MSY of \$55,980 (factoring training, educational awards, living allowances earned and service/volunteer hours produced), which is a 179% social return on investment for each CNCS dollar provided.

Board Description and Roles

Kupu's Board consists of community members who volunteer their time to serve on Kupu's board. They include executives and partners in the financial and private business sectors, a former founding staff of HYCC, a judge in the state judiciary who was the former chairman of the Department of Land and Natural Resources, and a former state senator. Their wide range of knowledge and experience and reach into the community provides a tremendous asset to our organization as well as provides oversight through committees (mentioned above). In addition to quarterly meetings, board members also serve on committees to help guide Kupu staff. These committees include an audit and finance committee, executive development committee, and a marketing/outreach committee. The board votes on all major issues and has put into place conflict of interest policies, contract signature requirements, and other controls.

Current Principal Staff:

The current AmeriCorps funding helps to directly and indirectly support ten positions at Kupu. Some of the main individuals who help with the development and oversight of programming and the organization include:

John Leong-Executive Director

Education: Wharton School, University of Pennsylvania B.S. Economics with a Dual-Concentration in

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Environmental Management and Entrepreneurial Management

Experience: Program Coordinator for the Hawaii YCC since 2001 and a former member of a previous version of HYCC. Manages organization as well as assists with program growth and development.

Matthew Bauer-Deputy Director of Operations

Education: University of Washington B.S. Political Science

Experience: One of the founding staff of the Hawaii YCC and has overseen programming since 2001.

Manages operations of all HYCC and Kupu programs and has helped with partnership development and operational oversight.

Katrina Thompson-Assistant Director of Operations

Education: University of Hawaii, BS Business Administration and Communication Experience: Katrina, a former HYCC member, has been on staff for the last three years. She provides leadership over all programming and oversees program directors and staff. She has assisted in coordinating and developing programming as well as assists with reporting.

Julie Peralta-Year-Round Internship Program Director. As program director she assists with program leadership, oversight, procurement management, site reviews, member reviews, and various other attributes of the program.

Other Key Staff:

Financial Director (Cammie Russell): Responsible for oversight of finances, accounts receivables/payables, responsible for overseeing payroll and HR processed by our contracted organization, regular financial reporting, and assists with program budgeting. Compiles financial grant reports. Reports to Executive and Deputy Directors for final review and signatory.

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Outreach/Marketing Coordinator (Brittney Orton): Responsible for public outreach and generating interest/support through various media including internet, print ads, newspaper articles, and public events.

General program coordinators (Noah Coombs, Gina Carroll, Emma Panui): Manage oversight of programming including logistics, recruiting, selection of members, program scheduling, developing curriculum with University of Hawaii, producing program reports, and other programming items.

Office staff (2): To be hired. These positions will support coordinators and provide general assistance with compellation of packets, mailings, assisting in compiling data, and other office related items

d. Plan for Self-Assessment or Improvement

Please see Section 1C for programmatic assessment and improvement. Internally, staff performance reviews are done by management and Kupu has invested in team development activities for staff, strategic planning, and is a part of outside research and studies. Staff members of the organization participate in an annual retreat, which serves as a time for reflection, planning, and bonding. During this retreat, different activities and opportunities for personal and organizational development are incorporated. In addition, staff members are encouraged to attend different conferences and trainings throughout the year. Further, the organization has developed a motto, "Pono a nei?" meaning, "Is it right?" This motto is something that staff live by every day, as it serves as a personal form of self-assessment to help ensure integrity within the organization.

In addition to the internal forms of self-assessment above, Kupu plans to have an Excellence in Corps Operations review done by the Corps Network to ensure the utmost highest quality in standards. For the

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first time, in 2009 Kupu integrated three full-time AmeriCorps VISTA members to assist the organization in improving operations and increasing its capacity. These VISTA members brought a newcomer's perspective, and offered the organization valuable insight as to how various systems and procedures could be created or improved.

Plan for Effective Technical Assistance

The HYCC is provided with in-kind technical assistance from site managers and their staff. As part of the ongoing operating agreement, managers are required to provide training, mentorship, and any technical assistance that participants might need. This may include tool training, overview of workplace requirements, specialized training such as helicopter safety training, wildfire response training, and herbicide safety training. In addition, Kupu's staff engages sites in an orientation to ensure that they understand the requirements of HYCC and are in compliance. Staff also provides different tools to sites, such as legally approved questions for interviews to ensure compliance and quality interviewing procedures.

Kupu staff receive regular trainings in items like diversity in the work place, safety, conflict resolution, and others without additional charge. These trainings are also open to YIP members. CPR/First Aid certification training is also provided by Kupu to Kupu Staff and YIP members at no cost to CNCS. Kupu has also allocated \$3,500 for staff training and workshops for additional training. Each coordinator must spend 5% of their annual work hours in training and education. In the past year, the coordinators spent a total of 3 weeks each, or 6% of their work time in training and seminars. Examples of this are the annual Corps Network Forum in Washington DC, computer training such as in Microsoft Excel, financial training, HR workshops, non-profit workshops, and other items.

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2. Sound Record of Accomplishment as an Organization

a. Volunteer Generation and Support (See above)

b. Organizational and Community Leadership

Kupu's desire to continually improve is reflected in recognitions by the Hawaii Audubon Society, National Park Service, and in 2008, out of 25,000 corps members nationally, former HYCC member Linnea Heu received the Corps Member of the Year award in Washington D.C. for her accomplishments during and after her participation in HYCC.

The staff is very vibrant in the community and involves itself in various capacities from professional Polynesian dancing, to competitive canoe paddling with New Hope church, teaching elementary kids through Junior Achievement, being a board member for the Corps Network, assisting with Angel Tree (program for children whose parents are incarcerated), being active parents and volunteering as members of the Sierra Club. Furthermore, John Leong was appointed as a Hawaii representative of the Business Advisory Council. He was also honored with being offered the Presidential Ronald Regan Award. He was recognized as one of Pacific Business News 2010 Top 40 under 40 and received the Pacific Business News 2010 Bank of Hawaii Young Community Leader of the Year award.

c. Success in Securing Match Resources: Current Grantees only

Although Kupu is a new applicant to AmeriCorps, it has successfully been able to secure matching funds in previous years for AmeriCorps programming it has coordinated under contract with DLNR. In the past two years, the HYCC funds have exceeded the required match by CNCS for funds provided to DLNR. In nine years the HYCC budget has grown 8,700%. Kupu has brought in matches from private organizations, non-profits, and federal agencies. Other federal programs that have funded the HYCC

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have been US Fish and Wildlife Services, NOAA, and EPA (via the state Department of Health). Of AmeriCorps funded programs only 39% of the funds last year were AmeriCorps funds.

Despite the challenging economic climate, Kupu is confident that it will be able to meet the match stated in the budget. Kupu has received increased funding commitments from partnering organizations, applied for and received additional grants through EPA, US Department of Labor, the Department of Education and has done a feasibility study amongst partnering organizations that shows their need and ability to produce matching funds.

3.Success in Securing Community Support

a.Collaboration

The HYCC has various programs which directly and indirectly assist various communities, environmental agencies, non-profit organizations and conservation based landowners. The HYCC has also developed diverse funding, educational, and community partners.

Through its membership with the Corps Network, the HYCC interacts with many corps nationwide. The HYCC also offers exchange programs where corps members from other youth corps like LA Conservation Corps have come to work for the summer with HYCC. Through exchange programs our Hawaii residents not only get to see what other corps and programs are doing, they also gain cultural diversity and greater depth of character. In 2005, through a grant from Kamehameha Schools the HYCC took three past members to Aotearoa (New Zealand) for a conference on indigenous education where they presented about the HYCC internationally to indigenous delegates from Australia, New Zealand, Japan, Africa, America, South America, Canada, and many other countries. In addition, the HYCC hosted international students from New Zealand and Rapa Nui (Easter Island, Chile).

All together, the HYCC has developed statewide, national, and international partnerships which provide

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depth and resources for the programs. Members benefit from partnerships which offer resources in education, culture, and work experiences that are truly enriching and rare to find in one program.

b. Local Financial and In-Kind Contributions

In 2009 HYCC calculated that it received \$1,365,444 of in "in-kind" contributions. This is up from \$200,000 three years ago, showing an increase in community support. This is a tremendous amount of support from communities statewide which includes aid with housing, transportation, administrative, food, educational speakers, facility usage, gear/equipment, tools, site manager time, and training. Families have also shown their support and appreciation for the HYCC by providing meals for teams, gear, and much more.

The giving of in-kind services is very diverse and is not reliant on one organization. The various partnering agencies each provide some in-kind assistance, from housing for year-round members to vehicle usage. This is also true in cash funding. Through various funding sources, the HYCC is able to diversify and leverage its resources to ensure that the HYCC is better equipped to face fiscal challenges that come with budgetary and federal funding cuts. The HYCC has proven itself successful in multiplying the funds it has received in order to help further benefit the community.

c. Wide Range of Community Stakeholders

Many of the community partners have not only been vital to the HYCC, but they also are very dependent on the assistance that the HYCC provides. Kupu has increased the number of positions available from 2006 by 157% to respond to a demand for programming. The community, however, continues to request more HYCC aid and Kupu is aiming to meet this demand on seven of the eight Hawaiian Islands. HYCC is not only providing training and jobs, but it is providing much needed help to Hawaii's environment and local communities that rely on Hawaii's natural resources for simple necessities like drinking water. Members also help to restore endangered species, which, if lost, would be a loss to the entire world. The

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care of Hawaii's natural resources is of utmost importance. Yet, as stated, many agencies are underfunded and understaffed. Therefore, the assistance that the HYCC provides each year is not only appreciated, but heavily relied upon. The positions provided will not only continue to assist current partners, but it will assist many organizations who are on the HYCC's waiting list, and will benefit the entire community. Recently, the recruiting for ARRA positions have shown Kupu there is a huge need in the community to find meaningful work. YIP positions in particular will help to provide positions and training to many transitional young adults who have found themselves unemployed or without options.

"I believe more and more, with each passing year, conservation of our natural resources will be, if not already, a very important field of work. Therefore, exposing students to the various aspects of conservation is very helpful in getting future generations to appreciate the importance of protecting all of our natural resources. HYCC certainly fills the need to get students involved in the field of conservation and help direct their attention to the possibilities of working professionally in this field. If only to make them aware of our environment and build appreciation for it would be an accomplishment. It may also instill in the back of their minds to be a future volunteers in the many habitat restoration projects in Hawaii and abroad." Bryan Plunkett, L.I.F.E. The training that community members and program members receive in disaster preparedness will provide several hundred certified CPR and First Aid responders each year, and their efforts will assist in preventing forest fires, erosion, and other natural disasters.

d.Special Circumstances

Kupu has responsibly multiplied resources given to it to provide responsible programming growth to better serve the community. The HYCC also assists communities with BEALE codes of up to 9 such as with Kalaupapa on the island of Molokai with only about sixty residents. These are communities that are challenged financially and are very rural and have a population of less than 2,500. The HYCC has become vital in assisting not only conservation organizations, but also in assisting local communities

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and families in desperate situations with little or no resources, programming, or aid for their young adults or resources. This quote is from a site manager on the island of Lanai (population of 3,193 and an unemployment rate of 11.1%): "Since the closure of the plantation, there are few work opportunities for Lanai youth. The HYCC program fills a void, and provides youth with the opportunities they need to build work skills otherwise unavailable to them. PLEASE KEEP THIS PROGRAM ON LANAI. Our future is in our youth!" Kupa Maly, Lana'i Culture & Heritage Center

Cost Effectiveness and Budget Adequacy

1. Cost Effectiveness

a. Corporation Cost per Member Service Year

The cost per MSY for year 1-3 is cost effective and expected to be \$12,967, which is lower than the national average of \$13,000, despite Hawaii having a higher cost of living than the national average by 120%.

Diverse non-Federal Support

The HYCC currently brings in non-federal support from organizations, totaling over \$400,000. In addition, each agency which receives a full-time member contributes \$8,000-\$12,000 cash match (dependent on other grant funds received), not to mention in-kind training, mentorship, equipment, and much more. Kupu also receives partnership funds from various organizations and receives grants from the state Department of Health, DLNR, NOAA, US Fish and Wildlife Service, NPS, EPA, and other organizations to support other HYCC related programming and staff. Kupu also receives monetary and other donations on the programs' behalf as well as plans to further develop fee-for-service projects

Decreased Reliance on Federal Support: Current grantees only

N/A: Kupu is a not a current grantee but has been funded by DLNR via contract to manage HYCC operations. Kupu, however, has demonstrated the ability to continually diversify funding and decrease

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reliance on CNCS support for the HYCC program. Each year, funding from non-CNCS sources has increased such as private partnership funding Kupu received that increased 400% since 2007. Kupu also plans to increase donation and other private giving efforts in upcoming years.

2. Budget Adequacy

The following section will discuss our budgetary needs and how each section has been adequately calculated to fit these needs. Kupu has done a feasibility study to ensure that the requested positions will be filled and within reason for sustainable growth and management.

Kupu also has fund raising, fee-for -service programming, donations, and future grants as part of its strategic plan to sustain current operations and lessen its dependency on federal funding. Kupu has exhibited this ability to raise funds beyond the necessary amounts by being able to provide an estimated 32.74% cash match (not including in-kind) which is well above the required 24%. Our request to CNCS is also below the average state competitive cost per MSY (\$12,967).

A. Personnel Expenses and Fringe Benefits

The principal coordinating staff dedicated to AmeriCorps includes seven individuals as indicated below:

1. Program Director (1)
2. Program Coordinators (4)
3. Staff (2)

The "staff" positions assist coordinators in programmatic needs such as managing member files, facilitating background checks, scheduling projects, assisting with member recruitment materials, and other member and program related needs. Kupu also receives consistent local funding that helps to

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compensate for the matching needs as well as pay for administrative and support staff. Grants have also been written to help expand staff.

The fringe benefits include local health care rates of \$270 per person per month.

B. Travel

Staff Travel: Staff travel has been budgeted for 10 trips for coordinators and directors (five individuals) interisland at \$200 per round trip. Staff travel is to do regular site visits to each of the six outside islands as well as to assist with recruiting on each island. There are six islands which staff fly to once a quarter for evaluation purposes (24 RT) to ensure quality. The other 16 RT are for recruiting trips on each of the six outside islands a couple times per year. Each round trip is \$200. \$6,000 has been set aside to send two staff to a CNCS sponsored meeting from Hawaii.

Member Travel: Travel is for training and service trips between islands (150 total). This includes airfare for one service trip per full time member (60), and three inter-island trips for summer leaders (one for leadership training, one for team training, and one for a team service trip). Other travel costs and costs for summer volunteers will be paid for by other grants and/or in-kind donations.

C. Supplies

Calculations in the budget show a \$95 cost per member which includes backpack, water bottle, t-shirt, rain gear and allotment for boots or other supplies members may need at their site. The rest includes costs for three computers (\$800 each) and general supplies (\$2,000).

D. Training Staff Development: Staff development will consist of first aid and CPR training, guest speakers, and courses that staff will be required to take in order to meet their educational requirement. It has been budgeted to put in \$500 per staff member.

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E. Member Training: The training provided is to orient members and volunteers and to also provide them with essential skills such as team building, communication, leadership, and respect. Member training costs has been calculated at \$400 per member, 60 members. This includes the costs of training manuals, housing, bus transportation, campsite fees, food, high ropes course instruction fees, first aid/CPR instructor fees, and swim assessment instructor fees. Training for EAP members is conducted as an in-kind match by the sites they are assigned to and are therefore not a part of this calculation. Please see section 2b for more detailed description of member and volunteer training.

F. Evaluation

As part of the ABT, Inc study, Corps Network will pay for all associated external evaluation costs.

G. Other Program Operating Costs

H. Living Allowances

The YIP members will receive a maximum of \$15,000 each (63 full time), team leaders (30 minimum time) will receive \$3,000 each, and Hana Hou members (50 minimum time) will receive \$1,000 each. This is an average of \$1750 per minimum time members. EAP participants will not be paid a living allowance. All living allowance rates reflect the high cost of living in Hawaii.

I. Member Support Costs

7.65% was used to calculate FICA and 9.56% for workers comp. Health care costs are listed at \$220 a month, a competitive rate for Hawaii.

J. Corporation Fixed Expenses

5.26% was utilized to calculate this. Year two and three: Will be the same as year one.

Funding Sources:

Based on current year figures and projects, Kupu expects to have \$1,206,000 in non-CNCS funds available for HYCC purposes of which \$612,000 is expected be used as cash match for this grant. 2009's in-kind funds were about \$1.3 million. If needed in kind funds will be made available as match.

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Funding will be derived by site matches, foundational funding, private funding, some donations, and other grant funds.

Overall, the budget has been designed to meet all major fixed and variable costs that the HYCC might face. In addition to AmeriCorps funds, supporting funds from other organizations will help to pay for other operating expenses. Through this budget, each member will be adequately compensated and is also receiving sufficient support in supplies, training, staff oversight, administrative support, and in other areas. The budget has been calculated so that there is enough to cover operating expenses, but also so that its dependence on AmeriCorps funds decreases over time. Kupu and the HYCC have a track record for success and hope to continue growing to serve our community.

References:

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Evaluation Summary or Plan

NA

Amendment Justification

na

Clarification Summary

Budget Clarification Items:

Section A - Please provide a brief description of the role and responsibilities of the staff person budgeted in managing the proposed AmeriCorps program.

-The "staff" positions assist coordinators in programmatic needs such as managing member files, facilitating background checks, scheduling projects, assisting with member recruitment materials, and other member and program related needs.

-Please verify that all members and grant funded staff will receive the required criminal background checks. The budget does not reflect this expense.

Yes, all staff and members will receive criminal background checks and sex offender checks. Kupu utilizes the Commission approved statewide check for Hawaii (E-Crim) which is free to research and costs only when a record is detected and staff wants to print out. This cost is \$15 per print out. All required staff and members will also receive an FBI check. This is at a cost of \$38 per check and there is an anticipated 233 people that will be checked in a given year.

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-All full-time members ordinarily should receive a minimum living allowance of \$11,800. Please explain why the 3 full-time members are listed without an allowance.

Another funding source to our organization has opted to pay the entire cost for their three members. These members will be paid the same amount as all of the other year-round interns.

-Confirm that all full time members are budgeted for health care or do not require coverage because they already have coverage.

Confirmed. All members will receive health care unless they decline coverage due to having another source for health care coverage.

-Please specify the source and type of the remaining \$7,299 of match funding.

This was an input mistake on our original submittal. Please see the revised matching section.

Section C - Provide the purpose for staff interisland travel.

Staff travel is to do regular site visits to each of the sites on each of the six outside islands as well as to assist with marketing/recruiting on each island. There are six islands which staff fly to once a quarter for evaluation purposes (24 RT). The other 16 RT are for recruiting trips on each of the six outside islands a couple times per year. Each round trip is \$200.

Section C - What costs are budgeted for the member travel?

This is to cover interisland travel (150 Round Trips budgeted at \$200 each). This includes one service

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trip per full-time member (60 round trips, generally during AmeriCorps week). The other 90 interisland trips are for Summer members for 1 week of training and a second trip for an off-island service trip.

Section G - What costs are budgeted for the staff and member staff training?

Staff Training: \$500 per staff for 1 week equivalent of training (\$100 per day). Some items that this may cover include training facility usage, per diem, training materials, housing (if needed), guest speakers/trainers, first aid and CPR training, and courses that staff are required to take for continuing education purposes.

Member Training: Costs include training manuals, housing, bus transportation, campsite fees, food, high ropes course instruction fees, first aid and CPR instructor fees, outside trainers, and swim assessment instructor fees.

Programmatic Clarification Items:

a. Please provide greater detail of the plan to train members, including training timeline and who/how members are trained.

Training begins prior to the beginning of the member's term of service with an orientation for both members and family members (a parent or legal guardian must be present if a member is under 18). Program logistics and information are provided at this time. During the period prior to employment,

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records and transcripts required to be an AmeriCorps member must be submitted and verified by staff. Members (both summer and year-round) receive a training which is organized by staff and conducted by staff along with outside trainers. Training happens prior to the start of service. This includes but is not limited to:

- * Orientation and history of organization and program
- * HYCC Program purpose and what it means to be an HYCC member
- * Introduction of HYCC staff and their roles
- * Purpose of AmeriCorps program and expectations of member's role during term of service
- * Program Structure
- * Timesheet reporting and performance measurement sheets policies
- * Review of Member Contract and terms of position
- * Benefits of AmeriCorps program
 - o Child Care Benefits
 - o Education Award
 - o Loan Deferral Program
 - o Health Insurance
 - o TDI
 - o Worker's Compensation
 - o Continuing education program
 - o Flexible Spending Program
- * Ensure all member requirement and/or documentation are met
- * HR Orientation (conducted by human resource staff) where the following are reviewed:
 - o Review of member handbook
 - o Explanation of status as an AmeriCorps member
 - o Policies (i.e. personnel records, Time & Attendance reporting, Equal Opportunity, Individuals with

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Disabilities, Anti Discrimination and Anti-Harassment, Member Support Hotline, Lobbying-policies, Substance Abuse and Substance Abuse Testing, Personal Appearance/uniform requirements, Personal Cell Phone/Electronic Devices, rules of conduct, disciplinary action, Communications system usage, etc.)

* Training also includes a section on Safety and Emergency Procedures which includes

o Safety Policies

o Workplace Violence

o Personal Protective Equipment

o When Operating a Vehicle

o Emergency Plan

o Accident Procedures

* Living Allowance Policy explanation

* Member Entry and Exit policies

* Unallowable activities

* Evaluation procedures (for members, program, and site)

* Review calendar of events along with upcoming site visits, evaluations, trainings, and conferences.

Additionally, all sites which members work at MUST provide additional orientation and training at their site which have included but not limited to:

* Orientation of site and facilities

* Policies at site

* Conservation training and background at their site (see below under section E).

* Specific tool safety training

* Personal Protective Gear training

* Speakers on specialized topics

* Vehicle Safety

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* Reporting procedures

Summer AmeriCorps members who are leaders to youth go through an additional extensive two week training to prepare them to work with youth volunteers. During this time they are trained by both staff and outside speakers (such as Positive Coaching Alliance trainers, a program based out of Stanford University), Hawaiian cultural lecturers, coaches to help develop facilitation skills, American Red Cross CPR/First Aid trainers, and much more. Training topics include leadership, policies and procedures, working with young adults, facilitation skills, co-leadership skills, cultural sensitivity, team building, goal setting, and much more. More detail on training can be seen in the "Member Outcome and Output" section.

Year-round members also are able to access quarterly trainings at no cost to them which include risk-prevention trainings such as drug awareness, preventing slips, trips and falls, dealing with challenging people, etc. They also can attend personal development trainings such as communication skills, resume development, people skills, diversity in the workplace, accountability training, etc.

Additionally, members attend two conferences per year which have been focused on member development and put on by the Hawaii Commission.

All year-round and summer members also receive CPR and First Aid training from the American Red Cross.

b. Clarify how the program will involve other community organizations (in addition to partners).

The programs benefit 80 partners statewide, assisting communities on seven of the eight Hawaiian Islands. In addition, the HYCC benefits many community organizations such as organizations that serve native and/or disadvantaged youth like Alu Like, Queen Liliuokalani Children's Center, Big Brothers Big Sisters, Boys and Girls Club, Kamehameha Schools, many church youth groups, and other organizations that need work development and training opportunities for their youth clients/populations that they

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work with. For this summer (2010), the HYCC received 900 applicants for 160 member and volunteer positions for its various summer programs. This shows a high need in the community, but also the effectiveness of both HYCC programs and partnerships within the community. The HYCC also works with community organizations such as American Red Cross, who has done the CPR and First Aid training for members and volunteers. Members have also in the past assisted the American Red Cross with running shelters (disaster preparedness training for members). HYCC also partners with the Blood Bank of Hawaii where members can participate in blood drives.

The HYCC also organizes days of service where all community members, family & friends of AmeriCorps members, program alumni, and others are invited to come. These include the Martin Luther King Jr. Day of service event, an AmeriCorps Week service project, and annual/semi-annual service trips in which all HYCC members statewide come together to serve as one unit. In the past, HYCC service events have helped churches, an arboretum, state trails, native forests, wetlands, and Hawaiian cultural organizations.

C. Clarify that the Hana Hou program will not enroll alumni who are not eligible to serve (currently members can not serve more than 2 terms with an Americorps State program).

The Hana Hou program, like all HYCC AmeriCorps based programs have instituted an application and screening process which checks if members were previously enrolled in an AmeriCorps program as well as how many terms and the type of terms. Staff now also double check this during the interview process and placement to make sure that members do not exceed the permissible number of terms (which is currently 2).

D. Clarify how the program will work with members to understand their roles are not jobs, rather they are a part of national service.

Narratives

This is made clear in several ways. The first is through recruiting. Applicants are informed that this is a term of service which they are signing up for. Position descriptions also reflect this. Secondly, in training, members are informed about the AmeriCorps program, its purpose, and their role to serve their community. Additionally, they sign a contract which underlines their role as an AmeriCorps member as part of national service. The various organizations which members serve at and assist must sign a memorandum of understanding which clarifies member's roles as service and not as an employee. This is to ensure that there is no discrepancy in expectations; it should be expected that AmeriCorps members are here to serve and make a difference and should not be considered regular employees. Member position requirements are also reinforced through regular site visits by staff, evaluations, semi-annual conferences, and service projects that underline the spirit and purpose of AmeriCorps.

E. The training plan does not include training for conservation work. Please clarify.

Members receive conservation training through HYCC sponsored trainings and through partner sites. In-house conservation training varies based on program. These include speakers on conservation in Hawaii, conservation-based service projects (to help members understand what conservation work is and its importance), and other items. This year, HYCC is also conducting, as part of its summer training, a conservation fair where summer participants, year-round participants, and alumni are invited to a luncheon, sponsored by ING Direct, where they can go to various booths and workshops to learn about conservation from various organizations, conservation job opportunities, and community based conservation efforts like conservation artists, composting, sustainable Hawaiian agriculture, and much more.

All partner sites additionally assist with conservation training which has included power point presentations, field guides, flash cards (for plant and animal identification), map/GIS training, speakers, etc. In the memorandum of understanding signed between HYCC and partner sites, partners must

Narratives

agree to providing both site orientation as well as training for members that they work with. Beyond conservation training, this includes more extensive safety training, tool training, and other training needed for the site.

Additionally, HYCC has partnered with Windward Community College and the Natural Resources and Environmental Management department of the University of Hawaii to offer college credits to participants. The summer programs and year-round programs have and/or will have opportunities to receive undergraduate and even graduate credit based during their term of service. The conservation knowledge and experience gained has been found to be so powerful, that members can receive up to three credits should they elect to enroll in the course. A syllabus has been developed between the University of Hawaii and HYCC and in addition to their service work, they need to keep a journal, do a specific project based on the service being conducted, write papers, and also learn from additional resources such as online lectures on conservation.

F. 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.

The HYCC conducts criminal background checks through the recommended statewide database in Hawaii (e-Crim through the State of Hawaii) as well as the national registry for sex offenders. The sex offender site is free and e-Crim only charges the HYCC if a person has a record that staff needs to print up. This is \$15 per individual and is currently paid for as a matching cost by other funding sources (no additional AmeriCorps funds are being requested).

Continuation Changes

Narratives

NA

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 96.86

Service Categories

Environmental Awareness-building and Education

At-risk Ecosystems Improvement

National Performance Measures

Priority Area: Environmental Stewardship

Strategy to Achieve Results

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

Members will assist with natural resource restoration activities throughout the year. They will be asked to fill out a standardized worksheet detailing the number of unique acres they benefit through their efforts. Acres will be labelled with GPS coordinates and/or names to prevent duplicate counting of acres. Worksheets will be approved by site managers/supervisors and sent to program staff. These sheets will be imputed and tallied by staff on a monthly basis on Excel worksheets. The sheets will measure number of acres restored/benefited due to members' work throughout the state of Hawaii.

Result: Intermediate Outcome

Result.

Project partners such as Fish and Wildlife Services and Department of Land and Natural Resources, in each area of land, who are experts in invasive species removal will certify that acres treated met at least a 90% standard of removal.

Indicator: Number of acres at least 90% cleared of target invasive species

Target : 6,000 acres that have been cleared of at least 90% of high threat invasive species

Target Value: 6000

Instruments: Data sheets that will be collected monthly.

PM Statement: 6,000 acres will have a target of 90% or greater of high threat invasive species removed. This will be tracked utilizing datasheets that are turned in monthly by members, compiled by Kupu staff, and then certified by project partners who are experts in invasive species removal that the 6,000 acres treated met at least the 90% standard.

Result: Output

Result.

Members will help to improve national parks and public areas through the removal of invasive species and the restoration of native species. Of the parks, sanctuaries, and other natural reserves and public areas which AmeriCorps members benefit, certain areas will be targeted for particular invasive species to be removed, which are harmful to the environment. Members and supervisors will be asked to identify target invasive species and AmeriCorps members will work to remove this invasive species completely from certain acres in which they serve.

Indicator: (PRIORITY) EN4: Acres of parks cleaned or improved.

Target : 6,000 acres that have been cleared of a high threat invasive species

Target Value: 6000

Instruments: Tally worksheet

PM Statement: Members will help to improve national parks, state parks, city parks, and other public areas through the removal of invasive species and the restoration of native species. 6,000 acres will be cleared of high threat invasive species, which will be accounted for via tally worksheets that members fill out

National Performance Measures

Result.

on a monthly basis. These tally worksheets will be tabulated by Kupu staff to account for all work being done by AmeriCorps members statewide.

Priority Area: Environmental Stewardship

Strategy to Achieve Results

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

Summer youth volunteers will be led by AmeriCorps members during a six week summer program. During this program members will engage volunteers in service-learning activities in the environmental conservation realm.

The output will measure the number of these volunteers attendance in the program and the intermediate outcome will measure the amount learned through pre/post testing.

Result: Intermediate Outcome

Result.

Through a summer of service-learning activities, youth volunteers (led by AmeriCorps members) will show a greater knowledge of environmental issues and conservation in Hawaii.

Indicator: Number of youth who show higher environmental awareness through pre/post testing

Target : At least 75 of the summer youth volunteers will show a 50% increase or higher in their post test scores as a result of their participation in the summer program

Target Value: 75

Instruments: Pre/Post tests

PM Statement: Youth volunteers will learn through environmentally based service learning activities throughout a six week period during the summer. Their knowledge will be assessed through pre/post testing. The program target is to have at least 75 of the youth summer volunteer have increased scores of 50% or higher on their post test results. The data instrument used are pre and post tests.

Result: Output

Result.

There will be around 100 young adults who sign enroll and attend a summer youth service-program led by AmeriCorps members. These youth will be engaged in service as well as learn about environmental conservation in Hawaii.

Indicator: EN3: Individuals receiving education in energy-efficiency.

Target : Of the targeted 100 youth volunteers who sign up for a six week summer program, at least 80 will finish the program and have missed no more than 5 days due to unexcusable absences.

Target Value: 80

Instruments: A standardized attendance sheet will be filled out by AmeriCorps members on a daily basis to log youth volunteer attendance and participation.

PM Statement: AmeriCorps members will engage and lead youth volunteers in service through a six week summer

National Performance Measures

Result.

program. Kupu targets that 80% or about 80 individuals will finish the program with attendance of no more than five unexcusable absences during the program.

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable