

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: 14-JAN-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 11AC123238	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 07ACHAK0010004
5. APPLICATION INFORMATION		
LEGAL NAME: SouthEast Alaska Guidance Association (SAGA) DUNS NUMBER: 601280506	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Joe P. Parrish TELEPHONE NUMBER: (907) 790-6403 FAX NUMBER: (907) 789-3118 INTERNET E-MAIL ADDRESS: sagajp@servealaska.org	
ADDRESS (give street address, city, state, zip code and county): P.O. Box 33037 9397 La Perouse Ave Juneau AK 99801 - 9305 County: Juneau		
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 920129698	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization	
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: SAGA Alaska Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Alaska Statewide	11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 09/01/11 END DATE: 08/30/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="AK 001"/> b.Program <input type="text" value="AK 001"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
a. FEDERAL \$ 451,487.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
b. APPLICANT \$ 483,247.00		
c. STATE \$ 0.00		
d. LOCAL \$ 0.00		
e. OTHER \$ 0.00		
f. PROGRAM INCOME \$ 0.00		
g. TOTAL \$ 934,734.00		
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: Joe P. Parrish	b. TITLE: Director	c. TELEPHONE NUMBER: (907) 790-6403
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/03/11

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Executive Summary

This proposal supports Healthy Futures for Alaskan youth, especially rural, by involving them in Education and Service Learning that increases school success and healthy lifestyles. To do this, SAGA enrolls Disconnected Youth as Members in our Serve Alaska Youth Corps to reconnect them with education and jobs through Service Learning projects on public lands. Our Connections program places Members in Host Agencies to support proven programs that increase school success and healthy lifestyles.

Rationale and Approach

A. RATIONALE AND APPROACH

The purpose of this proposal is: to ensure a brighter future for Alaskan youth, especially those from distressed rural communities, who are at high risk of school failure, unemployment, criminal behavior and/or persistent poverty.

The critical needs in Alaskan communities that prompted SAGA to submit this AmeriCorps proposal are:

- * The 3rd highest rate in the U.S. for persons age 16-24 not attending school and not working (2007, Annie E. Casey Foundation, 'Kids Count Alaska Data Book,' the Institute of Social and Economic Research at the University of Alaska),
- * The 3rd highest percentage in U.S. of youth residing in juvenile detention and corrections facilities (2006, Annie E. Casey Foundation, 'Kids Count Alaska Data Book,' the Institute of Social and Economic Research at the University of Alaska),
- * A dropout rate that was double the national average in the 2005-2006 school year, according to the latest figures available from the U.S. Department of Education, with the rate for Alaska Natives being nearly twice the rate for Caucasians (2006, Annie E. Casey Foundation, 'Kids Count Alaska Data Book), and

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* A crisis level of backlogged environmental and public safety projects on public lands in Alaska (Congressional Research Service/Library of Congress).

SAGA's Mission Statement: To improve lives, lands, and communities in Alaska. We accomplish the mission through programs that help people make the connection between what they learn and how they live.

This proposal involves 64 AmeriCorps Members in two distinct strategies that address the critical needs stated above and accomplish the purpose of this proposal.

Compelling Community Need:

(All source documents for the information below is referenced at the end of this section)

Geographically Alaska is the largest state; 1/5 the size of the continental U.S. Alaska's population is only 677,000, with nearly 50% living in Anchorage, and the rest spread over 353 mostly isolated rural and largely Alaska Native communities. In Alaska, rural communities often act in solidarity when addressing common issues and needs in order to have a stronger voice in government. Using definitions of community, such as, "a class or group with common interests, likeness or identity," rural villages and towns in Alaska resemble and act as a community. This extended rural community in Alaska represents SAGA's primary target community.

The compelling community needs addressed by SAGA's two programs, Serve Alaska Youth Corps, and Connections, address the high rates of disconnected youth and the related risk factors of unemployment, involvement with the juvenile justice system, and school failure, especially among Alaska Native youth. Young people, ages 16-24, who are neither in school nor working are often defined as "disconnected" because they are not learning the skills needed to connect to the workforce or community as productive

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young adults. A 2003 Hewlett Foundation report identified those least likely to make a successful transition to adulthood as: (1) high-school dropouts; 2) those who have been in the juvenile justice system or foster care; and (3) teenage parents, especially mothers. These young people do not have -- and face major challenges trying to get -- the educational and vocational skills and social support they need. The longer this detachment lasts, the more it increases the risk that a young person will have lower earnings, less stable employment, and/or become involved with the corrections system than peers who stayed in school or found jobs (2003 KIDS COUNT Indicator Brief: Reducing the Number of Disconnected Youth).

According to KIDS COUNT, a project of the Annie E. Casey Foundation that conducts an annual national and state-by-state effort to track the status of children in the U.S.: Alaska ranks 3rd highest in the nation for the percentage of youth residing in juvenile detention and correctional facilities; Third worst in the U.S. for Alaska teenagers ages 16-19 who are neither working nor attending school (11% compared to the U.S. average of 8%); and the third highest percentage in the nation of young adults ages 18-24 who are not working or in school. These statistics highlight the need for efforts to ensure a brighter future for Alaskan youth, and the fact that disconnected youth often become disconnected adults who experience chronic joblessness and engage in destructive behavior.

Another risk factor related to disconnected youth is the dropout rate. According to the latest figures available from the U.S. Department of Education, Alaska's dropout rate of 8% for the 2005-06 school year was double the national average. Another way to look at this risk factor is to consider graduation rates based on the percent of ninth grade students who complete twelfth grade. According to the most available figures from the National Center for Education Statistics (NCES), in the 2003-2004 school year, the averaged graduation rate among public high-school students was 74% nationwide and just over 67% in Alaska. The Alaska Department of Education and Early Development puts the state's graduation

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rate at 60% for 2005-06. The NCES also states that over the period from the 2000-2004, the graduation rate increased in 44 states and decreased in 5 -- including Alaska.

Alaska's dropout rates by race tell another side of the story. The State Department of Education and Early Development reports that Alaska Natives dropped out at a rate of 8.4% in 2005-06 compared to 4.6% for White students. In contrast, Alaska Native students make up nearly 37% of all dropouts in Alaska, but less than 25% of all students.

SAGA has been successfully addressing the issues related to disconnected youth and school failure for 23 years through proven strategies employed by our Serve Alaska Youth Corps and Connections programs. Over 90% of SAYC Members transition into school, jobs, and/or fulltime service. While prevention efforts are not always as easy to measure, Connections Members do increase the effectiveness of their Host Site's efforts to keep young people connected to school, and healthy, productive lifestyles. These issues are the same ones we have been identifying in our AmeriCorps grants since 2000. Since 2000, Alaska has had the highest to the third highest percentage of disconnected youth nationally, and maintained a dropout rate for Alaska Native students that is at or near twice that for Caucasians. That said, it is encouraging that for the last three years, Alaska has not had the distinction of ranking worst for disconnected youth and has narrowed the dropout rate between Alaska Natives and Caucasians by 3%. This evidence suggests that between SAGA and the other efforts and streams of service that address these issues we are making a difference. However, there is still much to be done.

The needs in this proposal were identified through a process started 23 years ago when SAGA's founder/director began the organization in partnership with federal, state and local agencies and schools to address issues of disconnected youth and school failure. Over the years, partnerships have strengthened and expanded. SAGA's staff remains active in national, state and local efforts to address

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these needs. Efforts include: serving on boards and commissions; helping United Way perform community assessments; partnering with schools to develop curriculum, working closely with other Alaska AmeriCorps grantees to identify needs and coordinate service; and organizing conferences for service providers to network. For 23 years the needs identified in this proposal have remained Alaska's most pressing issues, especially related to rural and Alaska Native communities -- the target community for this proposal.

Since the Civilian Conservation Corps of the 1930s, one of the most proven strategies to reconnect and engage young adults with training, employment and community is to involve them in meaningful service. Since 1986, SAGA's Serve Alaska Youth Corps has been combining the need to reconnect and engage youth with the need to reduce deferred maintenance on public lands. Federal, state and local land agencies that the SAYC partners with have extensive deferred maintenance obligations involving buildings, roads, trails, recreation sites and resource management. The longer these projects go un-addressed the more conditions deteriorate and costs increase exponentially. Nationally, the deferred maintenance cost for federal land management agencies is estimated at \$16.8 billion (2008 Congressional Research Service report on National Park Management prepared for Members and Committees of Congress). Alaska is 65% federally owned and represents 34% of all federal lands. The backlog of work on federal land, related to environment and public safety in Alaska, is estimated at \$3 billion (Congressional Research Service, Library of Congress, 2005). Another 25% of Alaska is state owned and operates the largest park system in the U.S. Alaska State Parks however, has \$52 million in deferred maintenance needs, ranks 47th in the nation for least number of employees, and only two states have smaller operating budgets. There are only six state park maintenance workers in Alaska. Only one state, New Hampshire, has fewer (Alaska State Parks FY 2009 Deferred Maintenance Report). As a result, SAYC crews are a critical part of the strategy used by public land agencies in Alaska to complete essential projects that would not otherwise get done.

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SAGA recognizes the connection between the need to educate and train youth, and the need to accomplish work on public lands, and serves as a catalyst for creating innovative partnerships to address these diverse issues. Land agencies prioritize their projects annually through a public scoping process -- then work with SAGA to identify which projects the SAYC will do. Once identified, SAGA works with communities in project areas to recruit Members, volunteers and staff to accomplish them. The process brings groups and individuals together that wouldn't normally associate in an ongoing effort to reconnect and engage young people, identify and address needs, and create lasting and successful partnerships.

Description of Activities and Member Roles:

The Serve Alaska Youth Corps is a fulltime, largely residential program whose target population is disconnected/at-risk youth, ages 16-24, from rural Alaska. The SAYC is the summer component of SAGA's year-round Alaska Service Corps. Participants, called corpsmembers, are organized into crews that complete important service projects throughout Alaska for government agencies, and community and faith based organizations -- called Project Sponsors. Projects are selected that; Support program goals and provide relevant hands-on experience; Address needs that would not be met otherwise; Accommodate 7-10 person crews for a minimum of ten days; Provide opportunity for training and skill development; Attract community support; and Provide opportunities for volunteers. Projects include trail work, habitat improvement, recreation site maintenance/construction, and highway enhancements to improve public safety. SAGA maintains two regional headquarters in Alaska that provide oversight and support for crews that can be spread over distances of 2,500 miles. The SAYC recruits statewide for its target population, with a special commitment to recruit from communities near projects. SAYC corpsmembers will consist of 26 quarter time AmeriCorps Members, giving them three months in the program. This timeframe proves effective for people who typically have more experience with failure

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than success, to complete this challenging program and gain confidence for future successes.

Eight specially trained halftime AmeriCorps Members play vital roles on SAYC crews as Team Leaders. The Team Leaders are carefully recruited nationwide and begin in March. They receive 2.5 months of intensive training to prepare for roles as mentors and role models for the target population. The training is especially focused on safety and utilizing the projects as a means to help their corpsmembers develop healthy attitudes and behaviors related to service, work habits, and teamwork. There are two Team Leaders on each crew (4 crews). Also starting in March with the Team Leaders are 4 halftime AmeriCorps Field Educators; one on each crew. The Field Educators are trained to work with the individual education needs and career plans of their corpsmembers. This is accomplished by using a curriculum and approach that utilizes the natural lessons inherent in each service project to make learning relevant, and helping corpsmembers develop a Transition Plan for life after SAGA/AmeriCorps. During the first 2.5 months, there is much cross training and group development that occurs between the Team Leaders and Field Educators, as they will serve together in three person teams to provide a comprehensive education, training, and life skills experience for their corpsmembers.

In June, Team Leaders (TLs) and Field Educators (FEs) help deliver the weeklong orientation and training to the 26 SAYC corpsmembers. Afterward, TLs and FEs are strategically paired (2 TLs/1FE) and placed with 6-7 corpsmembers and spend the next three months living and serving side-by-side on important projects. Most project schedules require crews to spend 1-3 months camping in spectacular parks and forests. These settings combined with efforts of caring TLs, FEs, and staff who are trained to lead crews through the many challenges creates a powerful learning experience. Contrary to public perception, most of these young people desperately want to be productive, and aspire to a better life. TLs, FEs and staff work with this desire to instill important lessons and values such as compassion, respect, leadership, problem solving, cooperation, staying positive and personal responsibility by

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modeling it. In short, TLs and FEs provide the synergy that enables diverse groups and interests to work together to address critical needs related to improving public lands, and connecting people to positive paths leading to jobs, education, service and healthy lifestyles.

The Connections program acts as what CNCS calls an Intermediary Service. As such, Connections places AmeriCorps Members individually or in teams with schools, community and faith-based organizations that would not otherwise have access to AmeriCorps. Twenty-six Connections AmeriCorps Members will be placed at Host Sites providing in and out-of-school activities such as mentoring, coaching, volunteer coordination, service-learning, and/or other prevention-education efforts related to keeping young people in school and preventing issues such as substance abuse that become barriers to school, work, and social success. Host Site selection criteria include: Activities that support program goals; Supports cross-stream collaboration; Expands proven approaches and is sustainable; Provides measurable outcomes; Provides fulltime service for Members; Provides necessary support, supervision, and training for Members; Attracts community support; and Provides opportunities for volunteers. Eighteen Connections Members will serve fulltime terms, and eight will serve halftime. Members start in classes that begin either September or January to accommodate various Host Site needs. Each class begins with AmeriCorps Members and their designated Host Site supervisors attending a three day orientation at SAGA's training and retreat facility in Juneau. Besides important information being covered related to AmeriCorps and their roles as Connections Members and supervisors, the orientation creates an important sense of esprit de corps among the group before they leave for Host Sites located throughout Alaska. Once at their sites, Members receive additional training needed to accomplish their roles. For 2009-10, we anticipate continued placement of Members in established Host Sites such as Big Brother/Sisters, Boys and Girls Clubs, shelters for women and children, Red Cross, local teen centers, Boy/Girl Scouts, and schools. These sites/organizations have proven strategies for engaging young people in positive activities and promoting school success. The Connections Director maintains at least

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monthly contact with all Members and site supervisors, providing ongoing support, ensuring successful programs and experiences.

Both Serve Alaska Youth Corps and Connections Members and staff receive extensive orientation and training regarding AmeriCorps guidelines, requirements and regulations (including prohibited service activities) through Member handbooks and contracts, during interviews, orientations, ongoing trainings, and in performance evaluations.

Measurable Outputs and Outcomes:

The SAYC and Connections programs each have Performance Measures that support the same outcome of keeping young people connected to or reconnecting them with school, training, employment or service. The SAYC Aligned Performance Measure's End Outcome is that 90% of the target population of disconnected young people ages 16-24 will transition from the program into schools, jobs or full time service as documented by SAYC Exit Surveys and Transition Plans.

The Connections' Performance Measures involve 500 student-aged youth who receive at least 20 hours of direct services from programs supported by Connections Members reporting/demonstrating improved attitudes towards school, healthy lifestyles, and/or community engagement as documented by self-assessment surveys and/or observable improvements as reported by educators and staff directly involved with the youth.

Other Outputs and Outcomes include:

SAGA AmeriCorps Members organizing and leading at least 3 national and/or community service events in five communities that engage 700 volunteers in 2,100 hours of service; SAYC Members completing ten high priority projects for public land agencies that benefit at least 100,000 people; and a review and

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evaluation of SAGA's systems, policies and support networks that ensure we are fully engaged in promoting the inclusion of people with disabilities in our volunteer and national service programs.

Plan for Self-Assessment and Improvement:

The Performance Measures (PMs) of this proposal have been carefully constructed using the Logic Model and worksheets to develop measurable results and evaluation plans to track real changes and benefits to participants, communities and public lands. In 2009, SAGA will employ a permanent, fulltime Grants Specialist who plays a key role in developing/maintaining systems for tracking and reporting PMs. The Grants Specialist trains Members and staff to use SAGA's computer based data collection system and facilitates the systematic collection and timely reporting of information for tracking progress towards meeting PMs. Monthly staff meetings are held to evaluate progress and address areas of concern. The staff in turn reports progress towards PMs and any necessary corrective actions to Members, service sites, partners and board members. SAGA also does an intensive weeklong strategic planning process each year with staff, Members, board members, and select partners that evaluates what's working, what's not, and results in an annual Strategic Plan for improvement.

Community Involvement:

The process for involving the rural community starts with discussions among community groups and other rural service providers to identify what priority needs they believe AmeriCorps Members can effectively address. The discussions include local, regional and statewide service providers and community groups that represent a wide range of perspectives on the subject. The groups engaged in the discussion include: Big Brother/Sisters, Boys and Girls Club, Boy/Girl Scouts, the Association of Alaska School Boards, school districts, United Way, Red Cross, Tribal organizations, State and National AmeriCorps programs, and state health and social service programs such as the office of Juvenile Justice. Many of these organizations are current Host Sites and founding partners of the Connections

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program. The needs identified in this proposal have the full endorsement of the agencies named above. With the support of the Connections Director, Host Sites develop position descriptions for Members, conduct interviews and make selections. In addition, the Connections Host Site communities also become targets for SAYC recruitment as a means to offer one more option for youth. Ongoing discussions and evaluation of priority needs in rural communities continue throughout the three-year grant cycle with Host Sites, AmeriCorps Members, and other stakeholders.

Relationship to other National and Community Service Programs:

For 15 years SAGA and the other two Alaska State AmeriCorps grantees, RurAL CAP and Nine Star Enterprises, have worked closely with the State Commission to expand opportunities for service in Alaska. This unique working relationship between grantees represents the respect we have for one another, the way our programs compliment each other, and the commitment we have made to create an infrastructure that supports AmeriCorps in an environment that presents unique challenges related to geography and the cost of service delivery to rural areas. As part of the role of an Intermediary AmeriCorps Program, SAGA helped develop the capacity of a Connections Host Site (Sitka School District) enabling them to successfully apply and become a new AmeriCorps State grantee.

SAGA is also a sub grantee for two National Direct AmeriCorps programs, the Corps Network, and North West Service Academy (NWSA). The Corps Network provides Education Awards for SAGA's construction program for high school dropouts called Young Alaskans Building Affordable Housing. The NWSA provides AmeriCorps funding that supports our year-round Alaska Service Corps that performs environmental and energy conservation projects. SAGA also works closely with VISTAs, the Tribal Civilian Community Corps, the National Civilian Community Corps, Jesuit Volunteers, and a variety of community groups to coordinate trainings, conferences, special events and service projects.

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Potential for Replication:

The SAYC represents a model that has been successfully replicated since the 1930's and the Civilian Conservation Corps. It also closely resembles federal programs of the 1970s called the Youth Conservation Corps (YCC) and the Young Adult Conservation Corps (YACC). There are currently 113 youth and/or service corps in 41 states that use a similar model, and belong to a national association called the Corps Network. A primary goal of the Corps Network is to grow the corps movement around the country. To that end, the Corps Network staff and board members successfully provide support and technical assistance to expand and replicate corps programs throughout the U.S. each year. SAGA's Executive Director is a Corps Network board member and directly involved in these efforts on a local and national level.

Resource documents cited in the Rationale and Approach Section:

* Improving the Life Chances of the Country's Most Vulnerable 14-24 Year Olds. A William and Flora Hewlett Foundation Working Paper, November 2003:

<http://www.billwilsoncenter.org/Downloads/pdfs/FinalVersionofDisconnectedYouthPaper.pdf>

* Rima Shore, KIDS COUNT Indicator Brief: Reducing the Number of Disconnected Youth. The Annie E. Casey Foundation, 2003:

<http://www.aecf.org/upload/publicationfiles/brief%20disconnected%20youth.pdf>

* 2008 KIDS COUNT, a project of the Annie E. Casey Foundation, is a national and state-by-state effort to track the status of children in the U.S. By providing policymakers and citizens with benchmarks of child well-being: <http://www.kidscount.org/datacenter/databook.jsp>

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* Kids Count Alaska 2006-2007, funded by Annie E. Casey Foundation, research conducted by the Institute of Social and Economic Research at the University of Alaska, "Kids Who Drop Out" section of the Education Report: <http://kidscount.alaska.edu/2006-2007db/EducationLL.pdf>

* U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, Student Effort and Educational Progress: Elementary/Secondary Persistence and Progress. Retrieved January, 2008: <http://nces.ed.gov/programs/coe/2007/section3/table.asp?tableID=70>

* 2008 Congressional Research Service report on National Park Management prepared for Members and Committees of Congress, Order Code RL33484, prepared by Carol Hardy Vincent, Coordinator, and Ross W. Gorte

Specialists in Natural Resources Policy Resources, Science, and Industry Division, and Sandra L. Johnson

Information Research Specialist: <http://www.ncseonline.org/NLE/CRSreports/08Mar/RL33484.pdf>

* Alaska State Parks FY 2009 Deferred Maintenance Report, Alaska Department of Natural Resources: http://gov.state.ak.us/omb/09_omb/budget/DNR/2009proj38878.pdf

Organizational Capability

D. ORGANIZATIONAL CAPABILITY

Sound Organizational Structure

Ability to Provide Sound Programmatic and Fiscal Oversight:

The organization began in 1986 as a fulltime summer youth corps program for economically/educationally disadvantaged youth ages 14-21, and has operated continuously since. In 1992, the youth corps began operating year-round, maintaining its summer component, and was named the Service Alaska Youth Corps (in 2005 the year-round component was named the Alaska Service

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Corps. The summer program remains the Serve Alaska youth Corps). SAGA received Alaska's first AmeriCorps grant, which helped fund the expansion of the Serve Alaska Youth Corps. In 1994, at the state commission's request, SAGA created the Host Agency Program (HAP) in order to provide rural communities with access to AmeriCorps through individual Member placements. Except for three years, SAGA has continually operated a host agency program since 1995 under the names "Rural Outreach Prevention Education (ROPE), and most recently, the Connections program. Together the SAYC and host agency programs have provided education and training services to 50,000 school age Alaskan youth, and completed \$43 million in environmental, public safety, and community service projects. SAGA has successfully managed \$16 million in federal grants, including AmeriCorps. SAGA's Controller is responsible for the specific day-to-day accounting of all monies received from federal, state and other sources. All bookkeeping functions are performed in-house on a computerized accounting system. The Board Treasurer provides monthly oversight of financial activity, and an annual external independent financial audit is conducted and received by the governing board for action, as required by SAGA corporate bylaws.

SAGA maintains two regional headquarters in the state with the staff and equipment necessary to support and oversee SAYC crews and Connections Members located throughout the state. The two programs each have permanent, fulltime directors responsible for overall program success including monitoring host and project sites for fiscal and programmatic compliance. SAYC has long-standing partnerships and formal agreements with project sponsors that clearly define roles and responsibilities. These agreements include; the U.S. Forest Service, National Park Service, Alaska Department of Natural Resources, Alaska Department of Transportation, U.S. Fish and Wildlife Service, National Oceanic and Atmospheric Administration, Alaska State Fish and Game, Bureau of Land Management, local municipalities, non-profit organizations, and Tribal entities. The agreements are reviewed by the SAGA Executive Director and designated partner agency staff annually, and renewed every 1-5 years. When

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SAYC crews perform projects in a new area, the Program Director works to expand existing partnerships with local units of federal and state government and/or develop new ones with local agencies. For potentially new project sponsors, a well developed SAYC Project Sponsor Handbook and information packet helps the director educate partners about the program and their roles.

Similarly, the Connections program has an information and application packet that helps the process of identifying potential Host Sites that can properly support Members and program goals. Opportunities to be a Connections Host Site are announced through local, state, tribal and federal communications networks for health, education and social service agencies, and through networks for community and faith based organizations such as the United Way, and St. Vincent De Paul Society. Interested organizations/agencies submit an application that starts a review and selection process. Selected Host Sites contribute to the grantee match on a sliding scale negotiated by the Connections Director. The Director maintains weekly contact with Members and their designated Host Site supervisors, performs monthly performance reviews, and arranges to visit each site at least twice to monitor and ensure compliance with all requirements. The SAYC and Connections Directors work together to incorporate common elements into their programs that creates consistency and a common framework so Members and partners feel connected to the overall mission and the AmeriCorps community. These common elements include such things as orientation and training agendas, application packets, time for reflection, organizing service projects, and getting together for national service events.

Board of Directors, Administrators and Staff:

SAGA is a non-profit organization under Section 501(c)3 of the Internal Revenue Code. It is governed by a board of eight directors, employs sixteen permanent and four seasonal staff, and operates four programs: The Alaska Service Corps/Serve Alaska Youth Corps, Connections, Young Alaskans Building Affordable Housing (YABAH), and the Eagle Valley Training and Retreat Center. The Executive Director

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along with the Controller, Administrative Specialist, Grants Specialist, Director of Programs, and Connections/Recruitment Manager belong to what is called the "Program Support Department." The SAGA Board, Program Support Department, and program staff all share a strong commitment towards keeping SAGA as a model AmeriCorps program. Three of the eight board members are Serve Alaska Youth Corps Alumni (one AmeriCorps), and six staff members completed AmeriCorps terms at SAGA. The Executive Director/Founder of SAGA helped initiate the state legislation that created Alaska's state commission, and was appointed by two governors to serve on it. Other key program and fiscal staff involved with SAGA's AmeriCorps programs include the Controller, Anita Parrish (also a Founder) has 23 years of accounting experience in all aspects of non-profit fiscal management, and has worked at SAGA for 18 years. The Grants Specialist position is currently vacant but was previously held by Anita Parrish who continues to provide support in this area while the job is being filled. The Administrative Specialist, Dina Thomas, has 19 years of accounting experience in accounts payable and receivable and dual Bachelors Degrees in accounting and management, and has been in her position for nine years. The Director of Programs position is new this year at SAGA and is the result of a recommendation made following a nationally recognized program evaluation process. The Director of Programs supervises the Managers of each of the four SAGA programs. After a national search, Scott Young began in the new position in February of 2008. Scott has a Masters Degree in Education and 30 years experience teaching in rural Alaskan communities and directing youth development programs such as wilderness drug treatment programs for Alaska Native youth. The Connections/Recruitment Manager position also reflects a change to the staffing structure (combining the Connections and Recruiter positions) made in response to a recommendation from the program evaluation. Marilyn Miller Young began in that position in April of 2008. She has a Teaching Degree in Special Education, 20 years of teaching experience in rural Alaska, and three years experience as a Human Resource Assistant for local government. Other key staff for the two corps programs, the Serve Alaska youth Corps and the Alaska Service Corps, include two Regional Managers, a Member Development Coordinator, and two Field

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Coordinators who all completed terms of service at SAGA as Team Leaders and have worked their way into staff positions. In all, the SAGA staff is a well-rounded and experienced group that takes pride in modeling the team spirit and healthy attitudes and behaviors we want to encourage in young people.

Plan for Self-Assessment or Improvement:

SAGA performs three types of self-assessment to evaluate systems, structure, staffing, and other capacities to ensure that it remains sound and well managed: 1) Overall performance, 2) Program evaluation, and 3) Assessing individual participant/Member performance.

1) OVERALL PERFORMANCE: SAGA uses a data base called "TrackEm" that, among other capabilities, provides the ability to track how many community service projects are in operation, what type and amount of services are provided by those projects, the characteristics of participants/Members in the program, how the projects and programs are organized and funded, who is benefiting from the service activities, the accomplishments of the service projects, and how service sites rate our performance.

2) PROGRAM EVALUATION: Provides data necessary to evaluate organizational structure, communication systems, the quality of services, and provide meaningful data to others such as grantors, schools, and other cooperating agencies. Some of the strategies used for program evaluation include: Collection of data on a day-to-day basis; Program review at the end of each quarter; Maintaining a master chart indicating team/Member placements, agency relationships, and training activities; Staff and Member performance evaluations; Program evaluations completed by Members, partners, program staff, and service sites; and an Annual Strategic Planning week that involves board members, AmeriCorps Members, staff, and sponsors in evaluating what worked, what didn't, and making plans for the future.

3) ASSESSING INDIVIDUAL PARTICIPANT/MEMBER PERFORMANCE: Learning and development is identified two ways, (a) through self-report, and (b) through performance based assessment. Self-report methods include participant/Member products such as: Journal or diary; Personal interviews or

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focus group discussions; Video showing participant in action; Preparation of a portfolio, anecdotal record, or a series of critical incidents. Performance based assessment methods include: Observation or critique by an observer, supervisor, parent, peer, community leader, or teacher on site; Oral interview by any combination of teacher, peers, parent, and agency representative; Panel presentation by a team working together on a service project; Pre-post testing; Recital, debate, play, simulation, or other creative report designed by participant(s). These two assessment methods provide closure for the service experience and help both the staff and participant identify the learning and development that has occurred. Both help to identify evidence of learner outcomes.

Plan for Effective Technical Assistance:

SAGA takes full advantage of the training and technical assistance available through the Corporation for National and Community Service (CNCS), the Alaska State Community Service Commission (State Commission), and other resources to support the training and/or management needs of SAGA and service site staff. Beyond the wide range of trainings that the CNCS provides each year, its Resource Center provides access to every possible management tool and program resource needed to operate effective AmeriCorps activities, including potential funding sources. The State Commission also provides statewide trainings and workshops for community partners and service providers, and makes resources available to grantees to address specific needs through its Program Development and Training funds. SAGA also utilizes the technical assistance and training provided through membership organizations it belongs to such as United Way, the Corps Network, Youthbuild USA, and the Foraker Group. Although this isn't an exhaustive list, it does represent substantial access to a full range of technical assistance. SAGA continually assesses its own training and technical assistance needs (as described in the previous section "Plan for Self Assessment or Improvement") as well as those of the Connections program Host Sites (as it relates to being an effective placement site for Connections Members). When needs occur, the available technical assistance resources are identified, selected, and

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utilized -- including internal resources. As a long-standing AmeriCorps grantee, and an organization that provides education and training workshops throughout the state, including AmeriCorps conferences, SAGA does provide a variety of training and technical assistance to Host Sites, National Service programs and partners in Alaska.

Sound Record of Accomplishment as an Organization

Volunteer Generation and Support:

In order to increase our own organizational capacity, SAGA utilizes the Community Volunteer Specialist to help recruit diverse groups and/or individuals in order to augment the amount of service that is done by SAYC crews and Connections Members. Volunteer recruitment is targeted towards people and groups that have a natural connection to a project or program happening in their area in order to enhance outcomes, strengthen and create partnerships, and increase awareness for important issues. As a result, volunteers include concerned individuals such as AmeriCorps alumni and/or people from groups such as hiking clubs, service organizations, nonprofits such as Boy/Girl Scouts, businesses, and government agencies. With support from staff, the Community Volunteer Specialist ensures the appropriate logistical planning, and that there is enough proper equipment, supervision, and meaningful service for everyone.

Organizational and Community Leadership:

SAGA was recognized in a 2004 publication by The Forum for Youth Development and the Ford Foundation as one of eight organizations selected from around the world to serve as an example of best practices for positive youth development. The publication, "Youth Acts, Community Impacts; Stories of Youth Engagement with Real Results," highlighted the accomplishments of SAGA programs in an article that included the quote, "It's hard to doubt that youth are contributors after looking at the sheer scale of what young people have accomplished through SAGA." The Forum for Youth Development.

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SAGA has received numerous local, state, and national awards and recognition over 23 years for its innovative education and training programs and community leadership -- recognition such as the national Take Pride in America Award presented by the first President Bush, the Coastal America Award presented by Vice President Al Gore for stream restoration work, and Outstanding Youth Program Award presented by the mayor of Juneau (Alaska's Capital city).

SAGA's staff has provided leadership over the years that has resulted in establishing; a regional hub for Boys and Girls Clubs in Southeast Alaska, the first Charter School in Juneau, a Mayors Task Force on Youth, the Juneau Homeless Coalition, a city wide recycling program, and three local non-profit organizations (two trails groups, and one foster care program). SAGA's staff remains active in many of the aforementioned organizations and groups by being on their boards and/or active group members. SAGA's Executive Director has served on many statewide and local initiatives, commissions, councils, and task forces dealing with vulnerable youth, job training, homelessness, and education -- and currently serves on the board for the national association of service and conservation corps called the Corps Network.

Success in Securing Match Resources:

SAGA has successfully met its AmeriCorps match requirements for fifteen years -- on average providing an overall match of 50% or more. For this proposal, SAGA will provide a 51% match. Although it no longer presents the challenge it once did, finding non-federal matching funds for a youth corps program that performs service on public lands in a state that is 65% owned by the federal government did create dilemmas at times -- dilemmas that SAGA overcame by expanding its programs and partnerships.

Success in Securing Community Support

Narratives

Collaboration:

For years, SAGA has been a catalyst for bringing together agencies and organizations that normally would not see a connection. The land agencies are focused on, and partner with SAGA to address the huge load of environmental, conservation, and public safety projects that need to get done. Schools and youth service organizations are focused on, and partner with SAGA to keep young people engaged in positive activities that improve school, work and social success. SAGA's Serve Alaska Youth Corps brings these two focuses, and the cadre of agencies and organizations that address them, together in innovative ways to engage disconnected youth in healthy, natural environments, with caring adults to complete important projects and gain the skills and confidence they need to succeed. These cross-purpose, public/private collaborations have enabled resources and funding to be combined in ways that have a multiplying affect on what gets accomplished. One such example of a collaboration brokered by SAGA resulted in a SAYC crew, composed of mostly foster care youth (state funding), building a diabetes fitness trail (Alaska Native health care funding) on national forest land (U.S. Forest Service funding) adjacent to a rural community (volunteers, and other community support) that had the highest rate for diabetes in the nation. The funding for the diabetes fitness trail had been sitting unspent for two years because it was not enough to do what was intended. Because of SAGA's unique perspective and blend of public/private partnerships, it was able to recognize the potential and bring the right combination of groups together to accomplish more than any could independently. In the end, young people ready to age out of the foster care system gained valuable training, experience, and confidence for making the transition from state custody to independent living, a rural community gained a beautiful trail and an effective resource for addressing a serious health problem, the Forest Service found a way to significantly improve public lands with limited resources, and SAGA developed new partners and expanded the scope of its services. SAGA is continually engaged in the process of creating collaborations between groups that normally would not associate; to get things done that otherwise wouldn't happen.

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Local Financial and In-Kind Contributions:

In 1986, SAGA began as a local summer youth corps program with a \$40,000 budget. We served 15 youth the first year in partnership with the Juneau Ranger District, and local school district. SAGA operated from a large broom closet located in the back of the Juneau Ranger District warehouse. By 1995, we were a year-round program with budding statewide services benefiting hundreds of youth, an annual budget just over \$1 million, and our own headquarters and training facility. Currently SAGA operates four statewide programs, provides services to thousands of youth each year, operates multiple facilities, and has an annual budget of \$2.1 million. The financial and donated/in-kind support the organization receives has expanded and diversified over the years to include more foundation and corporate support and revenue from entrepreneurial activities. For example, ten years ago federal grants represented 70% of SAGA's budget. Now, 63% of our budget comes from revenue generating services and programs such SAGA's Young Alaskans Building Affordable Housing (YABAH) program that builds and sells affordable homes (to low-income families) on donated lots (from local and Native governments) with high school dropouts and donated materials (from local building suppliers), and fee-based outdoor adventure programming at our Eagle Valley Training and Retreat Center. The number of local organizations and units of government that SAGA collaborates with has also increased 30% over the last ten years along with the amount of sponsor match they provide for project work. Corporate giving has remained stable and risen slightly over the last ten years, which is notable given the lack of philanthropic resources in the state. Although SAGA's dependence on grants has declined because of increased entrepreneurial activities, the organization competes well for them when the occasion warrants it.

Wide Range of Community Stakeholders:

SAGA has a unique blend of community stakeholders that range from youth, parents, teachers, probation officers, and counselors, to diverse organizations and agencies such as St. Vincent De Paul

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Society, Love Inc., the Department of Transportation, Alaska Native housing authorities, National Council on Alcoholism, and the Red Cross. As a result, SAGA enjoys a wide range of supportive services provided by stakeholders such as recruiting assistance, staff and Member training, transportation, housing, and food. As Connections and the SAYC programs expand into new areas and communities, new stakeholders are added. Many of the communities served by the two programs are rural and remote, have high unemployment and subsistence lifestyles. The stakeholders in these communities, such as Alaska Native organizations, provide a richness of tradition, culture, and other types of valuable resources that greatly enhance the programs and Member experiences.

Cost Effectiveness and Budget Adequacy

E. COST EFFECTIVENESS AND BUDGET ADEQUACY

Cost Effectiveness

Corporation Cost per Member Service Year (MSY):

The Corporation cost per Member Service Year as calculated for this proposal is:

Corporation Share \$439,396 / 34.8796 MSY = \$12,598 per Member

Diverse Non-Federal Support:

Due to the nature of SAGA's programming, much of it is closely linked to federal land agency partners. That said however, SAGA received 63% of its monies in fee-based activities and sponsor match in 2008 and anticipates at least the same for 2009. Home sales and outdoor education programming fees account for approximately \$200K each year along with \$900K -- \$1 million in project sponsor match from a variety of local, state, federal, tribal and non-profit agencies. Corporate, foundation, and individual giving comes from oil companies, local trust funds, community foundations, and United Way campaigns respectively and averages \$100K each year. The Connections program anticipates placing 26 Members in 2009 with Host Sites such as Boys and Girls Clubs, schools, teen centers, the United Way, women's shelters, and the Scouts. Host Sites contribute to SAGA's non-federal funding on a sliding scale based on ability to pay. It is estimated that Connections Host Sites will contribute \$190K in sponsor

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match for the year.

As stated in the "Rationale and Approach" section, 65% of Alaska is owned by the federal government, and one of the basic tenets of this proposal is based on the synergy created by utilizing the Serve Alaska Youth Corps to address the crisis level of backlogged work on public lands in Alaska. Federal land agencies such as the U.S. Forest Service, National Park Service, and the Bureau of Land Management represent the majority of land ownership in Alaska and SAGA's primary partners for the SAYC. Given the importance of federal partners in the scheme of our programming, their support is significant to our success. For 2009, SAGA has an estimated \$1 million in partnership agreements in place with federal and non-federal agencies such as the U.S. Forest Service, National Park Service, Bureau of Land Management, Alaska Department of Natural Resources, Alaska Department of Transportation and various municipalities to accomplish important projects on public lands and support the Serve Alaska Youth Corps (and Alaska Service Corps). The federal land agencies are key partners and represent an important part of SAGA's funding base (approximately 39%). The remaining percentage represents the diverse blend of philanthropic giving, Host Site and sponsor match, grants, and entrepreneurship described above that combines to create comprehensive and stable programming.

Decreased Reliance on Federal Support:

SAGA currently exceeds the minimum requirements for a tenth year grantee under the new rule. Over the years, SAGA has steadily decreased its reliance on grants as it has increased its ability to earn revenue. In 2008, federal grants represented 40% of SAGA's total budget versus 70% ten years ago. Recent trends in non-profit management have been towards more entrepreneurial ways of doing business as a strategy for sustainability. Many of SAGA's programs and services are conducive to this approach and generate income that is spread across the organization to meet obligations and support other important non-revenue generating activities and services. Examples of this include SAGA

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becoming a General Contractor in 2005 and building affordable homes for low-income families with Native Alaskan high school dropouts as a way for them to earn their diplomas and learn a trade. Proceeds from the sale of the houses help sustain the program and provide non-CNCS funded living stipends to participants and AmeriCorps Education Awards from the Education Award Program (EAP).

Budget Adequacy:

The proposed budget adequately funds the necessary staffing and operational needs to support Members and accomplish the proposed outputs and outcomes. Program partners and sponsors also contribute vital technical assistance, logistical help, and Member resources that make the programs possible. SAGA's central office is in Juneau, Alaska's Capital, with a regional headquarter near Anchorage. From these two locations, SAGA supports Serve Alaska Youth Corps crews and Connections Members that can be spread over distances equivalent to San Diego, CA to Savannah, GA. The Serve Alaska Youth Corps is a residential program with crews spending 80% of their time in remote field camps. SAGA provides all program related transportation, food, and housing for the Members. Approximately 60% of the Connections Members' Host Sites are located in rural communities accessible only by boat or plane. Members in both programs begin their terms of service at one of the two SAGA headquarters in Juneau or Anchorage before departing for their Host Sites or project sites. The cost of transportation related to both these programs is nearly \$30,000. Flights, on average, cost \$550 per person and gas in the rural communities is at \$10 per gallon, the same as a gallon of milk. The high cost of delivering services and support to rural-based Members serving throughout a state two and a half times the size of Texas is significant and requires the type of highly developed partner base and infrastructure that exists at SAGA. The AmeriCorps funding being requested in this proposal represents a critical component that compliments all the other parts and partners that SAGA has been able to bring together to re/connect young people with positive life paths.

Evaluation Summary or Plan

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F. EVALUATION SUMMARY OR PLAN

SAGA completed a comprehensive and nationally recognized Program Evaluation in 2007 that meets the AmeriCorps requirements. The evaluation has been sent electronically to the State Commission as instructed in the grant guidelines.

Amendment Justification

Not Applicable

Clarification Summary

Application ID: 10AC109572

Clarification Items:

1) The commission must assure the program is in compliance with CNCS criminal history check regulations. It is unclear that USAIntel background checks will meet CNCS regulatory requirements.

RESPONSE: SAGA is working closely with the State Commission and will comply with CNCS's criminal background requirements for all staff and Members associated with the grant.

2) The program is requesting an additional \$14,054 in funding and an increase in cost per MSY. Please direct the program to provide a more thorough explanation for the increased cost per MSY and related increased funding and what steps it intends to take to control CNCS cost per MSY.

SUMMARY RESPONSE FOR COST PER MSY INCREASE REQUEST: SAGA is proposing to add an additional Serve Alaska Youth Corps (SAYC) crew without changing the number of MSYs being requested. This is being accomplished by adjusting our slot configuration. The additional SAYC crew will necessitate SAGA to hire additional support staff to ensure a safe and productive service experience. As a result, SAGA is respectfully requesting permission to increase our current per Member cost from \$12,600 to \$13,000 to help with costs associated with SAYC support staff.

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DETAIL RESPONSE: The increased funding (\$14,054) correlates directly with the increase from a cost per MSY of \$12,598 in our last grant, to a cost per MSY of \$13,000 in our continuation request. The reason for requesting an increase in the cost per MSY is primarily due to the additional staff needed to oversee additional Serve Alaska Youth Corps (SAYC) crews -- as identified in our "Continuation Changes" section of eGrants. Operating a safe youth corps program for our target population of Disconnected youth -- who are spread out in crews over distances of 2,000 miles in remote field locations -- is our most important priority and demands a certain level of staffing. The addition of another SAYC crew exceeds the capacity of our existing staff to provide adequate Member support. Accordingly, the additional SAYC staff proposed includes a Member Development Coordinator and Field Coordinator in order to expand our capacity to provide the necessary support our Members need to have a safe and meaningful term of service. An increase for the Agreements Specialist is also requested. An additional SAYC crew requires negotiating additional agreements with project sponsors such as federal, state, and local land agencies -- which takes additional time for the Agreements Specialist. In addition, the complexity of our agreements with the land agencies has increased dramatically recently.

The additional SAYC staff enables SAGA to expand its capacity to serve more Members and accomplish more vital projects, while still staying within the allowable cost per MSY. SAGA has always been able to stay within the allowable cost per MSY -- while also continuing to exceed its required match.

We hope you will consider this request to increase our cost per MSY as provided in the regulations as part of the natural and healthy growth of a service program and not related to any extraordinary costs that would be cause for concern.

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Application ID: 09AC096227

Clarification Items:

1. The applicant lacks information to explain why the Recruitment Manager is listed on the budget as a Connections Recruitment Manager which differs from the narrative which explains the duties of a full-time, year round Recruiter for SAGA. Please clarify if the Recruitment Manager for Connections, serves both Connections and Serve Alaska Youth Corps components of the program.

Response: At present, SAGA has a permanent/full-time Recruitment Manager and a permanent/full-time Connections Manager -- two separate positions. At the time the pending grant proposal was written, the positions were combined as the Connections/Recruitment Manager. When the grant was written however, SAGA's annual strategic planning week was less than a month away where we anticipated making the decision to split the position. This transitional thinking was unintentionally reflected in the grant narrative by SAGA's Executive Director when I wrote about a full-time Recruiter in one section and a Connections/Recruitment Manager in another -- and was preparing for the week of strategic planning in between. The final decision to break the Connections/Recruitment Manager into separate full-time positions was made at strategic planning to ensure the ongoing and continuous improvement of both efforts/programs. This includes keeping full and timely enrollment a high priority along with ensuring that Connections Host Sites and Members receive the training and ongoing support they need. The separation of duties created by splitting the position helps streamline these efforts -- and has already proven effective.

In the proposed grant budget, the position is also identified as the Connections/Recruitment Manager.

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In order to accurately reflect the intended staffing structure, the proposed budget narrative needs to be modified (as described in the Budget Clarification Response) to include both the Connections Manager and Recruitment Manager positions. The staffing structure change however, does not affect the grant request's bottom line. The changes in duties and responsibilities (i.e. Connections Manager salary adjustment) and percentages of time dedicated to the program by the Recruitment Manager (less since SAGA has other non-state commission programs that the recruiter supports) offset each other enough to make a budget modification unnecessary.

2. The Applicant describes on pg 21 an AmeriCorps Community Volunteer Specialist (CVS) described as a full-time service member, however, it is not apparent if this is an AmeriCorps member since it is not accounted for in the budget as a full time member. Please clarify.

Response: The AmeriCorps Community Volunteer Specialist is placed in-house at SAGA as a Connections Member and is included in Section II of the budget as one of the 18 full-time positions.

Continuation Changes

RETENTION:

SAGA's overall retention rate was 91.2% in 2010 (year one). Our stated (year one) retention rate goal for the Serve Alaska Youth Corps (SAYC) was 90% due to the target population being Disconnected Youth. Our actual retention rate this year for the 32 SAYC Disconnected Youth (enrolled as AmeriCorps Members) was 90.6%. The national retention rate average for Disconnected Youth enrolled in youth corps is 75%. We feel encouraged with our efforts over the last several years to improve SAYC retention rates. We have also made efforts to strengthen retention in the Connections program with improvements to our Host Site Supervisor orientation/training, orientation/training for the Connections Members, and our ongoing follow-up and support of both Host Site Supervisors and Members.

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MSYs FOR YEAR THREE:

For this proposal (year three), SAGA is not requesting any change in our allotted MSYs. We do however, want to request a slot reconfiguration that will enable us to slightly reduce some SAYC crew sizes from 8 to 7 (two Team Leaders and five Crewmembers). We believe this will strengthen crew dynamics and respond to the evolving need of our Project sponsors for smaller crews. The reconfiguration will also result in being able to expand the number of SAYC crews from five to six in year three.

The slot reconfiguration that we propose is as follows:

* 14 Half-time SAYC Team Leaders and Field Educators = 7 MSY

* 33 Quarter-time SAYC Crewmembers = 8.73 MSY

* 19 Full-time Connections Members = 19 MSY

Total 34.73 MSY

STAFFING

In 2011, SAGA is renaming the "Member Development Coordinator" positions as "Education Coordinators." Their job descriptions will be expanded to include support of Connections Members as well as Corpsmembers. This is being done to bring more consistency and support throughout the organization for how we accomplish service learning. This change does not affect our stated Member development goals or strategies -- instead it provides more consistency in how we approach and support them. Oversight and supervision of the Education Coordinators will be done by the SAGA Education Manager; a position being filled by Nate Heck, previously SAGA's Eagle Valley Training Center Program Manger. Nate has a Masters Degree in Education and over ten years experience with teaching, Service Learning, and Adventure Based Education.

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We have also restructured an Administrative Assistant position to be the Recruitment Assistant. This Recruitment Manager remains the supervisor of this position. The position title change just more accurately describes what they do. This position was not identified in either capacity in the previous grant budget, but has existed at SAGA for several years.

The SAGA Finance Director is now Jenifer Shapland who brings 20 years of nonprofit accounting experience to the organization.

PERFORMANCE MEASURES

Changes were made to the SAYC Aligned Performance Measure/Output regarding the number of SAYC Crewmembers to be enrolled for year three to 33 Quarter-time.

CORPORATION COST PER MEMBER SERVICE YEAR (MSY):

No change

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 34.73

Service Categories

- | | | |
|--------------------------------|---|---|
| Leadership Development | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |
| At-risk Ecosystems Improvement | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |

Connections Output and Intermediate Outcome PMs

Service Category: Leadership Development

Measure Category: Needs and Service Activities

Strategy to Achieve Results

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

19 Full and Connections AmeriCorps Members will be placed in small teams or individually into host site organizations that have proven prevention and/or education programs that keep school-aged youth connected to school and/or prevent issues such as substance abuse that become barriers to school, work, and social success. Selected Host sites have in-school and/or after-school programs that allow Members significant involvement (at least 20 hours) with participating youth as healthy role models, mentors, and/or leaders that helps improve their attitudes towards school, healthy lifestyles, and/or community engagement.

Results

Result: Output

School-aged youth will participate in involved Member supported prevention/education programming at Connections Host Sites

Indicator: student beneficiaries

Result: Output

Target: 2000 school-aged youth in 5 communities will participate in Member supported prevention/education programming at Connections Host Sites

Target Value: 2000

Instruments: Host Site Agreements that show the number of communities served, and Program Sign-In Sheets that document the number of youth.

PM Statement: 2000 School-aged youth in five communities will participate in Member supported prevention/education programming at Connections Host Sites as documented by Host Site Agreements that show the number of communities served, and Program Sign-In Sheets that document the number of youth.

Prev. Yrs. Data

Result: Intermediate Outcome

School-aged youth who have participated in specific Member supported prevention/education programming at Connections Host Sites will have improved attitudes towards school, healthy lifestyles, and/or community engagement

Indicator: student beneficiaries

Target: 450 youth participating in at least 20 hours of Member supported programming will report and/or demonstrate improved attitudes towards school, healthy lifestyles, and/or community engagement.

Target Value: 450

Instruments: Improved attitudes will be shown through a SAGA Self-Assessment Survey completed by the youth participating at least 20 hours of specific programming, and/or by educators and staff directly involved with the participating youth who can report observable improvements as per the Connections Assets Survey Report.

PM Statement: 450 of the youth will participate in at least 20 hours of specific Member supported prevention/education programming at Connections Host Sites and report and/or demonstrate improved attitudes towards school, healthy lifestyles, and/or community engagement through completing a SAGA Self-Assessment Survey, and/or by educators and staff directly involved with the participating youth reporting observable improvements as per the Connections Assets Survey Report.

Prev. Yrs. Data

National Performance Measures

Priority Area: Economic Opportunity

Performance Measure Title: SAYC National Performance Measure O2

Service Category: Leadership Development

Strategy to Achieve Results

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

SAGA will utilize 14 specially trained Half Time AmeriCorps Members as Team Leaders and Field Educators in the Serve Alaska Youth Corps to provide education and training that reconnects SAYC Corpsmembers to employment, school/training programs, and/or fulltime service (including military and National Service) upon graduation from the program. The SAYC Corpsmembers that the Team leaders and Field Educators serve are young Alaskans ages 16-24, that have spent extended periods not in school and not working who participate in the program as AmeriCorps Members for a summer term of service. Seventy percent of the SAYC Corpsmembers will meet AmeriCorps criteria for low income. The Team Leaders and Field Educators live and serve with their Corpsmembers for three months in 7-10 person crews, using outdoor service projects as the means to model the desired healthy attitudes and behaviors and to implement the field-based education curriculum.

Result: Intermediate Outcome

Result.

Ninety percent of the SAYC Corpsmembers will complete 450 hours of Learning-Through-Service based job training, work experience, life skills, and education

Indicator: Ninety percent of the SAYC Corpsmembers will complete 450 hours of Service

Target : Economically disadvantaged and/or Disconnected youth, ages 16-25

Target Value: 23

Instruments: SAGA and AmeriCorps Exit forms will document successful program completion. The SAYC Member Achievement Plan (MAP) developed by each SAYC Corpsmember identifies their goal(s) and strategies for reconnecting with education, employment, and/or fulltime service upon completion of the program, along with the specific education and training they have received. SAGA Timesheets document the number of hours served.

PM Statement: Ninety percent of the SAYC Corpsmembers will complete 450 hours of Learning-Through-Service based job training, work experience, life skills, and education as documented by SAGA Timesheets, and Member Achievement Plan (MAP) completion.

National Performance Measures

Result.

Learning

Result: Intermediate Outcome

Result.

PM Statement:

Result: Output

Result.

Seventy percent of the youth, ages 16-25, enrolled in SAGA's Serve Alaska Youth Corps will qualify as economically disadvantaged as documented by SAGA Intake and Enrollment Forms, and AmeriCorps income eligibility criteria.

Indicator: O2: Individuals receiving job training services.

Target : Economically disadvantaged youth, ages 16-25

Target Value: 23

Instruments: AmeriCorps and SAGA Intake and enrollment forms will document the number of SAYC Corpsmembers enrolled in the program and the income criteria that qualifies 70% of them as low income.

PM Statement: Seventy percent of the youth, ages 16-25, enrolled in SAGA's Serve Alaska Youth Corps will qualify as economically disadvantaged as documented by SAGA Intake and Enrollment Forms, and AmeriCorps income eligibility criteria.

Required Documents

<u>Document Name</u>	<u>Status</u>
Evaluation	Sent
Labor Union Concurrence	Sent