

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: 23-NOV-10	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 11AC123777	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHNY0010008
5. APPLICATION INFORMATION		
LEGAL NAME: Hillside Work-Scholarship Connection DUNS NUMBER: 842865094	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: David James-Wilson TELEPHONE NUMBER: (585) 256-7982 FAX NUMBER: (585) 654-1655 INTERNET E-MAIL ADDRESS: dwilson@hillside.com	
ADDRESS (give street address, city, state, zip code and county): 1183 Monroe Avenue Rochester NY 14620 - 1662 County:		
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 161453581	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: Hillside Work-Scholarship Connection AmeriCorps Program	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): This program will serve the cities of Rochester, Syracuse, and Buffalo New York.	11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 10/01/11 END DATE: 12/31/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>NY 028</u> b.Program <u>NY 028</u>	
15. ESTIMATED FUNDING: Year #: <u>2</u>	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 \$ 308,400.00	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 \$ 636,540.00		
c. STATE \$ 0.00		
d. LOCAL \$ 0.00		
e. OTHER \$ 0.00		
f. PROGRAM INCOME \$ 0.00		
g. TOTAL \$ 944,940.00		
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: Jennifer Borsa	b. TITLE: AmeriCorps Prog Coord	c. TELEPHONE NUMBER: (585) 654-1642
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/02/11

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Executive Summary

The Hillside Work-Scholarship Connection (HW-SC) AmeriCorps Program places members in Rochester, Syracuse, and Buffalo, New York, to serve at-risk students grades 7-12 in the HW-SC drop-out prevention program. Members are placed in professional roles, and provide students with: intensive in-school and after-school academic support; comprehensive employment training; home, school and community-based mentoring; post-secondary planning and support; holistic life-skills; health services; and wraparound services.

Rationale and Approach

AmeriCorps Application 2010-13 --HW-SC "Young Professionals Program"

A. Rationale and Approach

Hillside Work-Scholarship Connection (HWSC) has a 20-year track record at successfully fostering at-risk young people's acquisition of the academic, work-readiness and holistic life skills required for them to graduate high school and engage in successful continuing education and career development pathways. HW-SC's "Young Professionals Program" is designed to provide 24 AmeriCorps service members with the opportunity to contribute to HW-SC's school, community and workplace based drop-out prevention and workforce development activities.

HW-SC's "Young Professionals Program" will provide participating AmeriCorps service members with the opportunity to develop the skills, attitudes and experience required for them to make a long-term contribution to the education and economic opportunity needs of their communities -- either as full-time youth service professionals or as life-long community volunteers. They will be supported in this work by a full time HW-SC AmeriCorps Coordinator, along with the day to day guidance and mentoring of an assigned HW-SC Team Leader. They will also be provided with the accountability structure of

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defined outputs and intermediate outcomes -- all tracked via HW-SC's online Efforts Towards Outcomes (ETO) system -- that will ensure the efficiency and effectiveness of their service hours.

HW-SC's existing collaborative partnerships with School District and corporate sponsors in both Rochester and Syracuse, New York, currently serve over 2300 students on an annual budget of \$8.5 million. The addition of 24 motivated and well trained AmeriCorps service members across both cities would help HW-SC to significantly expand, extend, and enrich the outputs and outcomes of its existing menu of program offerings -- while at the same time building a cadre of young professionals recruited from the same communities served by HW-SC who are empowered to make a lasting contribution to the well being of children and youth in their cities.

A.1 Compelling Community Need

Like many of New York State's large urban school districts, both the Rochester and Syracuse City School Districts face long-standing struggles to achieve high rates of graduation among the young people they serve. Rochester's current graduation rate is 49%, whereas Syracuse has a graduation rate of 51% -- with both Districts averaging graduation rates 10% below these listed above for Latino and low income African American students.

In both Districts, at-risk youth from more marginalized neighborhoods have unacceptably high drop out rate due to a series of risk factors identified by HW-SC and its School District Partners -- including: (i) low school attendance rates, (ii) poor grades, (iii) being over age for their grade level, (iv) performing badly on state assessments, and (v) low socio-economic status. In fact, students are only admitted to HW-SC's drop-out prevention program if they face 2 or more of these common barriers to graduation --

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or if they face additional challenges such as being current or former foster care youth, being on probation, or formerly residing in juvenile or criminal justice facilities.

HW-SC has multi-year Memorandums of Agreement (MOA's) in place with the Rochester and the Syracuse City School Districts, and these MOA's both document the above cited community need for HW-SC's services, and describe the lead role of the School Districts in identifying, recruiting and prioritizing participants for HW-SC's drop-out prevention program.

Both District's MOA's also outline a strategy for growth that will see HW-SC move from serving 2300 students in 2009-10 to 3300 students in 2010-11 -- a growth plan that the proposed 24 AmeriCorps service members would play in integral role in helping HW-SC and its School District partners to achieve.

In addressing long standing barriers to the academic success and work readiness of participating youth, HW-SC also makes a significant contribution to the overall positive development of young people in both Syracuse and Rochester -- impacting key indicators of youth wellbeing such as employment rates, teen pregnancy rates, juvenile crime rates, and rates of intergenerational household poverty. Funders and community supporters alike recognize this contribution -- which is why HW-SC receives funds from as diverse an array of funders as New York State Department of Labor (DOL); the NY Office of Temporary and Disability Assistance (OTDA); the Federal Office of Juvenile Justice and Delinquency Prevention (OJJDP).

HW-SC AmeriCorps members will thus also be impacting broader youth development challenges in Rochester and Syracuse, where key indicators of youth well-being capture the compelling community need for holistic investments in education and work readiness related opportunities for disconnected

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youth. Employment rates for African American youth in both Rochester and Syracuse hovers around 14% -- versus a national average of 25%. Teen pregnancy rates are similarly troubling -- with rates of 76 per 1000 in Rochester and 58 per 1000 in Syracuse compared to a national average of 26 / 1000 for girls 13-17 . Household poverty is also very high in both Rochester and Syracuse -- with 66% of children in Rochester and 68% of children in Syracuse growing up in poverty -- and with 81% of students in the Rochester City School District and 84% of students Syracuse qualifying for free or reduced lunches via the USDA.

A.2 Description of Activities and Member Roles

The 24 AmeriCorps service members to be recruited by HW-SC's "Young Professionals Program" will all be assigned to direct service roles within HW-SC's Rochester and Syracuse-based teams of Youth Advocates. Each of the 24 AmeriCorps members will take on roles as Associate Youth Advocates (6 in Syracuse and 18 in Rochester) -- with each member assigned a workload of 30-33 at risk youth, to whom they will provide a range of guidance, mentoring, crisis intervention, work readiness, and life skills development services.

These Associate Youth Advocates will be assigned, in pairs, to school-based teams of 5-7 HW-SC Youth Advocates -- each of which is supported by a designated Team Leader, who in turn report to a Zone Manager. HW-SC's AmeriCorps members will provide both school and community based supports to the individual students assigned to them, and will also contribute to small group-format service learning and personal development enrichments. AmeriCorps members serving as Associate Youth Advocates will be expected to work 40 hours a week during the school year, connecting with the young people assigned to them via school, community and home-based activities. In order to be successful in this

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work, HW-SC AmeriCorps members will be offered both extensive pre-service training and mentoring, along with ongoing in-service coaching and professional development opportunities

Some of the key activities HW-SC AmeriCorps members serving as Associate Youth Advocates will be involved include:

- a. Individual Advocacy Efforts -- which focus on building a rapport with each learner, their teachers and their families; and in providing support with crisis counseling, mentoring, academic planning, time management, positive risk taking, proactive decision making, personal responsibility and holistic life skills development.
- b. Group Advocacy Efforts -- which focus on providing after school enrichment activities to small groups of participating youth through the use of the evidence-based Teen Outreach Program (TOP) model of support groups and service learning activities, along with opportunities for social and recreational outings and activities.
- c. Support to YETA Programming -- which involves facilitating students participation in the 10-day long Youth Employment Training Academy (YETA), which introduces the skills and habits required for students to gain part-time, after-school jobs with HW-SC's employer-partners.
- d. Support to After School Employment Opportunities -- which involves developing a rapport with each student's volunteer workplace mentor, and working to ensure that students learn how to balance work and school commitments while further developing the teamwork, communication and proactive problem solving skills that will ensure success in the workplace.

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e. Support to PSPS Programming -- which involves facilitating students participation in HW-SC's Post Secondary Planning and Support (PSPS) component, which focuses on readying students to access post secondary opportunities in 2 and 4 year colleges or via employer-partner supported career development pathways.

f. Links to External Supports -- which will involve referring students to external academic enrichment and remediation supports offered by other School District partners or sub contractors, and then supporting their effective use of these Title I funded services.

Americorps service members will work along side of HW-SC's staff Youth Advocates but will neither supplant, displace or duplicate these efforts (in keeping with 45 CFR 2540.100). This is because they are part of an overall expansion in services funded by private sector donors.

A.3 Measurable Outputs and Outcomes

HW-SC's drop out prevention program focuses on the long term goal of increasing the graduation rates of participating youth. Based on a series of external evaluations carried out by the Center for Governmental Research (CGR) and HW-SC's corporate partners, HW-SC has been shown to consistently double the graduation rates and triple the employment retention rates of participating youth.

In order to track progress towards the ongoing achievement of these longer term impact indicators, HW-SC uses an on-line EffortsTowards Outcome (ETO) data base system to monitor key program outputs and intermediate outcomes. HW-SC's AmeriCorps members serving as Associate Youth

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Advocates will be required to use this same ETO system to track the following key outputs and intermediate outcomes.

A.3.1 AmeriCorps members' Outputs tracked will include:

- (i) # of direct service hours per week -- with a target of 32 hrs/week
- (ii) % of students with at least one Youth Advocate interaction / week -- with a target of 90%
- (iii) % of students participating in one after school enrichment activity / week -- with a target of 90%
- (iv) % of parents with at least one Youth Advocate Interaction / month -- with a target of 90%
- (v) % of students below 2.0 GPA in a core subject referred to tutoring -- with a target of 100%
- (vi) % of students completing the Youth Employment Training Academy -- with a target of 85%
- (vii) % of 11th grade students attending 2 PSPS sessions -- with a target of 70%
- (viii) % of 12th graders who attend a transition skills workshops -- with a target of 90%

A.3.2 AmeriCorps members Intermediate Outcomes tracked will include:

- (a) % of students with a signed Individual Graduation Plan (IGP) -- with a target of 95%
- (b) % of students receiving ongoing tutoring in one or more subjects -- with a target of 60%
- (c) % of students promoted each year -- with a target of 70%
- (d) % of students completing YETA who are employed -- with a target of 75%
- (e) % of 11th graders completing SAT prep -- with a target of 50%
- (f) % of 11th graders completing a college exploration activity -- with a target of 70%
- (g) % of 12th graders who have completed a college entrance exam by 12/1 -- with a target of 70%

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A.3.3 Long term Outcomes tracked will continue to include:

- (1) senior graduation rate -- with a target of 80%
- (2) post secondary enrollment -- with a target of 80%

A.3.4 Americorps Priority Areas and Standard Performance Measures

HW-SC's services can be linked to both the Education and the Opportunity priority areas, and HW-SC plans to use both standard and non-standard performance measures linked to both focus areas.

As per the instructions found in the NYS ONCS Webinar, despite being a new grant applicant (who might normally be exempted from defining performance measures at the application stage) HW-SC has completed one sample performance indicator via e-grants -- and understands that additional inputs will be required in this area should an award be made.

A.4 Plan for Self Assessment and Improvement

HW-SC has achieved the success it has over the past 20 years because of a long-standing commitment both to constant self-assessment and to continuous improvement. HW-SC has carried out yearly internal reviews of its program, and has brought in external consultants on a regular basis to monitor and evaluate the effectiveness and efficiency of program outputs and outcomes.

HW-SC intends to take the same approach to this pilot AmeriCorps program and will do so by:

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(i) Establishing a dedicated Start-Up team that will draw on a cross section of leadership and front-line staff and will include the proposed HW-SC AmeriCorps Coordinator. This group will be charged with the smooth start-up of services and will be responsible for initial trouble-shooting and any required adjustments to existing strategies and plans.

(ii) Carrying out a quarterly progress review that draws on the insights and reflections of both leadership staff and participating Americorps service members -- and places an emphasis on addressing barriers and constraints to success.

(iii) Conducting more formal Mid and End-Point Reviews with key collaborating partners -- including the Rochester and Syracuse City School Districts, along with HW-SC's lead employer-partners.

(iv) Building the assessment of AmeriCorps programming into the ongoing mandate of HW-SC's external evaluator -- the Center for Governmental Research (CGR)

A.5 Community Involvement

HW-SC has close collaborative partnerships with two key community-level stakeholders in both Rochester and Syracuse. As described in section A.1 (above), HW-SC has long standing partnerships with both the Rochester and the Syracuse City School Districts. It receives extensive funding from both Districts, and has been provided with office and program space in all of the schools it serves. District staff (including principals, vice-principals and teachers) are the main source of referrals for new HW-SC participants, and they also work closely to ensure that HW-SC staff are aware of how students are progressing once they have entered the drop-out prevention program. In addition, both Districts have

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supported fund development efforts at the City, County, State and Federal level, providing numerous letters of support as required.

The other key stakeholders in both Syracuse and Rochester are HW-SC's employer-partners. These include major local employers such as Wegman's Food Markets, Unity Health System, and the University of Rochester Medical Center, along with a wide range of medium size companies and enterprises. These HW-SC partners provide paid after-school employment to eligible students -- which provides both a powerful incentive for students to maintain good school attendance and keep their GPA up, and offers an influential set of workplace mentors and role models that encourage high school graduation and the pursuit of higher education.

HW-SC's employer-partners play an active role in HW-SC's Youth Employment Training Academy (YETA) component -- providing both guest speakers and guest trainers, and running the "mock interview" portion of YETA that determines who will graduate, and who will be referred to after-school employment opportunities. HW-SC's employer partners are also major financial contributors to HW-SC -- with the Wegman's Family foundation providing over \$1 million per year in funding to HW-SC via the Hillside Children's Foundation.

In addition to these two lead community partners, HW-SC also receives the support of other key stakeholders in both Rochester and Syracuse -- including financial support from City and County governments in both communities; support from local Faith-based organizations; support from local police departments; support from School Board members; along with financial support from thousands of individual community members, and the active participation in input of parents and extended family members of the youth served.

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A.6 Relationship to other National and Community Service Programs

Both Rochester and Syracuse have a wide range of existing AmeriCorps funded community service programs, and HW-SC has consulted with a number of these in the design of its proposed "Young Professionals Program". The largest community service programs in both communities are operated by intermediary organizations who place 1-2 volunteers in a wide range of small community based organizations. Other significant programs are operated in the health and health education sectors.

To date, no community service program has partnered with the Rochester and Syracuse City School Districts in the manner proposed by HW-SC -- and none has plans to do so at the scale described in this proposal. In addition, no program is working to address high school graduation and work readiness in partnership with private sector employers -- which is another key feature of non-duplication of services reflected in this application.

HW-SC is committed to collaborating with existing AmeriCorps partners in both Syracuse and Rochester in the recruitment of volunteers and in the promulgation of community wide campaigns to foster community service in the youth sector. HW-SC has already sought and received the generous support and advice of current AmeriCorps partners in Syracuse and Rochester and looks forward to continuing to do so in the future.

A.7 Potential for Replication

In 2005 HW-SC was approached by the Edna McConnell Clark Foundation with an invitation to expand

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the reach of its evidence-based program model to new communities nationwide -- starting with the Mid-Atlantic region, and then broadening the reach of HW-SC drop out prevention model to two other cities in New York State. This has led to the start-up of a new HW-SC affiliate in Prince George's County, Maryland, along with the formation of an exploratory partnership in Buffalo, New York.

HW-SC is confident that the AmeriCorps pilot planned for Rochester and Syracuse, New York, will position it with both state and federal community service funders, along with private sector donors of matching funds, such that HW-SC will be able to replicate this pilot in both Prince George's County and in either Buffalo or another New York State site as early as 2011-12.

HW-SC is also confident that it will be able to expand the capacity of its Rochester and Syracuse sites to expand beyond the initial cohort of 24 AmeriCorps Service Members anticipated via this grant application. Very positive support from local private sector funders to the pilot AmeriCorps program positions HW-SC nicely for expanded numbers of community service volunteers in future rounds of programming, funded with a similar 50%+ match of Americorps grant funding via other government and non-government funds.

Organizational Capability

AmeriCorps Application 2010-13 --HW-SC "Young Professionals Program"

D. Organizational Capability

Hillside Work-Scholarship Connection (HW-SC) brings to its proposed AmeriCorps supported "Young Professionals Program" a 20-year track record of innovation and excellence in bridging the gap between the workforce recruitment and retention needs of leading local employers, and the academic and work readiness achievements and credentials of disconnected youth living in low-income households in both

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Rochester and Syracuse, New York.

HW-SC's nationally recognized model for wrap-around education and employment supports to disconnected youth has won accolades as a Department of Labor (DOL) and National Youth Employment Coalition (NYEC) Promising and Effective Practices Network (PepNet) award winner, and has regularly been used as a case study within the Harvard Business School.

Founded in 1987, in Rochester, New York, by a coalition of corporate, non-profit and public education leaders, HW-SC currently serves over 2300 students annually on an overall budget of \$8.5 million. Using an externally validated set of program interventions that have been shown to double the graduation rate and triple the employment retention rate of participating youth, HW-SC has earned the ongoing support of both corporate and public-sector funders.

HW-SC's model incorporates long-term advocacy and individual counseling, academic support and enrichment, life-skills development, employment-readiness training, along with after school jobs with partner companies. In addition, HW-SC develops partnerships with post-secondary institutions that provide scholarships and supported pathways into higher education for successful high school graduates; along with partnerships with area employers looking for assistance in the recruitment and retention of youth interested in pursuing career pathways in retail services, hospitality and tourism, health and science, and green jobs.

D.1 Sound Organizational Structure

HW-SC has a well developed organizational structure that ensures both effective and efficient

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programmatic and fiscal oversight, and guides the sustainable growth of the program. Moreover, HW-SC's Board and Management team are focused on the attainment of the intermediate and long term outcomes described in section A.3 (above) and provide the strategic leadership to ensure that these goals are successfully reached.

D.1.1 Ability to Provide Sound Programmatic and Fiscal Oversight

(i) Programmatic Oversight

HW-SC has a sound track record in the successful implementation of Federal, State, local and privately funded programs. It has achieved this success by focusing its efforts on two core goals (increased high school graduation rates, and improved employment retention), and by consistently tracking outputs and intermediate outcomes linked to these goals via a sophisticated on-line Efforts Towards Outcomes (ETO) data base. From direct staff's monthly case conferences, to leadership staff's quarterly review sessions, to Board level strategic planning retreats -- all HW-SC staff and stakeholders keep their attention focused on the ETO system's output and outcome measures. These measures have also been drawn upon in the external evaluations of HW-SC's work carried out by the Center for Governmental Research (CGR), along with a team of program consultants funded by the Edna McConnell Clark Foundation. And it is these same output and outcome measures that will be used in this AmeriCorps-supported "Young Professionals Program".

(ii) Fiscal Oversight

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To ensure that the agency is operating in a sound and fiscally responsible manner, HW-SC has implemented numerous fiscal controls. HW-SC's financial reports are reviewed monthly by a qualified team of financial and program management staff. We maintain separate cost centers dedicated to all programs to help track costs. Purchase orders are approved and matched to invoices before they are paid, and all property related purchases are additionally approved by the Logistics Director. We undergo a yearly independent audit by Deloitte & Touche. Bank reconciliations are prepared by staff monthly and signed by the Accounting Manager. All checks received are immediately stamped "deposit only" and all payment checks are signed by our CFO.

D.1.2 Board of Directors, Administrators and Staff

HW-SC's AmeriCorps supported "Young Professionals Program" will be led by an HW-SC AmeriCorps Coordinator, who will be responsible for the achievement of key program outputs and outcomes. This Coordinator will be supported in their work by HW-SC's Rochester and Syracuse area Executive Directors -- Roderick Green and Wayne O'Connor -- both of whom report to HW-SC's President, Sarah Amering, who in turn reports to HW-SC's Board of Directors.

Since 18 of the 24 proposed AmeriCorps service members will work in Rochester, Roderick Green will take on the role of the overall Program Director for this initiative. Mr. Green is a native of Rochester, New York. Prior to promotion to Executive Director in February 2008, Mr. Green spent 6 years as Director of Quality and Operation at HW-SC, and was responsible for management of all facilities, infrastructure systems, and quality improvement initiatives for the Rochester and Syracuse Regions. During his tenure at HW-SC Mr. Green has provided leadership to a number of NY State Ed, Monroe County, City of Rochester, NYS DOL and WIA funded initiatives -- including summer employment programming, and year round drop-out prevention services. Mr. Green is currently the lead manager on

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the NYS OTDA funded HW-SC Career Pathways Project -- which provides participating youth from TANF eligible households with work readiness credentialing, employer-sponsored occupational skills certification, along with job placement and job retention supports across a range of LWIB designated high demand career pathways. Mr. Green is also the lead Program Manager on the NYS DOL funded Disconnected Youth Training Program which is designed to equip especially disadvantaged youth with the academic and work readiness credentials they need to access entry level positions with employer partners in the retail, food services and health care sectors. Rod earned his Bachelors of Public Administration from North Carolina Central University in Durham, NC, and his Masters of Public Administration from SUNY Brockport -- and spent 5 years working as a manager in the health sector before joining the staff of HW-SC.

D.1.3 Plan for Self Assessment or Improvement

HW-SC has long been committed to rigorous self assessment and to the continuous improvement of its program model, systems and structures. Key elements in this process include:

(i) The use of standardized output and outcome reporting measures that are compiled in an on-line Efforts towards outcomes (ETO) data base and made available to decision makers at various levels in the organization -- from front line Youth Advocates and Team Leaders, up to Zone Managers and Executive Directors, to HW-SC's President and Board of Directors. This system holds all levels of staff accountable to a "dash-board" of readily available and clearly tracked indicators of progress (and/or areas of programmatic setbacks) -- all linked to the end-goals of increased graduation rates and employment retention.

(ii) The hands-on leadership of a diverse and committed Board of Directors -- whose members are prominent business, civic and community leaders all with a stake in the improved outcomes for at-risk

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youth served by HW-SC programs. The Board of Directors has representatives from HW-SC employer partners, from the Rochester and Syracuse public education communities, from the Hillside Children's Foundation, and from parents and civil society leaders -- all of whom are stakeholders with a vested interest in long term success and sustainability.

(iii) A long standing partnership with the well regarded external evaluator, the Center for Government Research (see CGR.org) which has carried out a number of longitudinal assessments of the impacts of HW-SC programs, and has documented the overall success of HW-SC's model

(iv) A vigorous engagement with the Edna McConnell Clark Foundation which has funded an externally-led strategic assessment and planning process for HW-SC as part of its funding of HW-SC expansion into neighboring cities and states. HW-SC's partnership with the Edna McConnell Clark Foundation also puts us in quarterly contact with other Clark Foundation grantees via shared seminars, technical exchanges, and study tours.

HW-SC is committed to following the Corporation for National Service's model of using an internal evaluator while AmeriCorps funding is below \$500,000 per year, and of engaging an external evaluator of our service member program should our funding level surpass \$500,000 in the future.

D.1.4 Plan For Effective Technical Assistance

HW-SC is aware that as it launches pilot AmeriCorps programming at its Syracuse and Rochester, New York, sites it will be necessary to provide each site with both initial and ongoing technical assistance:

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(i) Initial Technical Assistance

This will need to focus on getting the systems and supports in place for the launch of AmeriCorps funded services. This will include an orientation for city-level leadership staff on (a) AmeriCorps regulations and requirements; (b) output and outcome tracking measures; and, (c) service member recruitment, training, supervision and retention activities.

It will also need to focus on ensuring that quality assurance, HR and financial support staff are fully up to speed on (a) AmeriCorps financial and narrative reporting requirements; (b) restrictions on the use of grant funds; (c) service member HR needs; and, (d) planned enhancements to existing staff training and orientation activities.

(ii) Ongoing Technical Assistance

This will focus on key quality control areas such as (a) monitoring key output and intermediate outcome measures; (b) ensuring job satisfaction and service member retention; (c) continuous improvement to HW-SC's volunteer recruitment and management systems; and (d) collaboration with other AmeriCorps supported programs in Rochester and Syracuse with a view to strengthening common efforts and avoiding duplication or unproductive competition among organizations.

D.2 Sound Record of Accomplishment as an Organization

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HW-SC is proud of its accomplishments in both generating high levels of volunteer participation, and in its staff taking on a broad range of community leadership roles

D.2.1 Volunteer Generation and Support

As described in greater detail in section C.2 (above), Hillside Work-Scholarship Connection (HW-SC) has had a long history of successfully drawing upon the inputs and support of community volunteers. Typically these volunteers play a role in four main areas of HW-SC programming

(i) Support to HW-SC's Youth Employment Training Academy (YETA) -- Volunteers are involved in running a number of YETA sessions, including those on workplace communication skills, career planning and understanding the links between post secondary education and career advancement. Volunteers from employer partners are also involved in conducting the mock-interviews that serve as the final step in YETA training. This work involves between 30-50 volunteer per year.

(ii) Workplace Mentors for Students Placed in After School Jobs --

HW-SC counts on the support of 250+ volunteer workplace mentors drawn from the staff of HW-SC's employer partners. Each of these mentors commits to a weekly 1:1 session with the student assigned to them -- which takes place at the site of the student's after-school job and focuses on problem solving, skills development, goal setting and wrap around support to academic and work readiness achievements.

(iii) Support to Post Secondary Planning and Support (PSPS Activities) -- HW-SC invites volunteers from a range of professions and workplaces to provide participating students with career mentoring, worksite job shadowing, presentations about different employment pathways, along with sessions on the

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value of a college degree to workplace advancement. This typically involves between 25-30 volunteers per year, and is a growing avenue of collaboration with HW-SC's employer partners

(iv) Support to Fund Development Activities -- HW-SC receives substantial support via the Hillside Children's Foundation and recruits numerous volunteers to staff its community-based fund development activities. This work ranges from yearly golf tournaments to fundraising dinners, and also involves the recruitment of community members to serve on HW-SC's Board of Directors. It involves from 40-60 volunteers per year, and provides crucial financial support to the expansion of HW-SC's programmatic reach.

D.2.2 Organizational and Community Leadership

HW-SC staff continue to make a wide range of contributions to the well-being of the broader community -- some examples of which include:

(i) HW-SC Rochester staff serve on both the Local Workforce Investment Board (LWIB) and its Youth sub-committee

(ii) HW-SC Syracuse staff serve on the police department's community response team -- supporting family and community members impacted by youth violence

(iii) HW-SC Rochester staff serve on the founding boards of directors of several new charter schools

(iv) HW-SC Syracuse staff and students have participated in a series of neighborhood clean-up activities

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and green-planning exercises as part of their summer academy program

(v) HW-SC Rochester staff have participated in a series of professional development programs for new community based organization leaders in the African American community

D.3 Success in Securing Community Support

One of the principal reasons that HW-SC has been able to grow the size and scope of its programming over the past 20 years has been due to its consistent success at securing community support. This support has been fostered by a series of well developed collaborative partnerships with public and private stakeholders, the development of a diverse and well-balanced funding base, along with the sustained engagement of a wide range of key stakeholder institutions.

D.3.1 Community Collaborations

HW-SC is structured as a three-way partnership between young people, educators and local employers. HW-SC has a well established partnership in both Rochester and Syracuse with School District education leaders and with the principals and staff at participating schools. This partnership ensures that at-risk youth are referred to the HW-SC program in a timely and efficient manner, and that HW-SC Youth Advocates have flexible, on-site access to students, teachers and other school staff in their assigned schools. Youth Advocates have individual office spaces at each participating school, and are able to sit-in on regular classes and specialized academic support sessions in order to provide necessary follow-up and mentorship to HW-SC participants. Youth advocates are also able to facilitate

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participants' access to specialized academic supports such as AVID, GEAR-UP and subject specific tutoring under an overarching MOA's with both School Districts. Finally, school-level partnerships with professional guidance counselors and parent liaisons provide Youth Advocates with mechanisms to connect participants and their families with any necessary community based mental health, basic needs, and crisis intervention supports.

HW-SC has also established an initial partnership with a number of local employers in Rochester and Syracuse. Our early focus has been on the retail and health sectors -- with partners such as Wegmans Food Markets, Unity Health System, and the University of Rochester Medical Center --as these have proven to be relatively low-barrier-to access sectors for graduates of HW-SC's Youth Employment Training Academy (YETA). Corporate partners are drawn upon to help HW-SC tailor existing Youth Employment Training Academy (YETA) curriculum to their particular needs; they participate in mock-interviews during the final phase of YETA programming; and they provide on-site mentors for youth placed in after-school employment opportunities. Corporate partners are also drawn upon during career planning, job shadowing and other guidance activities -- and they provide opportunities for STEM-related awareness building field trips and internships.

D.3.2 Local Financial and In-Kind Contributions

Hillside Work-Scholarship Connection (HW-SC) has successfully implemented grants funded by local sources such Monroe and Onondaga Counties; RochesterWorks/LWIB and Central New York Works / LWIB; the Rochester and Syracuse City School Districts; NYS DOL, NYS OTDA, NYS OMH; the Cities of Rochester and Syracuse; and the United Ways of Greater Rochester and Syracuse. Private funding currently comes from the Edna McConnell Clark Foundation, the Wegmans Family Charitable

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Foundation, the Daisy Marquis Jones Foundation, the Cornell/Weinstein Family Foundation, First Niagara, the Allyn Foundation, Excellus BlueCross/BlueShield, M&T Bank, JP Morgan Chase, the Central New York Community Foundation, Key Foundation, Paychex, and the Gannett Foundation.

In-kind support is also an important component of HW-SC's sustainability strategy and involves (a) donated office and program space at partner school in Rochester and Syracuse; (b) the contributions of hundreds of volunteers per year (see section D.2.1); along with, (c) donations of food, refreshments and supplies from local businesses.

D.3.3 Wide Range of Community Stakeholders

Beyond the financial and in-kind support described in section 3.1 and 3.2 (above), HW-SC has also counted on the support, and constructive criticism, of a broad range of community actors in both Rochester and Syracuse. Some of these key partnerships include:

- (i) support from local City Councils in both Rochester and Syracuse -- especially when it comes to applying for State and Federal funding
- (ii) support from community based social service agencies -- where HW-SC are able to refer students and families in need of additional supports (mental health, tutoring, material aid)
- (iii) support from local faith based organizations -- who are an important referral source for at-risk students, and partners in community-based family strengthening activities

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(iv) links with area colleges -- who host campus visits, set up shadowing opportunities for HW-SC juniors and seniors, and who provide substantial financial aid packages to HW-SC graduates

Cost Effectiveness and Budget Adequacy

AmeriCorps Application 2010-13 --HW-SC "Young Professionals Program"

E. Cost Effectiveness and Budget Adequacy

HW-SC is confident that the budget submitted via e-grants is both cost effective and adequate. This budget is based on time-tested funding formulas applied to a range of other existing HW-SC initiatives, and has been developed in close collaboration with an HW-SC financial analyst.

E.1 Cost Effectiveness

HW-SC's drop-out prevention and work-readiness programs have been continuously improved and refined over the past years -- and improved cost-effectiveness has been a key benchmark for HW-SC's leadership team along with HW-SC's long term funders in the private and public sectors.

HW-SC has brought these years of experience to the development of the budget submitted as part of this application -- highlights of which include:

(i) Personnel Expenses -- HW-SC is proposing to hire a full time Americorps Program Coordinator both to provide service members with the supervision and support that they require, and to ensure that the start-up of this new service is the top-priority of a senior manager on staff. The \$38,000 salary

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proposed will ensure that HW-SC is able to place an experienced staff member into this role -- likely one who has served previously as a Youth Advocate Team Leader and has either run a Summer Academy or has had another similar type of program start-up and ongoing management experience.

(ii) Staff Travel -- focuses on providing the Americorps Program Coordinator with the mobility they need to effectively coach, supervise and manage service members in the field. HW-SC matching funds will cover all of these costs.

(iii) Equipment and supplies-- HW-SC has all of the necessary office equipment in place for Service Members and the proposed Program Coordinator (including access to individual laptops via equipment funded under other program streams) -- and proposes only to purchase some basic office supplies for the Coordinator's use . HW-SC matching funds will cover all of these costs.

(iv) Training -- HW-SC has a well developed in-house training program that costs an average of only \$300 per participant (mainly linked to the reproduction of handbooks, and the purchase of general training supplies such as flip-chart paper, markers, and team building tools). HW-SC matching funds will cover all of these costs.

(v) Travel to CNCS Meetings -- HW-SC will look to send 2 staff members to 2 CNCS trainings each year, and has budgeted on the basis of using advance purchased airline tickets and discounted hotel packages wherever possible. HW-SC matching funds will cover all of these costs.

(vi) Member living allowances -- HW-SC has been able to provide significant matching funds to this budget line in order to provide the maximum living allowance possible (\$23,600) to service members. HW-SC has done this in order to attract candidates from the neighborhoods HW-SC serves who have

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obtained an associates or a bachelor's degree. In HW-SC's experience, this candidate profile is often underrepresented in community service programs because such young people both graduate college with relatively high levels of debt, and are also frequently expected to play central bread-winning roles in their households. HW-SC is committed to engaging this population in its AmeriCorps "Young Professionals Program" -- both to benefit from their immediate service, but also to expand the pool of young adults from this background going on into either full time youth work careers, or into life long community service roles. HW-SC is confident that the combination of a \$23,600 living allowance plus the Americorps education award will make this a viable and attractive alternative for college educated youth from the neighborhoods HW-SC serves -- and that this will help HW-SC and Americorps tap into an incredibly important pool of local community service volunteers.

(vii) Member Support Costs -- For much the same reasoning described in section "(vi)" above, HW-SC has decided to use matching funds to offer a full array of benefits to its prospective service members. This will allow us to recruit from the widest applicant pool possible, and to be in the position to compete for the profile of service member we are seeking to recruit. HW-SC matching funds will cover all of these costs.

(viii) Office space -- HW-SC has donated office space in place for all of the proposed Associate Youth Advocates who will be recruited under this Americorps project. This space is provided in-kind by HW-SC School District and employer partners and reflects a significant long term cost containment strategy of HW-SC.

E.1.1 Corporation Cost Per MSY

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The Corporations cost per MSY is \$12,850

E.1.2 Diverse Non-Federal Support

HW-SC has a solid track record at securing the ongoing support of a diverse range of non-federal financial supporters. At present HW-SC receives funding from Monroe and Onondaga Counties; RochesterWorks/LWIB and Central New York Works / LWIB; the Rochester and Syracuse City School Districts; NYS DOL, NYS OTDA, NYS OMH; the Cities of Rochester and Syracuse; and the United Ways of Greater Rochester and Syracuse. Private funding currently comes from the Edna McConnell Clark Foundation, the Wegmans Family Charitable Foundation, the Daisy Marquis Jones Foundation, the Cornell/Weinstein Family Foundation, First Niagara, the Allyn Foundation, Excellus BlueCross/BlueShield, M&T Bank, JP Morgan Chase, the Central New York Community Foundation, Key Foundation, Paychex, and the Gannett Foundation.

All of these funders are active proponents of HW-SC's growth plan -- which will see service expand by over 1000 students in the 2010-11 school year. These funders see the significant contribution that AmeriCorps service members can make to achieving this goal, hence it has not been difficult for HW-SC to secure more than 50% in matching funds from private sources for its proposed AmeriCorps budget.

HW-SC's proposed match for its Americorps supported "Young Professional's Program" comes via the Hillside Children's Foundation, a not-for-profit affiliate organization of HW-SC that manages both year-to-year donations from private entities, along with endowment funds established to support the ongoing growth and sustainability of HW-SC. The Hillside Children's Center has committed a match of \$567,841

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to the \$308,400 that HW-SC has requested from OCFS to fund this pilot initiative.

E.2 Budget Adequacy

HW-SC is confident that it has been able to adequately budget for the member costs, and related operational and administrative costs required to make this program a success. All budget lines reflect actual historical costs and are aligned with HW-SC's overall operating budget.

Not reflected in HW-SC's budget are the direct programming costs associated with services delivered to students participating in HW-SC's drop out prevention program -- i.e. those linked to the enrichment, YETA and PSPS activities described in section A.2 (above). All of these costs are covered by other funding streams at an average \$500-800 per participating youth, per year.

Evaluation Summary or Plan

AmeriCorps Application 2010-13 --HW-SC "Young Professionals Program"

F. Evaluation Summary or Plan

N/A as per the instructions found in the RFP-- as HW-SC is a new applicant

Amendment Justification

AmeriCorps Application 2010-13 --HW-SC "Young Professionals Program"

G. Amendment Justification

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N/A as per the instructions found in the RFP-- as HW-SC is a new applicant

Clarification Summary

AmeriCorps Application 2010-13 --HW-SC "Young Professionals Program"

H. Clarification Information

H.1 Budget Clarification Items:

The following changes have been made directly into the application budget and budget narrative in eGrants, as per your request:

Section I, A. Personnel Expenses. Please confirm that the absence of Site supervisors or team leaders in the budget is intentional. DONE (it is intentional -- see note in Narrative section below for additional details on how HWSC staff Team Leaders are built into program roll-out and operations)

Section I, C. Member Travel. Mileage reimbursement for members is budgeted in Section II.B (Member Support Costs) and should be moved to Section I.C (Member Travel). Please revise the budget accordingly. DONE

Section I, C. Member Travel. Please confirm that the absence of member travel costs in the budget is intentional. NOW REFLECTED

Section I, C. Member Travel. Please revise the budget to conform to the current federal mileage rate of \$.50 per mile. DONE

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Section I, G. Training. Please provide a justification and detailed calculations for staff and member training. Information is provided in the application narrative regarding member training expenses but no explanation of staff training costs is provided in the application or budget narrative. DONE

Section I, I. Other Program Operating Costs. Please revise the budget to include criminal history checks for members and grant-funded staff. DONE

Section II, A. Member Costs. Please revise the budget to include appropriate FICA calculations for members. DONE

Section III, Source of Funds. Please identify amount and source of match funds proposed from the Hillside Children's Foundation. DONE

Please include Healthcare costs for full time members. DONE

H.2 Programmatic Clarification Items:

The following are responses to the 5 questions and comments received via e-mail from the NYS Commission on National and Community Service on April 28th, 2010:

H.2.1 Please address the value added of proposed members with regard to staff displacement.

HW-SC's Response: HW-SC looks forward to adding 24 Americorps Members to our overall school-based youth advocacy teams. As Associate Youth Advocates, Members will support HW-SC's ability to

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extend the reach of its services to both new students, and new schools. They will not displace any existing staff members, nor will they supplant any existing services. Instead they will support HW-SC's ability to respond to an invitation from the Rochester City School District, and the City of Rochester's Mayor's Office, to expand the coverage of HW-SC's programs as part of the District's efforts to turn around persistently low performing schools, and to improve graduation rates among high needs students. Members will also support a similar request from the Syracuse City School District to expand services, and enhance graduation rates within their school system.

In addition to helping expand HW-SC's reach, Members serving as Associate Youth Advocates will contribute to HW-SC's ability to motivate participating high needs students by linking them with successful role models from their community. As described in greater detail in our narrative application, HW-SC intends to recruit Associate Youth Advocates in part from among successful graduates of its school based programs -- young adults who have gone on to college and are now looking both for an immediate way to contribute back to their community (and to a program they benefitted from), and for a way to begin a lifelong pathway in ongoing community service and/or employment in the field of youth education or economic opportunity.

Members will thus add to both the scope and scale of HW-SC's programming, along with its overall quality and effectiveness with high needs students. Members will supplement ongoing efforts significantly, and will neither supplant existing services nor displace existing staff.

H.2.2 Please justify the proposed case load for members and what, if any, supports in place for such a significant case load as described in the application.

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HW-SC's Response: The proposed case-load for members reflects HW-SC's 20 years of experience in delivering youth advocacy services, and in gradually bringing new team members up to speed in a step-by-step and directed manner. As Associate Youth Advocates, Members will eventually build up a caseload of 30-33 youth. They will do this over time, as the recruitment process for new student participants takes place in stages over the school year. An Associate Youth Advocate may start with 10-12 students in the early Fall. As these students get settled into a solid partnership with the their Associate Youth Advocate, that Advocate will take on additional cohorts of 5-8 youth until they reach their full case-load of 30-33 youth.

Recruitment of new students will be done jointly with other HW-SC staff, including the on-site HW-SC staff Team Leader (who directly supervises and supports the 6-7 Advocates assigned to a given school building). The goal is always to have a balanced caseload of moderate to more high needs students -- and to ensure that initial cohorts of students have fully operational Individual Graduation Plans (IGP's) in place before new students are added to the Advocate's caseload.

Overall support to each Member will come, in part, from the peer-mentoring and coaching of the regular HW-SC staff Youth Advocates assigned to the Member's school based team (we anticipate 2-3 Members being embedded with a team of 3-5 staff Youth Advocates). These HW-SC staff members are used to playing an active role in the on-boarding of new team members and will be available, on site, for consultation, coordination and support.

Each Member will also be managed directly, and on site, by an HW-SC staff Team Leader -- who will meet with them regularly for both team and individual supervision and case consultations. HW-SC staff Team Leaders are able to provide extra coverage and support with particularly challenging youth (and families), and will provide opportunities for Members to shadow other more experienced staff Youth

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Advocates in order to develop particular skills sets -- such as how to conduct a home visit, or how to work with classroom teachers.

Students assigned to each Member will have access to a range of other supports -- including (i) referrals to tutoring and academic enrichment, (ii) access to HW-SC's work readiness services and post secondary planning supports, and, (iii) a workplace mentor for students who are linked with HW-SC's Employer Partners. Members will thus focus many of their efforts on "advocating" access to resources and enrichments, rather than necessarily providing all of these supports themselves.

Finally, Members have access to Hillside's 24 hr a day 7 day a week Service Integration Team -- than can help provide referrals and emergency services to students (and families) who need extra support. The Member's role is thus to be more of a "connector" than a direct service provider for students with crisis support needs -- thus ensuring that their caseload is manageable at all times.

H.2.3 Please provide a thorough description of the supervision of members, including identification and duties of the team leaders described in the narrative.

HW-SC's Response: Upon speaking with the NYS Commission on National and Community Service, we are now aware that our use of the term "Team Leaders" to describe the HW-SC staff who will be supervising Members, has caused confusion; since Team Leader is typically used to describe an Americorps Member who takes on a leadership role on a project.

So let us clarify Member supervision, and the role of what we will now refer to as HW-SC staff "Team Leaders".

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HW-SC staff Team Leaders are full time regular staff members who have typically worked as a Youth Advocate for 3-5 years, and have been promoted to a role where they provide overall leadership, coordination, and supervision to 6-7 Youth Advocates assigned to the same school building. Some of their key duties include:

(i) Maintaining a positive relationship with the leadership and teaching staff of the school to which they are assigned -- ensuring Advocates' access to work space, referrals, and District funded services for at risk students

(ii) Leading on the identification and recruitment of new student participants (and their families) -- including making presentations to teachers, guidance counselors, parent teacher groups, and other community organizations

(iii) Providing week to week individual and group supervision for Advocates -- including case consultations, and a review of Individual Graduation Plans

(iv) Supporting the Planning of Enrichment Activities -- including student support groups, academic tutoring, STEM enrichment activities, service learning projects, and recreational outings

(v) Coordinating Referrals to YETA and PSPS -- linking students with HW-SC's Youth Employment Training Academy (YETA) and HW-SC's Post Secondary Planning and Support (PSPS) program

(vi) Hands-On Skill Building for Advocates -- including modelling effective home visits, meetings with teachers, and completion of Individual Graduation Plans by students and their family members.

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HW-SC staff Team Leaders are funded by existing donors and are therefore not reflected in HW-SC's application for new grant funding from Americorps.

In addition to HW-SC staff Team Leaders, HW-SC has built in one Americorps funded staff position -- that of an Americorps Coordinator. This individual will lead on the recruitment, orientation, initial training and ongoing capacity building of Members. The Coordinator will work with staff Team Leaders to ensure the smooth on-boarding of Members, and will bring Members together on a regular basis for de-briefing, skills development, fellowship, and mutual support. The Coordinator will also serve as a trouble-shooter and advisor when Members find themselves struggling with their new role -- or when they need to step back and reflect on their overall Americorps experience.

H.2.4 Criminal History Check Requirement: Criminal history checks are required for all grant funded staff and AmeriCorps members. A detailed description of the requirements can be found at: <http://www.nationalservicerresources.org/criminal-history>. Please verify that you will conduct criminal history checks on all members and grant-funded staff.

HW-SC's Response: All HW-SC staff members must go through a Criminal History Check as part of the process of their gaining a Rochester City School District ID card (which allows them access to all school facilities). Members will go through the same process during their on-boarding -- and before they begin to work with students in schools. This process involves 3 steps.

(i) Finger Printing and Submission of Application -- Which involves either live scan, or ink roll, finger printing, and the completion of an application form developed by the New York State Department of

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Education.

(ii) NY State Education Department Background Check -- which involves both a criminal history check via the FBI database, and a check against the State's child abuse registry

(iii) Clearance by Rochester City School District -- the RCSD reviews the results of the NY SED background check, and then issues a RCSD ID card

H.2.5 Performance Measurement:

Part 1 -- Thank you for opting in to the Economic Opportunity and Education Priority Areas. For each Priority Area you select, you will have to complete an MSY chart indicating the proportion of AmeriCorps members' time they expect to be devoted to that Priority Area. The total of MSYs in all Priority Areas (including Other) should be equal to your total budgeted MSYs.

HW-SC's Response : DONE -- see the Performance Measure section of the existing application in E-Grants

Part 2 -- If they are not equal, then please provide an explanation in the "clarification" section of the application narrative.

HW-SC's Response : NOT APPLICABLE -- as they are equal

HW-SC trusts that the above clarifications will serve to support the ongoing review of our application, and ask that the review team not hesitate to request any additional information that might facilitate the

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consideration of our request for new grant funding.

ADDITIONAL CLARIFICATION (MAY 18, 2010)

With regards to your request -- Please make the following changes in the eGrants narrative filed labeled "Clarification Summary."

Performance Measurement:

Applicant indicated that it opted in to Education and Opportunity national measures, but has not selected any national measures.

HW-SC would like to clarify that we do not intend to use national measures -- and have indicated this in the performance measure section of our current egrant file.

We have, instead, proposed our own performance measures that correspond with those that we use with the local school district.

Please excuse any confusion that might have existed previously in our application -- and provide us with any guidance should national measures no longer be voluntary, or should our proposed measures require additional refinement.

CLARIFICATION SUMMARY FROM APRIL 26, 2011 REQUEST -

Confirm the desired grant award start date and member enrollment period start date.

We propose October 1, 2011 as our grant award start date. Our Member enrollment period start date

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would be October 1, 2011 and would run through January 31, 2012.

Please verify that criminal history checks conducted for members and staff will include an FBI fingerprint check in addition to the state registry check and the NSOPR.

We do confirm that all members, employees or other individuals who receive a salary, education award, living allowance, stipend, or similar payment from the grant, regardless of whether these costs are coming from the federal or non-federal share will have an FBI fingerprint check performed in addition to the NYS criminal history repository check and the National Sex Offender Public Website check.

Continuation Changes

HW-SC AmeriCorps Program 2010-13: Year 2 Continuation Changes (2011-12)

1. Applicant Info

Program Title and Program Director were updated in the Applicant Info Section. The program name was changed from its original name of "Young Professionals Program" to the "Hillside Work-Scholarship Connection (HW-SC) AmeriCorps Program", to clarify that potential AmeriCorps members of all ages are encouraged to apply.

2. Application Info

Areas affected by the program and proposed start and end dates were updated in the Application Info Section. Please see Narrative Changes below for a justification of the new site.

3. Narrative Changes

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3.a. Executive Summary--An executive summary was created in the executive summary field, as per RFP instructions.

3.b. Rationale and Approach

i. Changes to A.1 Compelling Community Need:

Like the Rochester and Syracuse City School Districts, the Buffalo City School District (BCSD) has long struggled to achieve moderate levels of student success. In 2008, the BCSD had a graduation rate of 53%. The BCSD student population faces a range of socioeconomic disadvantages, evidenced by 82% of its students qualifying for free or reduced lunch.

HW-SC has a Memorandum of Agreement with the BCSD to pilot its drop-out prevention program in one of Buffalo's lowest performing high schools, South Park High School, beginning in January 2011. South Park's 2008 graduation rate was 40%, well below the state standard of 55%, with minority youth graduation rates falling even lower. The 2011 HW-SC Buffalo pilot will target 60 at-risk students at South Park. HW-SC Buffalo will follow the program model used in Rochester and Syracuse, and target youth who are deemed at-risk for meeting two or more of HW-SC's identified risk factors (detailed fully in the original narrative section A.1).

South Park High School is clearly in need of the extensive academic and employment wraparound support that HW-SC provides, in order to improve student success. HW-SC AmeriCorps hopes to contribute to this effort by expanding our efforts to a third location in Buffalo (pending a successful pilot in 2011). We propose to place 1-2 of our 24 AmeriCorps members in South Park High School in 2012 as Associate Youth Advocates (AYA's); those members will target 30-60 at-risk students.

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ii. Changes to A.2 Description of Activities and Member Roles:

The 24 AmeriCorps members recruited to the HW-SC AmeriCorps program will be placed in one of the three following roles:

(i) Associate Youth Advocates, who carry a case load of 30-33 7th-12th grade students (AYA's-- described in detail in the original narrative section A.2);

(ii) Academic Support roles, whose duties include coordination of existing tutoring resources, after school programming, creating student portfolios, post-secondary planning and support, and drop-out recovery;

(iii) Student Support roles, whose duties include staffing and coordinating the Youth Employment Training Academy (YETA) in conjunction with the HW-SC YETA staff, transporting youth to employment, and coordinating student employment along with Youth Advocates and employer partners.

HW-SC anticipates placing at least half of the 24 AmeriCorps members in AYA roles, but cannot guarantee all members AYA roles because these roles are based on projected and actual student growth. The HW-SC AmeriCorps start-up team has developed several AmeriCorps Academic and Student Support member roles that align with the activities listed above.

HW-SC believes that this change in member roles not only aligns better with HW-SC's strategic projections and planning, but allows for an assortment of roles suited for a variety of member personalities and skill sets. The AmeriCorps members placed in Academic Support and Student Support roles will assist their fellow AmeriCorps AYA members who hold a case load of specific students, by providing those students (i) referrals to tutoring and academic enrichment, (ii) access to HW-SC's work readiness services and post secondary planning supports, and, (iii) a workplace mentor for students who are linked with HW-SC's Employer Partners. AYA Members will thus focus many of their efforts on "advocating" access to resources and enrichments, whereas Academic and Student Support members will focus on providing many of these supports. These three member roles will ultimately foster a

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natural partnership between all AmeriCorps members working in one location.

All HW-SC AmeriCorps members will actively contribute to student success, student employment, grade promotion, and ultimately high school graduation. The Academic Support and Student Support members will increase capacity in other areas of the program, so that more students can have access to the tutoring, employment support, life skills training, and other wraparound supports they need.

Like the AYA members, Academic Support and Student Support members will be expected to work 40 hours a week during the school year, connecting with the young people assigned to them via school, community and home-based activities. Academic Support and Student Support members will also report their outputs and intermediate outcomes to the on-line Efforts Towards Outcome (ETO) data base system (described in detail in the original narrative section A.3).

In addition to the changes mentioned above, the HW-SC AmeriCorps start-up team has determined the need for one of the 24 AmeriCorps members to be placed in an office administrative assistant role. This member will provide support to the Program Administrator, the program office, and the 23 other AmeriCorps members. This position is designed for a second-term AmeriCorps member who has strong knowledge and experience with AmeriCorps. The administrative office assistant duties include: maintaining complete and accurate member files and other documentation; tracking member hours and activities; fielding member questions; and aiding the AmeriCorps Program Administrator in the planning and delivery of member trainings, events, and meetings. HW-SC is creating this member role in order to increase the organizational capacity of HW-SC AmeriCorps.

iii. Changes to A.3 Measurable Outputs and Outcomes:

In order to reflect the changes in member roles cited above, we have altered our Drop Out Prevention

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performance measure. The member output tracked for this measure will be number of direct service hours per week. By changing the focus from case load contacts to direct service hours, HW-SC AmeriCorps members serving as AYA's or in Student Support or Academic Support roles, will be able to track their time spent working directly with students, regardless of whether or not a member holds a case load.

The intermediate outcome tracked for our Drop Out Prevention has been altered to track percent of students promoted to the next grade, rather than the percentage of at-risk students receiving an individualized graduation plan. This intermediate outcome of grade promotion aligns better with the end outcome of percentage of students graduating from high school.

Please see these changes entered in the Drop Out Prevention performance measure in the Performance Measures field.

iv. Changes to B.2 Member Development, Training and Supervision:

The Student Support and Academic Support member roles detailed above will go through the same 80-100 hour customized training program outlined in the original narrative, section B.2. However, instead of shadowing current HW-SC Youth Advocates (as AYA AmeriCorps members will), these members will shadow HW-SC Academic and Student Support staff (such as HW-SC's Post Secondary Planning and Support staff and Youth Employment Training Academy staff), in order to gain a strong understanding of the Academic and Student support components to the HW-SC drop-out prevention program.

Like their peer AYA AmeriCorps members, all AmeriCorps members placed in Student Support and Academic Support roles will be supervised by the AmeriCorps Program Administrator, who will be responsible for key aspects of their initial orientation and training, and who will carry out monthly team

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check-in sessions in both Syracuse and Rochester.

At their school work sites, AmeriCorps Student Support members will report directly to the HW-SC Director of Employment. These members will participate in monthly, one-on-one, hour-long supervision sessions with the Director. Additionally AmeriCorps Student Support members will participate in monthly team meetings for all Student Support staff at their location, and monthly case-conferencing sessions for 2.5 hours each.

Similarly, all AmeriCorps Academic Support members will report directly to the HW-SC Director of Academic and Student Support Services, have monthly individual supervision sessions with that Director, and participate in monthly team meetings for all HW-SC Academic Support staff at their location.

The HW-SC Director of Employment and Director of Academic and Student Support Services are both currently existing positions funded by existing donors, and are therefore not reflected in HW-SC's renewal application or budget for AmeriCorps funding.

The AmeriCorps Office Administrative Assistant member will report directly to the AmeriCorps Program Administrator for both member training and bi-monthly supervision meetings. The two will be in close contact on a regular, near-daily basis. The Administrative Assistant's duties will be directly determined by the AmeriCorps Program Administrator.

All HW-SC AmeriCorps members will be expected to participate in quarterly HW-SC wide meetings and trainings at a central location.

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3.c. Organizational Capability

i. Changes to D.1.2 Board of Directors, Administrators and Staff:

HW-SC has hired Jennifer Borsa as the HW-SC AmeriCorps Program Administrator. Ms. Borsa will manage the AmeriCorps program directly, under the guidance and supervision of HW-SC's Rochester and Syracuse Executive Directors. Prior to being hired as the HW-SC AmeriCorps Program Administrator, Ms. Borsa worked at Hillside Family of Agencies (HW-SC Parent Organization) as a Financial Analyst for 3 ½ years. From that position she brings a vast range of skills, including: developing annual program operating budgets with program managers, preparing budgets for new funding opportunities, monitoring executed contracts, and ensuring accurate cost reporting across a variety of programs. Additionally, Ms. Borsa worked extensively with HW-SC in her previous role. Ms. Borsa holds a Bachelors Degree in Business Management and Finance from St. John Fisher College in Rochester, NY.

Mr. Roderick Green, Executive Director of HW-SC Rochester, will oversee HW-SC Buffalo throughout its pilot stage. In addition to Mr. Green's strategic oversight, HW-SC will hire one team manager to directly supervise the staff and AmeriCorps members placed in South Park High School. The AmeriCorps members placed in AYA roles at South Park High School will report to their manager in the same fashion as outlined in the original narrative, section B.2.3.

ii. Changes to D.3.1 Community Collaborations:

HW-SC expects to continue its pattern set in the Rochester and Syracuse City School Districts with its addition of a Buffalo program. HW-SC has partnered with Buffalo City School District education leaders, as well as the Principal and staff of South Park High School, in preparation for expanding HW-SC into Buffalo. The Buffalo City School District has committed to contributing a set amount of funding

Narratives

to HW-SC for the next three years. HW-SC will continue to partner with Wegmans Food Markets in Buffalo as an employer for student graduates of the HW-SC Youth Employment Training Academy, and is actively seeking partnerships with other Buffalo area employers.

4. Budget Changes

4.a. Section I Program Operating Costs

i. Personnel Expenses were adjusted to reflect the experience and qualifications of the HW-SC AmeriCorps Administrator hired. Grantee is paying for the increase; no increase to CNCS share.

ii. Personnel Fringe Benefits were adjusted to reflect the increase in Program Administrator salary. Grantee is paying for the increase; no increase to CNCS share.

iii. Coordinator's mileage to Buffalo site was added to Staff Travel expenses. Grantee is paying for the increase; no increase to CNCS share.

4.b. Section II Member Costs

i. Fringe Benefits for Members were adjusted to reflect HW-SC's choice to manage AmeriCorps Member benefits through Kelly Services, a workforce solutions provider. In implementing the HW-SC AmeriCorps program, HW-SC's parent organization, Hillside Family of Agencies, determined that their Payroll and Human Resources infrastructure could not internally manage the benefits for non-employee AmeriCorps members at this time. Hillside Family of Agencies Human Resources thus chose to work with Kelly Services after analyzing the cost of Kelly Services in comparison to other similar

Narratives

organizations, and because of HW-SC's long-standing relationship with Kelly.

The Kelly Services overhead fee of 25.5% is a total fee covering all statutory benefits (including FICA, worker's compensation, and NYS disability), and the administrative fees and charges for their payroll processing support. HW-SC and Human Resources will hold full responsibility for Kelly's payment of salaries and management of member benefits. HW-SC received verbal confirmation that it was acceptable to manage member benefits in this way from NYS Commission of National & Community Service staff, both in phone conversations in late September 2010, and in a non-audit opportunity site visit in October 2010. HW-SC will absorb the increase in member benefits created by Kelly Services overhead fee; no change to CNCS share.

ii. FICA for Members was adjusted to 0, because FICA is now included in the Fringe Benefits for Members category under the Kelly Services overhead fee. No change to CNCS share.

iii. Workers Compensation was adjusted to 0, because Workers Compensation is now included in the Fringe Benefits for Members category under the Kelly Services overhead fee. No change to CNCS share.

iv. Health Care was adjusted to reflect HW-SC's choice to use the Summit America: Corps Network medical package. HW-SC chose to handle medical benefits through Summit America rather than in-house, as Hillside Family of Agencies Human Resources cannot handle non-employee health care benefits at this time, and Summit America has medical benefits package created specifically for AmeriCorps (the Corps Network). No change to CNCS share.

4.c. Section III Administrative/Indirect Costs

Narratives

i. Grantee Match was adjusted to reflect the increases justified above. No change to CNCS share.

ii. Federally Approved Indirect Cost Rate was adjusted to reflect the increases justified above.

Grantee is paying for the increase; no change to CNCS share.

5. Enrollment

HW-SC AmeriCorps has not yet enrolled any members, but plans to enroll 24 members for the first program term in January 2011.

6. Retention

Not applicable, as HW-SC AmeriCorps has not yet enrolled any members.

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

Grand Total of all MSYs entered for all Priority Areas 24

Service Categories

Job Preparedness/School to Work/Vocational Education/Youth ESL Primary Secondary

Performance Measures

Service Categories and GED

Secondary Education

Primary

Secondary

Participating Students Work Readiness

Service Category: Job Preparedness/School to Work/Vocational Education/Youth ESL and GED

Measure Category: Strengthening Communities

Strategy to Achieve Results

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

Student employment, a key component of the HW-SC model, provides HW-SC student's opportunities to explore career interests, acquire job skills, learn basic financial literacy skills and develop good habits which results in self-sufficient, contributing adults for the community. Students who continue to meet AAA standards show the academic progress required to advance to the next grade / graduate.

Results

Result: Intermediate Outcome

% of eligible Youth Employment Training Academy certified students who are employed by HW-SC employer partners

Indicator: student participants

Target: 75% of HW-SC students who are active on an AmeriCorps Members caseload, have become newly eligible for employment, and are employed in part-time after school jobs.

Target Value: 75%

Instruments: HW-SC's online Efforts Toward Outcome (ETO) data base

PM Statement: 75% of eligible, YETA certified students are employed in part time after school jobs by HW-SC employer partners

Prev. Yrs. Data

Result: End Outcome

% of high school seniors who graduate (in part because of the support and incentive provided by after school employment with HW-SC employer partners)

Indicator: student participants

Target: 80% of the HW-SC seniors on AmeriCorps Members caseloads will graduate from high school.

Target Value: 80%

Instruments: HW-SC's online Efforts Toward Outcome (ETO) data base

PM Statement: 80% of the HW-SC seniors on AmeriCorps Members caseloads will graduate from high school.

Prev. Yrs. Data

Result: Output

% of students completing the Youth Employment Training Academy. The Performance measure

Result: Output

associated with students who complete HW-SC's Youth Employment Training Academy (YETA) was set as a percentage vs. a set number of students because the number of students eligible to participate in YETA changes each marking period. Student participation in YETA is dependent on their progress against HW-SC's AAA standards. Students must meet all of the criteria that follow in order to participate in YETA training:

- 1) Student is at least 15 years old; has completed at least 6 months of 9th grade.
- 2) The student has attended at least 93% of the school days for the marking period.
- 3) Students overall GPA must be 2.0 (70%) or higher.
- 4) Student meets attitude requirements (student is respectful, cooperative, has a clean suspension record, and demonstrates the maturity to balance academic / social / and employment responsibilities).

Results for this measure can be reported both numerically and as a percentage for AmeriCorps. We believe setting the goal for YETA certification as a percentage vs. a number allows HW-SC to focus on training students who are prepared to manage school and work vs. training to meet an established numeric goal.

Indicator: student participants

Target: 85% of eligible students (students are eligible if they are at least 15 years of age, have no failing grades in any core subject, and have a 93% average attendance)

Target Value: 85%

Instruments: HW-SC online Efforts Towards Outcomes (ETO) data base

PM Statement: 85% of eligible students complete the Youth Employment Training Academy and earn YETA certification

Prev. Yrs. Data

Drop Out Prevention

Service Category: Secondary Education

Measure Category: Strengthening Communities

Strategy to Achieve Results

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

Associate Youth Advocates (AmeriCorps Members) provide support and mentoring services to a caseload of up to 31 students who are enrolled in Hillside Work-Scholarship Connection. AYA's meet

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

with assigned students weekly in their academic environment to review grades, attendance, social skills, and future plans. AYA's connect students with GPA's below 2.0 (C) and/or a 69% (D) or lower in a core subject with tutoring services. AYA's partner with students and their parent/guardian to develop/revise an individualized graduation plan. AYA's utilize best practices from youth development models to assist students in achieving positive academic outcomes including grade promotion / high school graduation. AYA's support the development of good habits that enable students to successfully transition from high school to college or the work-place post graduation.

Results

Result: Output

HW-SC AmeriCorps Members will provide direct service to up to 30 students per week.

Indicator: serving students

Target: HW-SC AmeriCorps Members will provide direct service to up to 30 students per week.

Target Value: 30

Instruments: HW-SC's online Efforts Towards Outcomes (ETO) data base

PM Statement: HW-SC AmeriCorps Members will provide direct service to up to 30 students per week.

Prev. Yrs. Data

Result: End Outcome

% of high school seniors enrolled in HW-SC who graduate

Indicator: increased academic achievement

Target: 80 % of high school seniors on AmeriCorps Members caseloads will graduate from high school.

Target Value: 80%

Instruments: HW-SC's online Efforts Towards Outcomes (ETO) data base

PM Statement: 80 % of high school seniors on AmeriCorps Members caseloads will graduate from high school.

Prev. Yrs. Data

Result: Intermediate Outcome

% of students enrolled in HW-SC who are promoted to the next grade each year

Indicator: increased academic achievement

Target: 70% of students enrolled on AmeriCorps Members caseloads will be promoted to the next grade each year

Target Value: 70%

Instruments: HW-SC's online Efforts Towards Outcomes (ETO) data base

PM Statement: 70% of students enrolled on AmeriCorps Members caseloads will be promoted to the next grade each year

Prev. Yrs. Data

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable