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Executive Summary

The Job Training, Education and Conservation Initiative (JTEC) is a collaboration among three Colorado youth corps across the state. AmeriCorps members, ages 17-24, address critical, natural resource conservation needs through public land improvement projects, while participating in job training and service learning opportunities. Corpsmember training and education focuses on environmentally conscious practices and the importance of preserving and protecting Colorado's natural resources.

Rationale and Approach

COMPELLING COMMUNITY NEED

The Job Training and Environmental Conservation (JTEC) Initiative is a collaboration among 3 Colorado youth corps--Mile High Youth Corps (MHYC), Rocky Mountain Youth Corps (RMYC) and Western Colorado Conservation Corps (WCCC) and will include 4 different service locations. Through this collaboration, these youth corps will meet the dual mission of addressing critical natural resource conservation and outdoor recreation needs in Colorado while providing job training and service learning opportunities for youth through public land improvement projects. Corpsmember training and education will focus on environmentally conscious practices and the importance of preserving and protecting our natural resources. Through the JTEC Initiative, the participating youth corps will support CNCS's "Clean Energy/Environment" priority area and will participate in the National Performance Measures Pilot program.

The JTEC Initiative addresses the employment and educational needs of Colorado's youth through the Youth Job Readiness Development National Performance Measure. AmeriCorps service activities are used to help prepare youth for the workforce. JTEC corps help youth develop the skills they need to succeed in today's workforce while also completing sustainable service projects that improve communities, protect natural resources and help the disadvantaged. Service projects are tools for

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helping members develop job skills and a solid work ethic, learning how to work on a team and introduce them to careers in green industries. Members participate in a Job Readiness Training and environmentally focused Service Learning Curriculum that includes resume writing and interview workshops as well as career exploration opportunities.

While much of Colorado has grown and prospered in recent years, many youth have not benefited from this prosperity and are experiencing higher levels of unemployment and lack education. According to the Bureau of Labor Statistics, the unemployment rate in Colorado for December 2009 was 7.5%, up from 5.8% in December 2008. Youth are disproportionately affected by unemployment. In December 2009, 29.9% of 16-17 year olds, 25.8% for 18-19 year olds and 15.6% for 20-24 year olds faced unemployment nationwide. A study done by Northeastern University concluded that young people are losing jobs at a rate 5 times higher than older workers and that almost half of all job losses have been among workers under 25 years old. The economic recession has significantly impacted the communities in which Colorado corps serve. Mesa County's current poverty rate is 10.2% due to the recent decline of gas and oil industries. Older, more experienced adults are taking less technical positions previously occupied by young adults, leaving many more youth out of work. Youth corps engage young adults in real work experience in both year-round and seasonal positions and provide opportunities to increase community engagement. Studies show that teens who have meaningful summer jobs will have more substantial employment and higher wages as adults.

Low college graduation rates in Colorado, the ever increasing cost of college, and the ambiguity of future student loan accessibility means that young adults also face increasing difficulty in attending post-secondary school. The JTEC Initiative helps bridge the gap between high school and post-secondary graduation by offering youth an opportunity to earn living stipends and education awards for their service at the corps. JTEC corps integrate service-learning and environmental education into each

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program, assist with college exploration, admissions and financial aid applications; and expose members to careers in green industries and to civic engagement. Corps dedicate full-time staff positions to develop and implement education and training programs. Program Managers, Project Coordinators and Field Coordinators play a key role in creating career prep programs, including mock interviews for Corpsmembers, resume-building workshops and job panels. Providing young adults with hands-on work experience through AmeriCorps service, Job Readiness Training and leadership development is critical to preparing them to compete in today's job market. The JTEC Initiative not only provides services to ensure a brighter future for youth, but also engages youth from diverse backgrounds in serving their local communities and restoring Colorado's public lands.

The need for protecting and improving Colorado's natural resources and open spaces is tremendous. 75% of Coloradans engage in weekly outdoor recreation activities on Colorado's public lands, resulting in a \$10-15 billion tourism industry. Most recreation activities occur near or within Colorado's 22.5 million acres of forest land. According to the 2008 Colorado Statewide Comprehensive Outdoor Recreation Plan (SCORP), "Virtually all of Colorado's outdoor recreation opportunities are directly tied to the natural environment, which is in a constant state of flux. With increased awareness of issues such as climate change, drought, forest health (e.g. pine beetle infestation), and invasive species, there is heightened appreciation and public concern about potential environmental change and subsequent impacts to recreation." In the 2007 Local Government Survey, agency respondents identified the "monitoring and maintaining of natural resource conditions" as one of their ten most important management issues. JTEC youth corps in Colorado will help land managers address critical conservation and outdoor recreation needs.

According to the Colorado State Forest Service, the mountain pine beetle has infected 980,000 acres of forest. The 2008 Guide to Forest Health predicts that 90% of Colorado's mature lodge pines will die.

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This large area of beetle-infestation is a safety hazard to millions of recreation users. Weakened trees are more susceptible to falling over onto unsuspecting campers, hikers, and picnickers. M. Chambers, a bark beetle specialist with the US Forest Service, believes the beetle-killed trees are at an age now where they are more hazardous and are considered the number one concern for recreationists. In 2008, beetle-kill caused Rocky Mountain National Park to not only delay opening its 98-site Timber Creek Campground until July, but also caused many partial closures of other sites throughout the park to remove these hazardous trees. "You can only do so much in a season and there's a lot of work," Chambers said. In addition to falling tree hazards, the large numbers of dead, dry trees catch fire more easily, and burn hotter than fires in forests with a large numbers of live trees. The loss of these trees in such significant numbers will affect soil erosion, water quality and water-based recreation, cause facility closures, and greatly impact recreation and tourism in Colorado. Wildfires also put a huge financial strain on local governments and state and federal agencies. The 2002 wildfire season was one of the worst wildfire seasons in recent history in Colorado. Over \$152 million in suppression costs alone were required to fight these fires. JTEC members' participation in service projects that remove these hazardous trees will directly impact the state's ability to prevent natural disasters.

JTEC Corpsmembers play a critical role in invasive species removal throughout the state. In 2008, the most recent data available, Colorado corps removed 200 acres of invasive species, including two of the largest threats to Colorado's waterways; Tamarisk and Russian-olive plants, which displace native vegetation and use significantly more water than native plants. Tamarisk has been reported to dry up springs, wetlands, and riparian areas by lowering water tables. Current estimates show that the Colorado River will lose 19,500 acre-feet of water per year due to loss of water from Tamarisk and Russian-olive. The Colorado Weed Management Association recommends removal of both plants in certain areas within the state, yet the cost to control and re-vegetate 6,700 acres of tamarisk infestation along the Colorado River is over \$6.8 million. This is an average of \$52 per mile. As of 2007, the

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Tamarisk Coalition, a nonprofit alliance based in Grand Junction, estimates that approximately 92,000 acres of tamarisk and 5,000 acres of Russian-olive have infested every major drainage in the state with the possible exception of the North Platte. Based on these acreages and the types of native vegetation that would have occupied these areas, the estimated future water loss for Colorado is 210,000 acre-feet per year. Corpsmembers will participate in service projects that assist public land managers in addressing these critical natural resource management needs in a cost-effective and efficient manner. JTEC members receive sawyer training to remove hazardous trees and plants from Colorado's public lands. In addition, Corpsmembers gain valuable job skills and training, earn money for post-secondary education and are supported as they transition into the workforce or higher education.

DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

Each youth corps that is part of the JTEC Initiative will participate in the Clean Energy/Environment National Performance Measure Pilot program. Members will complete team-based service projects in partnership with local, state, federal and nonprofit agencies to address the Clean Energy/Environment priority area in communities throughout Colorado. Participating corps are: Mile High Youth Corps (MHYC) which serves youth at two service locations -- 7 counties in Metro Denver and 7 counties along the Southern Front Range; Rocky Mountain Youth Corps (RMYC), based in Steamboat Springs, serves youth throughout 10 counties in the Central Colorado Mountains; and Western Colorado Conservation Corps (WCCC), based in Grand Junction, serves 4 counties along the Western Slope. Each service location will recruit and select its own members and will develop service projects that address the targeted needs in their own community/region. MHYC will serve as the lead agency for the program/grant and will support 158 members, ages 17-25, from 3 different youth corps organizations who will be serving at 4 different service locations. Working on crews that are supervised by seasonal staff Crew Leaders, members will complete labor-intensive direct service projects, including fire fuel mitigation, trail rehabilitation, and environmental restoration. Crews are comprised of 6-10 members.

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These projects improve and protect wildlife habitat and outdoor recreation facilities at state parks, city parks and other public land agencies. Through these direct service projects and a Job Readiness Training curriculum, members will receive environmentally conscious education and job skill training. Service activities will fall into the following categories:

Improvement of Public Lands & Outdoor Recreation Facilities: Members will complete fire fuel mitigation, trail rehabilitation and environmental restoration projects. Fire fuel mitigation projects include using chainsaws to remove beetle kill, tamarisk, Russian-olive and other potential fire fuels and clearing and/or chipping the debris. Trail rehabilitation projects include building and maintaining trails, building erosion control structures and tent pads and installing picnic tables and signage.

Environmental restoration projects include planting trees, and shrubs, removing invasive plant species, removing fences to create wildlife corridors and creating flower and shrub beds in public parks and nonprofit centers. All members receive training in proper tool usage, standard trail design and key plant identification techniques. Members participating in fire fuel projects will also receive USFS/BLM recognized S-212 sawyer certifications and CPR and First Aid training. Project sponsors will include CO State Parks, US Forest Service, Bureau of Land Management, the Audubon Society, the Tamarisk Coalition and multiple parks and open space municipalities throughout the state.

Members will provide the direct service needed to complete these projects. Project Coordinators and Program Managers will be responsible for developing the project partnerships, scheduling projects, organizing member training to prepare them to complete the projects and ensuring that all tools and materials needed for the projects are available. Field Coordinators will be responsible for monitoring project quality as well as sponsor and member satisfaction, and seasonal staff Crew Leaders will supervise members' day-to-day activities. Project sponsors will provide on-site technical guidance to the crews and ensure that the projects are completed in a safe manner. Many projects require the same

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technical skills, providing opportunities for members to develop significant expertise in these service areas over their A*C term.

Job Readiness Training: Members at each service location will participate in environmental focused Service Learning Curriculum (SLC) and Job Readiness Training (JRT) curriculum. Members will create short and long-term plans related to their professional and personal goals. Goal plans are active tools used throughout JRT sessions. Members will participate in job and educational panels, job shadows, and tours, mock interviews and resume and cover letter development that are geared towards their educational and employment goals. In addition, members will also gain valuable soft skills in work ethic, punctuality, teamwork, interpersonal skills, problem solving, cognitive skills, professionalism, creative thinking and communication. Each member will participate in SLC, implemented by the Crew Leader. The SLC contains easy-to facilitate readings, activities, and discussion topics in a variety of focus areas including environmental education, civic engagement, independent living skills, career development, healthy lifestyles and leadership.

JTEC offers 3 slot types: 1700 hr, 900 hr and 450 hr. The program will engage 18 full-time (FT), 8 half-time (HT) and 132 quarter-time (QT) members. The distribution of slots among each youth corps is as follows: MHYC (Denver and Southern Front Range service locations) - 18 FT, 72 QT; RMYC (Central Colorado mountains) - 8 HT, 48 QT; and WCCC (Western Slope) - 12 QT. Due to the increased demand for youth corps services in public land restoration projects as well as the high number of youth applicants JTEC is expanding the number of youth served at each service location. The slot types allow each service location to select and engage members for a time commitment that meets the needs in the local community. Because of JTEC's focus on youth job readiness training and the target age for members 17-25 year olds, the majority of members are in school and serve QT slots during the summer months or during a semester off. Given the nature of Colorado weather and the program's focus on

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environmental projects, most projects are completed during summer and fall. Depending on the crew structure, some members serve on residential (or camping) crews, meaning they travel together and camp near the project site. Other members serve on non-residential (or day) crews, meaning they return home each evening.

This combination of slot types allows for youth from diverse backgrounds to participate in A*C. The summer QT slots provide opportunities for local high school or college youth to serve in A*C during their summer-break and earn money for college that fall. The QT slots help JTEC youth corps provide A*C opportunities to disadvantaged youth that may not be ready to commit to a full year of service. The HT and FT slots offer longer terms of service to more mature members that are ready and able to commit to these terms, and provide additional leadership opportunities including Leadership Councils and education mentor positions. The range of slots also facilitates advancement for youth participants. Youth that successfully complete one term often sign up for a second term. An additional term not only provides more learning opportunities for members, but also provides opportunities to serve as mentor/role models for other youth participants.

Corpsmember development is a critical component of each youth corps' mission. Each member completes an orientation and participates in structured technical training to prepare them for success in completing their projects. These trainings may include trail building and tree planting techniques and chain saw certifications, among others. The youth corps model of direct daily supervision provided by a seasonal staff Crew Leader, combined with education, training and support services provided by additional staff members ensures that members receive necessary ongoing support and training needed to complete their service projects, improve their leadership skills and successfully complete the program.

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Each of the 3 JTEC youth corps are well-versed in A*C prohibited activities because of their participation in the current A*C operating grant, which is managed by MHYC, and the Colorado Youth Corps Association's (CYCA) Education Award Program. At the beginning of each calendar year, Program Managers and/or Project Coordinators from each service location are required to participate in an annual Program Manager Compliance conference, hosted by MHYC, which provides information about prohibited activities, changes or updates from CNCS and procedures for monitoring member service. Prohibited activities will also be covered during member orientation at each service location to ensure members understand the regulations and the importance of compliance. MHYC will monitor members' service activities through site visits and Project Completion Reports that are reviewed for each project and through site visits.

HOW DOES THE A*C GRANT ADDS VALUE TO EXISTING SERVICES?

The A*C grant adds incredible value to the services that JTEC youth corps provide to public land agencies and youth participants. The grant allows the corps to engage more members in service, as well as engage members that are from diverse backgrounds or communities in different types of service, including long-term (HT and FT) service. Due to the seasonal nature of other funding, JTEC corps would not be able to provide these opportunities without A*C support for member stipends and support services. Long-term slots attract older youth with previous service experience who make excellent leaders and diversifies the corps population. The current A*C formula grant allows each site to include the Service Learning Curriculum (SLC) and provide more comprehensive support services to each member. These services have greatly enhanced the skill set each member gains from their experience with the program. Without the A*C grant, JTEC corps could not provide this training or fund these positions. Trainings and positions would either be cut or eliminated altogether jeopardizing local community support and the employment and educational opportunities that youth corps provide.

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The A*C grant adds value beyond financial support. The collaboration among the 3 participating JTEC corps continues to strengthen efforts to advance the youth corps movement. In particular, the JTEC Initiative's focus on JRT and SLC has caused each corps to intensify their efforts to incorporate job training and leadership opportunities into all aspects of programming. Because of these efforts, each JTEC corps has developed its own internal "leadership ladder" for members. The ladder represents a series of opportunities that youth can take advantage of to move up the ranks within a Corps. Each step offers additional responsibility and the opportunity to develop new skills. JTEC corps continue to share their ideas amongst each other, making leadership development and job training a cornerstone of the youth corps experience in Colorado.

MEASURABLE OUTPUTS AND OUTCOMES

OUTPUTS: Completion of 176 crew weeks of environmental conservation and outdoor recreation projects on public lands. 158 youth will participate in an environmentally focused job readiness training program.

OUTCOMES: Complete 61 crew weeks of fire fuel mitigation, 83 crew weeks of trail rehabilitation, 35 weeks of environmental restoration to protect wildlife habitat and outdoor recreation opportunities around the state; 75% of graduates will transition into a job and/or post-secondary education within the first quarter after completing their term of service in JTEC.

PLAN FOR SELF ASSESSMENT AND IMPROVEMENT

The Job Training and Environmental Conservation (JTEC) Initiative includes a commitment to continuous improvement and has many systems in place to strengthen youth corps network. Each service location completes a Project Completion Report documenting the results of every "outdoor" project completed by members. Each member also completes a mid-term and end-of-term evaluation to

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track their progress towards their long-term and short-term education and employment goals. MHYC's Statewide Compliance Manager, who has primary responsibility for managing the grant, will review these reports and evaluations, evaluate progress towards meeting performance measures and compile all reports. JTEC is already using this system effectively. In 2010, Program Managers and/or Project Coordinators at each site will be required to participate in an annual Program Manager Compliance conference to review regulations and procedures and share best practices among each service location. Each JTEC corps also participates in an accreditation process annually. This rigorous process includes a staff member from the state association - Colorado Youth Corps Association (CYCA), as well as a peer reviewer from another youth corps, and is designed to assess the organization's programmatic and fiscal controls compared to a standard set by CYCA. The process highlights strengths and weaknesses of each organization and is used to develop plans for technical assistance where needed. The accreditation process also allows for sharing best practices and replicating successful programming components. Only accredited youth corps are part of the JTEC Initiative and must maintain their accreditation to continue their involvement. Feedback from service locations is regularly solicited through as-needed phone calls and emails as well as through formal quarterly conference calls and annual site visits. Community project sponsors provide feedback by completing a written project sponsor evaluation for every project completed. Members will provide feedback through formal surveys administered during their term and at exit and informally through crew meetings and 1-on-1 sessions with staff. Such feedback is used to make programmatic and management improvements.

COMMUNITY INVOLVEMENT

The communities served by JTEC corps are heavily involved in the Initiative. The specific needs of each community are identified by community project sponsors throughout the state. JTEC youth corps have a long history of working with public land agencies to address environmental restoration and outdoor recreation needs. Rocky Mountain Youth Corps (RMYC), Western Colorado Conservation Corps

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(WCCC) and Mile High Youth Corps (MHYC) have established partnerships with project sponsors from state parks, city parks and other municipalities, who have steadily increased their requests for more service projects. Land agencies have recommended that JTEC corps incorporate more technical training for Corpsmembers in order to meet the growing need for assistance on more complex projects. For example, each organizations now has the ability to train members to operate chainsaws to remove beetle kill and tamarisk due to the growing demand from project sponsors. In addition, project sponsors participate in job panels and shadows to provide further career exploration opportunities for members and to build their own workforce. JTEC corps will continue to work with project sponsors to identify needs and projects in their local communities and to develop trainings for members. JTEC corps also partner with other local agencies such as schools, community-based organizations, juvenile justice agencies and workforce centers to refer potential members. Each service location is working on developing new partnerships with agencies and engaging more volunteers that can provide education and training to members and assist with their transition into the workforce or post-secondary education.

RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

JTEC youth corps work closely with CYCA's Education Awards Program and their "Good Works for Youth" VISTA program. Each service location hosts VISTA members and engages them in capacity-building activities that support the JTEC Initiative. VISTAs at each service location work with Program Managers/Project Coordinators to develop comprehensive education and employment placement programs. MHYC also collaborates on large scale community service projects with NCCC in Denver.

POTENTIAL FOR REPLICATION

This Initiative combines successful elements of MHYC, WCCC and RMYC's past programs and is designed to help each organization incorporate the best practices of their peers. For the first 3-year

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grant cycle, the focus was to successfully implement the program and Service Learning Curriculum at each service location and integrate the systems and procedures into each organization's operations. MHYC, WCCC and RMYC are now working together to provide comprehensive environmental job skill training and post-program placement for youth in Colorado. The implementation of these programs will be shared with the six other Colorado youth corps not included in the Initiative as well as with the state association, CYCA.

Organizational Capability

SOUND ORGANIZATIONAL STRUCTURE

The lead agency in the JTEC Initiative, MHYC, was founded as Year One, Inc. in 1992 by Boulder County Commissioner Josie Heath. Spawned from the tradition of the Civilian Conservation Corps of the '30's, Year One gave youth a chance to earn, learn and serve in their community. During its 17-year history, the Corps successfully transitioned from a small, seasonal, neighborhood-based organization to a comprehensive, year-round, metro-wide program that integrates work experience, education, career preparation and lifeskills training. Year One changed its name to Mile High Youth Corps in 2000 to better reflect its mission and goals. Through partnerships with multiple local and state agencies, MHYC now offers a full range of services to assist youth in meeting their career and educational goals.

MHYC, RMYC and WCCC have significant experience in providing young adults with opportunities to serve their community and service opportunities for local youth like those proposed. For 17 years, MHYC has successfully put crews of young people to work improving urban neighborhoods, protecting public lands and helping the disadvantaged. Similarly, RMYC, based in Steamboat Springs, has employed youth for over 11 years and WCCC, based in Grand Junction, has provided employment opportunities for over 10 years. JTEC crews have excelled in their work and regularly receive excellent evaluations from the project sponsors they serve (average 4 on a 5-pt. scale). MHYC, RMYC and WCCC are each accredited by both the Colorado Youth Corps Association and The Corps Network.

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MHYC has successfully managed the statewide JTEC Initiative for 3 years (previously known as the Colorado Youth Corps Leadership & Conservation program) and has developed the infrastructure, procedures and systems needed to support and oversee each service location. To successfully serve as the lead grantee for multiple sites, MHYC grew significantly and invested in key staff positions, professional development and training to ensure that the grant was managed appropriately. Key innovations include: new internal budget controls to track program income; new programmatic management tools to track program outcomes; technical assistance guides for each organization; and fiscal and programmatic site visits to each service location.

The Statewide Compliance Manager is the overall manager of the grant/program. She does not directly interact with Corpsmembers. Her primary role is to provide each Program Manager/Project Coordinator with the resources, support, technical assistance and guidance they need to implement the program at their sites. She works closely with MHYC's Finance Assistant to monitor each corps' budget and monthly invoices and conducts site visits to each site. She is the primary liaison with the state Commission and compiles all grant reports. Currently, each Program Manager and Project Coordinator have at least 2 years of experience implementing and managing the JTEC Initiative and all 3 Executive Directors have been involved for the previous 3-year grant cycle.

MHYC's accounting system exceeds federal requirements and currently manages over \$1 million in federal funds including the current A*C operating grant. MHYC has also successfully administered other federal grants from HUD, the Department of Labor and American Recovery and Reinvestment Act. MHYC's Finance Director and Finance Coordinator have 45 years of nonprofit accounting experience and administer the current A*C grant. Finances are monitored through an independent A-133 audit, scrutinized by the Finance Committee of the Board, and audits conducted by other funding agencies.

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MHYC has never had any audit findings. MHYC successfully administered two 3-year A*C operating grants and successfully concluded its previous state-wide 3-year grant in 2009. The Finance department recently developed new budgeting and invoicing procedures to assist each JTEC corps in tracking and reporting program income. MHYC's program staff are familiar with A*C regulations and procedures and already have systems in place for tracking member hours, project accomplishments and performance measures. MHYC will continue to provide significant technical assistance to the other corps.

MHYC will support and oversee each JTEC service location through regular communication, an annual Program Manager Compliance conference, trainings, quarterly conference calls, site visits and technical assistance (TA) meetings as needed. Program Managers/Project Coordinators will be invited to attend the state service conference as well as the annual CYCA Retreat. MHYC will conduct the annual Compliance conference to provide each service location with procedures and systems for tracking member activities, eligibility, matching funds etc. The Statewide Compliance Manager will monitor their progress throughout the grant period and provide TA as needed. She will also gather feedback from service location staff to determine training/TA needs and will conduct site visits to monitor location. JTEC corps will be required to submit monthly fiscal reports to MHYC so the Finance staff can ensure compliance with fiscal procedures. MHYC's Finance Coordinator will devote 50% of her time to provide support for the tracking requirements at each service location.

Only accredited Colorado youth corps may participate in the JTEC Initiative. The accreditation process is rigorous and ensures that the corps has strong programmatic and fiscal capabilities that meet standards established by the state association. MHYC re-evaluated its state-wide management process prior to submitting a proposal for 2010-2011. MHYC determined that to operate the best state-wide program and provide the most support to each member, only 4 service locations and a minimum of 3 MSYs per site was required. MHYC spoke with the directors at each of the JTEC corps and explained the

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fiscal and administrative burden that would be required and worked with them to determine an appropriate level of participation. Each corps then decided on the slot types and numbers that would best meet their community needs. After completing the previous grant, JTEC corps have a better understanding of the management requirements, the increased internal controls, their capacity for managing the grant and the needs in their community.

In addition to managing the current A*C operating grant involving other youth corps, MHYC also managed a tobacco prevention and cessation grant involving 3 youth corps and managed the 2007 statewide energy contract involving 5 corps. The corps maintain similar programmatic and fiscal elements in order to be included in these contracts. In addition, MHYC has been participating in the accreditation process since 2000, an A*C education awards program since 1999, and statewide trainings since 1999.

Job-Readiness Training and Service Learning Curriculum, common orientation elements, and training opportunities for long-term members will help ensure that the overall mission of the Job Training and Environmental Conservation Initiative is maintained at each corps. Members will have the opportunity to interact with their peers at the annual member service conference and the annual youth corps projects training. The accreditation process helps ensure that each corps is maintaining common program elements, implementing JRT and SLC and meeting the goals for service activities and member development.

BOARD OF DIRECTORS, ADMINISTRATORS AND STAFF

MHYC's management team consists of the Executive Director, the Director of Development, the Director of Finance, the Director of Programs and the Director of Operations. The Executive Director reports to a board of directors, which is responsible for governance of the agency and raising financial resources.

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MHYC's structure for managing the A*C grant is as follows: The Statewide Compliance Manager has primary responsibility for managing the grant and providing oversight to all 4 service locations. She works closely with the Finance Coordinator who manages the grant budget, completes all invoices and financial reports, and ensures compliance with fiscal regulations. The Finance Coordinator reports to the Director of Finance who assists her in developing fiscal policies and in monitoring the grant budget.

Each service location has a Program Manager/Project Coordinator who is responsible for managing the program at their site. The Statewide Compliance Manager supports and manages the Program Managers/Project Coordinators to successfully implement the program. Program Managers/Project Coordinators work with Crew Leaders who provide the day-to-day supervision of members on project sites. Each corps also has a Field Coordinator, and Finance Assistant that support their Program Manager/Project Coordinator by developing service projects, managing inventory and supplies, providing education and training, and managing their fiscal tracking responsibilities among other duties. The following MHYC individuals will have primary responsibility for administering and managing the A*C grant:

Statewide Compliance Manager, Kara Silbernagel: Kara is an alum of MHYC's A*C program and for the past 4 years has worked for other programs that engage youth in outdoor stewardship activities. Her experience includes work with the Northwest Youth Corps, the Colorado Youth Corps Association and Volunteers for Outdoor Colorado where she wrote grants, designed programs and planned large-scale service projects. Kara earned a BS in Business Administration from the University of Denver. She will have primary responsibility for managing the grant and supporting Program Managers/Project Coordinators at each JTEC service location.

Finance Coordinator, Jane Mattingly: Jane has over 30 years of experience in both corporate and

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nonprofit finance, including working for educational finance reform at the state and federal levels. She earned her BS from Regis University in Business Administration with a minor in Sociology. She will be responsible for fiscal management of the A*C grant.

Director of Finance, Donna Munip: Donna's 15 years of experience in finance and operations ranges from corporate finance positions to financial controller of an environment nonprofit to running her own holistic massage therapy practice overseas. Donna earned an MBA from Rutgers University in New Jersey and a BS from Aberdeen University in Scotland. Donna manages all accounting and finance activities of MHYC and helps the Finance Asst. develop fiscal policies and procedures for monitoring the A*C grant budget.

Program Manager: MHYC, Christy Gallese: Christy has 6 years of program management and youth development experience from her work at MHYC and with the Mi Casa Resource Center for Women. Christy served as an A*C VISTA and earned a BA in Political Science with a minor in Leadership from the University of Rhode Island. She is responsible for overseeing the day-to-day management of MHYC A*C members and their community service projects including: the safety and well-being of Corpsmembers; technical training; case management; evaluation and supervision of Field Coordinators and Crew Leaders; and coordinates with the Project Coordinators at MHYC-Denver and MHYC-Southern Front Range to develop quality service projects. (Christy serves as the Program Manager at both MHYC sites. She has a counterpart with similar duties at each of the other corps. Kara supports and monitors the Program Managers/Project Coordinators including Christy.)

This governance structure to place Program Managers, Field Coordinators, Project Coordinators and Finance Assistants at each JTEC corps provides for a bottom-up, rather than top-down, approach to program planning and implementation.

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PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

MHYC participates in the formal state accreditation process each year and The Corps Network's Excellence in Corps Operations review every 3 years. The agency also conducts an independent audit of its finances each year and participates in audits done by other funders. The Board of Directors conducts a planning retreat at the beginning of each year to assess the organization and make plans for improvement during the next year. The management team, along with staff at all levels, develops an annual business plan and reports to the board quarterly on their progress. MHYC also solicits regular feedback from community project sponsors and members.

PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE

MHYC will provide training to each JTEC service location prior to launching the new grant cycle through quarterly conference calls, an annual Program Manager Compliance conference and additional trainings and site visits as needed. MHYC will also provide updated written procedures and systems for sites to use in managing the grant. Sites will attend the state service conference and have opportunities to receive ongoing TA by request. The Statewide Compliance Manager and Finance Coordinator will be in regular communication with service locations to assess their needs for ongoing training and TA and will facilitate the sharing of best practices and key innovations among participating organizations.

SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

Volunteer Generation and Support: In addition to volunteers recruited through the JTEC Initiative, MHYC generates approximately 50 additional volunteers in many capacities including: tutoring GED students, teaching lifeskills workshops, teaching technical skills, working on community service projects, and assisting with Job Readiness Training and job placement. Many professionals and community leaders volunteer their time serving on the Board of Directors and planning committees.

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MHYC also recruits volunteers to plan and implement fundraising events. MHYC recruits volunteers through Metro Volunteers, online databases and through local colleges. MHYC's Board of Directors helps recruit new board members and individuals to serve on the committees. MHYC has also established relationships at 3 local colleges that provide interns who work at the agency. Interns assist with marketing and fundraising, program development and facilitating support groups for youth.

Organizational and Community Leadership: Each of the participating youth corps are actively engaged in their community. Staff from each organization serve on many task forces and created partnerships in Denver, Steamboat Springs and Grand Junction including the Denver Employment Alliance, CO Outdoor Stewardship Initiative, Denver Public Schools Alternative Education Task Force, Routt County Family and Adolescent Resource Council, Human Resource Coalition, Craig-Scheckman Foundation Steering Committee, and the Mesa County Youth Employment Council. MHYC, RMYC and WCCC also participate in many community events including national service days, Service Nation Day of Action, Peace in the Streets, Earth Day, and National Trails Day. The MHYC Executive Director serves on the national board for The Corps Network and participates in conferences to share MHYC's experiences. Recent conferences include the CO Open Space Alliance, Colorado's New Energy Economy Conference, the Governor's Tourism Conference and the Safe City Youth Leadership Summit.

Success in Securing Match Resources: MHYC has successfully secured match resources from a variety of sources for the current and previous A*C grants. The majority of matching funds come from earned income from community project sponsors. Due to the high demand for youth corps services, MHYC and the other corps are providing 52% in matching funds for the program, exceeding the required amount.

SUCCESS IN COMMUNITY SUPPORT

Collaboration: Each of the 3 JTEC youth corps have created strong collaborations within their own

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community. As an example of this support, the lead agency, MHYC has developed many collaborations that have expanded the scope its member services and projects. Through a partnership with Denver's Office of Economic Development, youth with developmental disabilities have been integrated into MHYC's summer crews. Through CYCA, members at each Service Location are able to earn school credits at several Colorado community colleges. MHYC staff works with an Employer Advisory council comprised of representatives from companies that want to hire and help place program graduates in "green" careers. Most recently, MHYC collaborated with Greenprint Denver, SunPower and other energy-conservation related agencies to conduct a "neighborhood blitz" in Northwest Denver. Through this collaborative effort, thousands of residents in one neighborhood received energy conservation assistance and resources in one month.

In 2008, MHYC developed new relationships with the East Montclair Neighborhood Association and the AARP. The groups are now collaborating on continuing projects that engages youth in helping seniors with minor yard work and clean up projects. MHYC members have taken the lead developing and promoting the project and recruiting volunteers.

Local Financial and In-kind Contributions: JTEC corps have significant local financial support including both program income and contributions. Local supporters across the state include Denver Office of Economic Development, the City of Grand Junction, Mesa County, Yampa Valley Community Foundation, and the City of Colorado Springs. Essential Safety Products supplies hundreds of dollars of safety gear each year. Corps also receive significant support from individual donors in their communities. While each of these sources continues to grow around the state, the growth in the program is primarily due to increasing demand from project sponsors who will provide the matching revenue in service fees.

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Wide Range of Community Stakeholders: JTEC corps has a variety of community stakeholders including project sponsors, educational institutions, workforce centers, community and faith-based groups, elected officials, neighborhood associations, corporations and employers. Support from these groups has grown over time and now includes a wide range of non-financial support. Examples include: free OSHA training provided by construction companies; in kind donations of supply tools and safety gear for the crews from for-profit companies; artistic expression activities for members from a local nonprofit organization. MHYC has also strengthened its relationships with local colleges and is now an internship placement site for several programs at the Univ. of Denver, Metropolitan State College of Denver and Univ. of Colorado at Denver.

Cost Effectiveness and Budget Adequacy

The cost per MSY for the JTEC Initiative is \$12,935, less than the allowable amount yet sufficient to support the program design. The member to staff ratio is almost 5:1 allowing staff to dedicate significant support services and ensure each member has an opportunity to succeed. Finance staff at each of the JTEC corps consistently monitor expenses to ensure tight and efficient internal controls.

Diverse Non-Federal Support: The JTEC Initiative has diverse non-federal support from city and state municipalities and makes up the majority of the 52% cash match for the grant (\$783,597). The matching funds are program income provided by community project sponsors that host member projects, primarily from contracts with the CO State Parks, and local parks and open space districts. A portion of program income will come from federal public land agencies that have submitted a letter to support that their funds are allowable for match. Project contracts for 2011 are not final at this time. Based on relationships with partner agencies, preliminary requests and past revenues, we expect significant program income from community sponsors including state, city and municipal governments, and nonprofit organizations such as the Audubon Society and the Tamarisk Coalition.

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DECREASED RELIANCE ON FEDERAL SUPPORT

The JTEC Initiative has increased its share of program costs to 52%, exceeding the required match of 30%. The additional match funds allow each JTEC corps to deliver support services to every member that otherwise would not be available and provide opportunities for continuous improvement. Due to the significant increase in demand for youth corps services, the program is proposing expanding the number of youth serving at each location. Because community project sponsors are providing a large share of the funding needed for this expansion, the program will be able to greatly increase its impact on the community and members while decreasing the federal share of the cost.

BUDGET ADEQUACY

The budget is comprehensive and includes the resources needed to support the design of the JTEC Initiative. 78% of CNCS funds will be used to support direct member costs. Considerable funds from CNCS as well as from the grantee share are dedicated to staff members at each site to ensure adequate supervision, development and training of members as well as for development and monitoring of high-quality, sustainable service projects. Funds are also dedicated to continuous improvement, efficiency and quality control measures such as evaluation, monitoring sites visits, and staff training. The budget includes: funding for the materials; supplies, tools, safety gear, and transportation costs for completing the service projects; and background checks for every member. Corps have a long history of success and will continue to use the A*C funds to leverage contributions to the program while working with project sponsors to provide the program income needed to successfully complete the work in the community. The combination of federal and local support will enable the JTEC Initiative to meet its desired outcomes of providing local youth with opportunities to serve their community and addressing Colorado's environmental conservation needs.

Evaluation Summary or Plan

The two organizations with the majority of members, MHYC and RMYC contracted with Omni Research

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& Training to evaluate their programs. The most recently available evaluations for RMYC and MHYC are from 2008.

Summary of RMYC results:

- Statistically significant improvements were observed for job skills, leadership skills, self-esteem, and stress.
- A statistically significant increase was observed for civic engagement.
- Members showed statistically significant decreases in their use of alcohol and marijuana.
- Members reported their experience in the youth corps to be meaningful, challenging, and satisfying and provide valuable career preparation.

Summary of MHYC results:

- MHYC members showed a statistically significant increase in their leadership skills.
- MHYC members showed a statistically significant increase in civic engagement.
- MHYC had a positive impact on members environmentalism. Statistically significant increases were observed for environmental behaviors and environmental self-efficacy.
- MHYC helped improve members' psychological well-being. A statistically significant increase was observed for their perceived social support.
- MHYC members changed their attitudes about alcohol use. A statistically significant increase was observed in their perceived risk of heavy alcohol use.
- 100% of members felt that the service they performed was helpful to the community. MHYC will contract with OMNI to evaluate the program at all 6 sites in the next grant period.

Amendment Justification

N/A

Clarification Summary

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DESCRIPTION OF FT AND HT MEMBER ACTIVITIES

The Job Training and Environmental Conservation (JTEC) Initiative offers 3 slot types: 1700 hr (FT), 900 hr (HT) and 450 hr (QT). This combination of slot types allows for youth from diverse backgrounds to participate in AmeriCorps. The half-time (HT) and full-time (FT) slots offer longer terms of service to members that are able to commit to an extended length and provides additional leadership opportunities including Leadership Councils and Education Mentor positions.

Full-time members commit to a team-based service term from February to December. This term provides diverse service opportunities in education, community outreach and youth development to achieve a common goal: environmental education. The 11-month leadership development program is divided into three sessions: spring, summer and fall. In the spring, FT members participate in extensive orientation and training that includes an introduction to the community, as well as information on how to serve within it, as most FT members relocate to Colorado for the program. Integral to establishing the community connection is the Capstone Project. The Capstone Project is part of the leadership development component and is intended to be accomplished through the Service Learning Curriculum. This self-guided service project, with real-life constraints in the local community accomplishes three main goals: Corpsmembers produce a tangible impact on their local community; they learn valuable, "real world"-tested leadership skills, such as organization, teamwork and time management; and Corpsmembers have the opportunity to gain knowledge and make connections in an area of personal interest. The project culminates at the end of their term when Corpsmembers present their projects to the corps and local community.

During the spring, members also receive hands-on technical training to install energy-efficiency measures in low-income households. Members learn how to install compact fluorescent light bulbs (CFLs), low-flow aerators, automated thermostats and how to educate residents about the

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environmental and financial benefits of using less energy and water. In late May, FT members transition to public land restoration and rehabilitation projects for the summer and fall sessions.

Half-time members commit to a five-month leadership development service term from May to October. The five-month program is divided into two sessions: summer and fall. All HT members serve at Rocky Mountain Youth Corps in Steamboat Springs, CO and complete public land restoration and rehabilitation projects. Due to the high-elevation nature of the direct service projects, members are only able to serve from May through October, when the snow is melted.

Supervised by seasonal staff Crew Leaders, FT and HT members serve as Education Mentors working on crews of 6-10 QT members completing labor-intensive direct service projects, including fire fuel mitigation, trail rehabilitation and environmental restoration. After attending an extensive, one-week training, members learn critical skills such as proper tool usage, standard trail design and key plant identification techniques. Full-time and half-time members participating in fire fuel projects will also receive USFS/BLM recognized S-212 sawyer certifications and CPR and First Aid training. As Education Mentors, FT and HT members actively facilitate the weekly Service Learning Curriculum which includes team building activities and discussion topics in a variety of focus areas including environmental education, civic engagement, independent living skills, career development, healthy lifestyles and leadership.

EVALUTATION RESULTS

2008 MHYC OMNI Research and Training results submitted to Colorado's Governor's Commission on Community Service.

FY10 BUDGET CLARIFICATION RESPONSE

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1) ROLE AND RESPONSIBILITIES OF STATEWIDE COMPLIANCE MANAGER

Mile High Youth Corps (MHYC) has been the lead agency for the JTEC Initiative since 2006. After managing the multi-site program for the past three years, MHYC understands the importance of complying with AmeriCorps provisions and providing consistent reports. The Statewide Compliance Manager (formerly the Development Associate) is responsible for ensuring grant compliance but was previously only a half-time position. However, due to an increased demand for technical assistance and resources to the corps; tightened programmatic and fiscal controls implemented in 2009; and increased support needed to ensure accurate reports and compliance, MHYC is increasing the Statewide Compliance Manager from 50% to 75%. The role of the Statewide Compliance Manager is crucial to the success of the JTEC Initiative. By investing more time and resources into compliance and grant management, the Statewide Compliance Manager is able to relieve Program Managers of burdensome reporting and paperwork and allow them to provide critical support services to members.

Throughout 2009 and culminating in the fall, MHYC's Finance Coordinator and the Statewide Compliance Manager worked to further tighten and improve the fiscal and programmatic controls of managing the JTEC Initiative. As part of the improved policies and procedures, the Statewide Compliance Manager created a revised JTEC Procedure and Policy Manual and instituted an annual spring Program Manager Compliance Conference. She is responsible for developing and organizing the one-day Program Manager training. In the fall, after the peak summer session ends, the Statewide Compliance Manager completes site visits at each service location. During the visits, MHYC staff debriefs with the Program Manager about the summer session; troubleshoot any issues or concerns; and identify best practices that can be shared at the annual spring Program Manager Compliance Conference. In addition, Program Managers are required to participate in quarterly conference calls facilitated by the Statewide Compliance Manager to address any unresolved issues or concerns and check in regarding member management.

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The Statewide Compliance Manager is the overall manager of the grant and program. Her primary role is to provide each JTEC youth corps with the resources, support, technical assistance and guidance they need to implement the JTEC Initiative at each service location. She monitors the sites' progress throughout the grant period and provides support to each youth corps as needed. She works closely with the Finance Coordinator to monitor each corps' budget and monthly invoices; is the primary liaison with Colorado's Governor's Commission on Community Service and compiles all grant reports and outcomes.

As the main point person for the My AmeriCorps Portal and member management, the Statewide Compliance Manager is responsible for enrolling and exiting every member into the database and ensuring that each service location is providing support to Corpsmembers. At each site visit, she completes a thorough member file audit which includes ensuring members receive mid-term (if applicable) and end-of-term evaluations and members' time sheets are accurate. In addition, each Program Manager must send a break down of a member's hours to the Statewide Compliance Manager for approval in order to exit a member in My AmeriCorps.

2) JUSTIFY THE INCREASED COST PER MSY

The Job Training and Environmental Conservation (JTEC) Initiative is requesting to increase the member stipend in FY2010 for FT, HT and QT members and thus, increasing our total cost per MSY. JTEC youth corps are unique in that we attract non-traditional AmeriCorps members. Many of our members come from low-income households and are first generation college students. Wages and stipends play a critical role for many of these non-traditional applicants. Their paycheck is often contributed to supporting the entire household. While a nominal difference to some - \$458 increase from FY2009 stipend -- it is a significant incentive for many. It is crucial that JTEC youth corps, which

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provides hands-on training and education, are able to be competitive among typical restaurant and warehouse jobs for these under-served young adults.

Increasing the member stipend also allows JTEC youth corps to be competitive among other youth employment agencies for high quality, motivated young adults to serve in Colorado communities. JTEC youth corps have a proven track record of reaching diverse AmeriCorps members and providing quality education and training. In 2009, JTEC corps had a 100% enrollment in 2009 and a strong retention rate (82%) given the high number of under-served youth that participate in our programs.

3) STAFF TRAVEL-ITEMIZED TRAVEL EXPENSES

One trip for 2 staff: Statewide Compliance Manager & Finance Coordinator to attend a CNCS conference or workshop out of state.

Estimated lodging: \$120 per night for 2 nights for 2 persons: \$480

Estimated plane ticket: \$375 per person for 2 persons: \$750

Estimated M&IE for 1 full day: \$75 for 2 persons for 1 day: \$150

Estimated M&IE for 2 partial days: \$55.00 for 2 persons for 2 days: \$220

Estimated Registration Fee: \$200 per person for 2 persons: \$400

Total: \$2,000

4) SUPPLIES-ITEMIZED LIST OF CAMPING GEAR AND EQUIPMENT

For each of the 4 youth corps service locations operating camping crews:

Bear Box: \$1,100

Propane Stoves/tanks/connectors: \$700

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Water pump/purifier/jugs: \$185

Kitchen Utensils: \$975

First Aid kit: \$40

Total: \$3,000

5) OTHER PROGRAM OPERATING COSTS

Criminal history background checks for staff.

32 staff at the 4 service locations X \$30 each = \$960

Background checks are carried out annually for each staff member; the cost is assumed by each of the corps from their general operating funds.

6) MATCH AND SOURCES OF FUNDS

The disconnect between the Match (783,597) and the Source of Funds (\$750,000) was merely an oversight due to the multiple iterations of this budget from 4 different youth corps. Please note, due to the addition of the background checks for staff, the Match has increased to \$784,577, as has our Source of Funds. The JTEC Initiative obtained written authorization from USDOJ (BLM) and USDA (Forest Service) to utilize their funds as a match. We also receive matching funds from State, City & Municipal governments in addition to non-profit organizations.

CLARIFICATION RESPONSE FY10-5/17

PERFORMANCE MEASURES: Requested changes have been made to the National Performance

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Measures. Please see Performance Measure EN3 and EN5 for properly aligned Intermediate Outcomes.

REASON FOR CHANGING INTERMEDIATE OUTCOME FOR EN3:

The primary goal of the JTEC Initiative is to provide employment and educational opportunities to young adults across Colorado. JTEC corps recruit youth from diverse economic and educational backgrounds. As a result, these rural and urban young adults often have little or no prior work experience. Through hands-on environmental service learning projects, as well as an environmentally-conscious and energy-efficient Job Readiness Training and Service Learning Curriculum, members advance their leadership and technical skills and develop education goals. Corps assist program graduates with finding quality jobs and/or post-secondary education placements, specifically placements which align with their personal interests and goals. While the Job Readiness Training and Service Learning Curriculum are environmentally focused, JTEC corps are committed to helping find placements for graduates across all industries. Reporting only the placements of members entering an environmental/green industry excludes the successes of so many other JTEC youth.

FY10 BUDGET CLARIFICATION RESPONSE -- 5/17

BUDGET ITEMS: Requested changes have been updated to the budget.

Other Program Operating Costs -- please see Staff Travel for itemization within the budget.

Supplies -- please see Supplies for itemization within the budget.

CLARIFICATION RESPONSE -- 4/27/11

Grant start date: January 1 ¿ December 31, 2012

Member enrollment period: October 1, 2011 ¿ September 30, 2012

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The member enrollment start date is three months prior to the grant start date so service locations can begin recruiting members through the MyAmeriCorps database in the fall.

Given the recommended grant amount of \$736,280, 56.92 Member Service Years (MSYs) and 158 member positions, there are no changes to the expected outcomes in the performance measures.

PERFORMANCE MEASURE #2-ENVIRONMENT/CLEAN ENERGY EN4 and PERFORMANCE MEASURE #3-ENVIRONMENT/CLEAN ENERGY EN5

2. Project Completion Reports tracking miles and acres of public lands improved, cleaned, or built are completed by a trained Crew Leader. Each Crew Leader attends a comprehensive two-week orientation honing their technical and soft skills to work with crews in the field. Part of the Crew Leader's technical skills orientation includes instruction practicing pacing techniques to record the crew's progress each day. Project Sponsors provide initial guidelines for measuring accomplishments and Crew Leaders use the skills developed in orientation to accurately track project accomplishments and meet the needs of the land manager.

Please see the performance measures for other changes requested by the Corporation as part of the Performance Measure Clarification Items.

Continuation Changes

INCREASED COST PER MSY JUSTIFICATION

The 2012 JTEC Initiative budget includes a two percent cost of living adjustment (COLA) for members. This increase created a subsequent two percent increase for the Colorado Governor's Commission on Community Service fixed amount. The budget reflects a \$35 per member cost increase to comply with the FBI fingerprint check requirement that is effective April 21, 2011. Due to cost saving efficiency measures for criminal history background checks, the Initiative was able to reduce the cost from \$60 to

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\$50 per member. The total cost for background checks and FBI fingerprints is \$85 per member at a 1.5:1 hiring ratio.

Overall, the JTEC cost per Member Service Year (MSY) increased \$270 dollars -- a two percent increase. These costs are directly reinvested into the program, and specifically, the member. The total cost per MSY remains below the maximum allowable cost per MSY. Preliminary results from 2010 demonstrate that 95% of members at Mile High Youth Corps self-attested that the corps had a positive impact on them and their life. In addition, over 80% of Corpsmembers at MHYC were placed in a job and/or postsecondary education (final outcomes from JTEC corps will not be available until April 1, 2011). To offset the additional expenses, the JTEC Initiative is now matching 100% of its member training costs. The 2012 budget shows a 49% to 51% billable to match ratio. This is just over a 0.1 percent overall change for the billable to match ratio.

ENROLLMENT

The Job Training and Environmental Conservation Initiative begins January 1, 2011. At this time, year one of the program has not yet started. The following enrollment and retention rates, as well as program accomplishments reflect the 2010 Formula program and ARRA Recovery Youth Corps program.

The original number of AmeriCorps member slots awarded for the Recovery Youth Corps program was revised during the 19-month program to meet the changing needs of youth corps and land managers from summer 2009 to summer 2010. As a result, four full-time leadership positions were created and more minimum time positions were created to meet land managers project availability. This resulted in less quarter-time slots, but overall the program was able to create 235 youth position (seven less positions than originally projected) and enroll 100% of the total MSYs. Simultaneously, JTEC corps enrolled 100% of the MSYs for the 2010 Formula program including one refill slot. Each JTEC youth

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corps has experienced a tremendous increase in applications over the past two years averaging almost 10 applications for every one position available, demonstrating the high demand of JTEC corps services.

RETENTION

The overall retention rate for JTEC corps for the 2010 Formula program is 93.5% and 87.5% for members that started after January 1, 2010 for the Recovery Youth Corps program. JTEC corps target disadvantaged youth from diverse backgrounds to serve as Corpsmembers. Working with at-risk youth can lead to a higher number of early exits due to a number of social issues and outside personal barriers. Colorado youth corps are committed to addressing unmet needs of youth and providing services to members to help them succeed and stay in the programs. Specific measures to improve member retention include: implementing an informational session as part of the application process that outlines job responsibilities, commitment and expectations to each applicant; integrating targeted lifeskills activities into the education program to address recurring barriers of disadvantaged youth; and restructuring staff roles to work more closely with members, especially high-risk members, to provide more preventative support services (such as lifeskills workshops).

Corps focus heavily on providing members with the services they need to complete the program, but also stress the importance of work ethic and will discipline or terminate members that cannot perform satisfactorily. Personal development for Corpsmembers is an important factor for member retention and is a critical component of the youth corps model. Overall, with a retention rate of 90%, these instances have proven to be infrequent and are a testament to the effort that is put in to recruiting members who are committed to the program and to making a change in themselves.

PLAN FOR IMPROVING 30-DAY ENROLLMENT/EXIT COMPLIANCE

In 2010, JTEC corps hired a record number of youth. This increased volume of Corpsmembers, coupled

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with managing both the 2010 Formula and 2010 Recovery Youth Corps programs, caused some corps with very limited staff capacity to submit exit paperwork to the Statewide Compliance Manager late. To address these issues, the Statewide Compliance Manager is implementing a 20-day enrollment and exit policy for each service location in 2011. Each Program Manager/Coordinator must submit enrollment and exit forms within 20-days of a member's start/end date and verify receipt of the forms via email. The Statewide Compliance Manager will enroll/exit members into the AmeriCorps Portal within five business days of receipt of the forms. This new policy will ensure members are enrolled within 30-days and allow time to resolve any errors or issues that may arise with an individual's enrollment and/or exit. Every service locations must also submit program start and end dates and the number of members participating in the program to the Statewide Compliance Manager by December 31, 2010. This will allow the Statewide Compliance Manager to plan accordingly, with specific attention to the start of summer programs, to ensure all members are enrolled and exited on time.

In 2010, six members (two in the Formula and four in the ARRA program) were enrolled 58 days after their start date. These six members were inaccurately enrolled in an Education Award Only program, instead of the JTEC Formula or Recovery Youth Corps program. The Statewide Compliance Manager worked with the other program and notified our Program Officer and the eGrants Help Desk as soon as the issue was recognized to transfer the members into the appropriate program. Due to complications from the transfer, eGrants was unable to successfully complete the transfer for another 28-30 days.

There are three members in the Recovery Youth Corps program whose exits were completed after 30 days. One member was exited during the transfer from WBRS to eGrants which created additional complications. Another member was released for Personal Compelling Circumstances. The Statewide Compliance Manager was waiting for an approved doctor's note before completing the exit. A third member was exited on time but his social security number was entered wrong into the Portal. An

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eGrants administrator corrected his number, which pushed his exit date beyond the 30 days.

However, in 2011, grant applicant Year One, Inc. revised the program for the new grant cycle to provide more strategic support to each Program Manager/Coordinator and ensure compliance with all AmeriCorps provisions. In 2010, the Statewide Compliance Manager piloted various trainings and policies in anticipation of the 2011 JTEC Initiative. Trainings and support resources in 2010 included: an annual in-person Program Manager Compliance conference, quarterly conference calls and an updated Program Manager Resource Guide.

PERFORMANCE MEASURES

There are no changes to the performance measures since the number of MSYs and slots are not changing.

EVALUATIONS

The two organizations with the majority of members that represents three of the four service locations, Mile High Youth Corps and Rocky Mountain Youth Corps, contract with Omni Research & Training to evaluate their programs. The most recently available evaluations for RMYC and MHYC are from 2009. 2010 evaluation results will be available by March 1, 2011.

APPLICANT & APPLICANT INFORMATION

Applicant's phone number was updated.

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 56.92

Service Categories

Leadership Development

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.)

AmeriCorps members at each JTEC site will participate in a Job Readiness Training (JRT) and Service Learning curriculum that encompasses environmental education, civic engagement, independent living skills, career development, healthy lifestyles, and leadership. Members will create short and long term goal plans related to their professional and personal goals. Members will participate in job and educational panels, shadows, and tours; mock interviews; resume and cover letter development; and land management practices that are geared towards their educational and employment goals. Members participating in fire fuel mitigation projects will also receive USFS/BLM recognized S-212 sawyer certifications and CPR/First Aid training.

Result: Intermediate Outcome

Result.

AmeriCorps members that graduate from the program will be more prepared for environmental careers as a result of their environmentally-conscious and energy-efficient training and service learning.

Indicator: Member self-attestment

Target : 114 members will be more prepared for environmental careers as a result of their environmentally-conscious and energy-efficient training and service learning.

Target Value: 114

Instruments: Exit surveys

PM Statement: 114 members will self attest on the exit survey that they are more prepared for environmental careers as a result of their environmentally-conscious and energy-efficient training and service learning.

Result: Output

Result.

All AmeriCorps members will participate in a job readiness training and service learning curriculum receiving education and training in energy efficiency and environmentally-conscious practices.

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

Target : 158 members will participate in energy efficiency and environmentally-conscious education and training from the Job Readiness Training and Service Learning Curriculum.

Target Value: 158

Instruments: Education and training attendance logs recorded by Crew Leaders and Program Coordinators.

PM Statement: 158 AmeriCorps members will participate in an energy efficiency and environmentally-conscious Job Readiness Training and Service Learning Curriculum .

Priority Area: Environmental Stewardship

Strategy to Achieve Results

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

Members will work on crews of 6-10 and complete labor-intensive improvement projects in partnership with local,

National Performance Measures

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

state, federal and nonprofit agencies to address the Clean Energy/Environment priority area in communities throughout Colorado. Members will complete fire fuel mitigation and environmental restoration service projects. Projects may include: using chainsaws to remove beetle kill, tamarisk, Russian-olive and other hazardous materials that pose a risk for spreading fire; clearing and/or chipping hazardous fire fuels; planting trees, shrubs and other vegetation; removing non-native plants from habitats; removing fences to create wildlife corridors and creating flower and shrub beds in public parks and open spaces. Project sponsors will include CO State Parks, US Forest Service, US Fish & Wildlife Service, the Audubon Society, the Tamarisk Coalition and multiple parks and open space municipalities throughout the state.

Result: Output

Result.

AmeriCorps members will improve acres of environment/wildlife habitat on federal, state, local or other public lands.

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

Target : AmeriCorps members will complete team-based service projects that clean and/or improve 630 acres of environmental/wildlife habitats on federal, state, local or other public lands.

Target Value: 630

Instruments: Project Completion Reports completed by trained Crew Leaders and project accomplishments recorded on the Colorado Youth Corps Association Corpsmember Information Database. (CID)

PM Statement: AmeriCorps members will complete team-based service projects that clean and/or improve 630 acres of environment/wildlife habitats on national parks, state parks, city parks, county parks or other public lands.

Result: Intermediate Outcome

Result.

Public land project sponsors will be satisfied by the work completed by JTEC AmeriCorps members.

Indicator: Project Sponsor Satisfaction

Target : Acres of environmental/wildlife habitat rated as highly satisfactory by public land project sponsors.

Target Value: 470

Instruments: Project Sponsor Evaluations

PM Statement: Project sponsors will express their satisfaction with at least 470 acres cleaned and/or improved by AmeriCorps members by rating their satisfaction on sponsor evaluations.

Priority Area: Environmental Stewardship

Strategy to Achieve Results

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

Members will work on crews of 6-10 and complete labor-intensive improvement projects in partnership with local,

National Performance Measures

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

state, federal and nonprofit agencies to address the Clean Energy/Environment priority area in communities throughout Colorado. Members will complete trail rehabilitation riparian restoration service projects. Projects may include: building and maintaining trails; building erosion control structures such as rock walls and check dams; and repairing critical wetland streams and river systems. Project sponsors will include CO State Parks, US Forest Service, US Fish & Wildlife Service, the Audubon Society, the Tamarisk Coalition and multiple parks and open space municipalities throughout the state.

Result: Intermediate Outcome

Result.

Public land project sponsors will be satisfied by the work completed by JTEC AmeriCorps members and will continue to partner with the program to complete service projects.

Indicator: Project Sponsor Satisfaction

Target : Miles of trails or rivers created or improved rated as highly satisfactory by public land project sponsors.

Target Value: 7

Instruments: Project Sponsor Evaluations.

PM Statement: Project sponsors will express their satisfaction with at least 7 miles of trails/rivers improved and/or created by AmeriCorps members by rating their satisfaction on sponsor evaluations.

Result: Output

Result.

AmeriCorps members will improve or create miles of trails or rivers on public lands.

Indicator: (PRIORITY) EN5: Miles of trails or rivers improved and/or created.

Target : AmeriCorps members will complete team-based service projects that improve and/or create 10 miles of trails and/or rivers on federal, state, local or other public lands.

Target Value: 10

Instruments: Project Completion Reports completed by trained Crew Leaders and project accomplishments recorded in the Colorado Youth Corps Association Corpsmember Information Database. (CID)

PM Statement: AmeriCorps members will complete team-based service projects that clean, create and/or improve 10 miles of trails or rivers on national parks, state parks, city parks, county parks or other public lands.

Required Documents

Document Name

Status

Evaluation

Sent

Labor Union Concurrence

Not Applicable