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Executive Summary

Youth Investment Center (YIC) utilizes 41 AmeriCorps members as Youth Mentors and Volunteer Coordinators to serve 500 foster youth and recruit 450 volunteers. YIC endeavors to provide foster youth with the skills, experience, and attachments to adult role models to thrive. The services provide youth with the knowledge needed to become self-supporting in life's important areas, including: communication, daily life, work/study skills, self-care, social relationships, housing, and money management.

Rationale and Approach

While in foster care, I struggled with insecurities, low-self esteem, feeling lost, afraid and unwanted. Serving with AmeriCorps has taught me so much about myself. It makes me happy to be able to relate, encourage, and inspire the foster youth I serve because I remember how it felt to feel alone, afraid and without guidance. By fall of 2010, I will be ready to attend a California State College to pursue a degree in Social Work. Serving as an AmeriCorps member has motivated me to continue with my education so I can make my dream a reality. I no longer say I do not have a family. Being a part of this program has taught me I can build my family as I continue to grow as a person, friend, former foster youth, and role model to other youth.

- Princess a 2007/08/09 2 term YIC AmeriCorps member

The Child Abuse Prevention Council (CAPC) and its foster youth services collaborative partners propose to continue the highly innovative and successful Youth Investment Center (YIC) AmeriCorps program utilizing 41 AmeriCorps members to serve 500 foster youth and recruit 450 volunteers (Year One).

AmeriCorps members will provide life skill activities to foster youth to prepare them for their transition towards a successful adulthood. In the 2009/10 year YIC received ARRA funds.

A. RATIONALE & APPROACH

Compelling Community Need Finding one's place in the world can be challenging in the best of circumstances. For foster youth, the struggle is complicated by challenges associated with early abuse

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followed by multiple foster home and school placements that disrupt friendships, school and community ties. Still teenagers, foster youth leave the system alone, without family to provide assistance and support as they transition to adulthood -- permanent connections and support most of us take for granted.

Every year in California, more than 4,000 youth "age out" of foster care when they turn 18 (California Department of Social Services/University of California at Berkeley Center for Social Services Research: Child Welfare Services/Case Management System Report System 2009 -hereinafter referred to as CWS/CMS 2009). They are considered adults and are no longer eligible for public foster care support. This transition from foster care to independence is difficult and may have lifelong consequences if foster youth are ill-prepared. Unfortunately, those who have spent time in foster care are disproportionately represented in the most vulnerable populations. According to Children's Advocacy/CA Wellness (2007): 50% of foster youth graduate from high school; 51% of emancipated youth are unemployed; 65% emancipate without a place to live; more than one-third suffer emotional disturbances; 40% of those living in homeless shelters are former foster youth; girls in foster care are 6 times more likely to give birth before age 21; earn an average of less than \$6000 per year following their 18th birthday; and 80% of prison inmates have been through the foster care system.

Current data from Sacramento County Child Protective Services (CPS) is quite compelling. Sadly, 4300 children are in foster care, ranking it fourth in California (CA) in the rate of foster youth population (31%) and third in the number of youth aging out of foster care (CWS/CMS 2009). Casey Great Start Program reports that in 2009 approximately 650 Sacramento County youth exited from foster care. The 2008/09 Sacramento County Grand Jury, in its April 2009 report titled "Child Protective Services -- Nothing Ever Changes -- Ever" validated previous Grand Jury reports that there continues to be "a crucial need for services for foster youth age 13 and older to provide 'life training' so these youth are prepared for post-emancipation life in their local communities, for jobs, and for living in the larger society as a whole." Outcomes for Sacramento's foster youth are bleak, tracking well below statewide

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results. In the past year, 45% of Sacramento's emancipating foster youth completed high school or equivalency vs. 58% statewide; 20% obtained employment vs. 38% statewide and 81% had housing arrangements vs. 92% statewide. (CWS/CMS 2009) Foster youth are suffering consequences from Sacramento's dire economic situation as funding for emancipation services has been cut by 62%. Last year, YIC partners conducted 4 foster youth focus groups. Foster youth expressed the need for academic support, graduation assistance, applying for college and financial aid, help with personal needs, and finding jobs. They cited challenges with finding a place where they belong, moving from place to place, and trying to fit in as much as possible. What is most heart wrenching is that foster youth want more love, trust, patience, respect and encouragement from those who work with them. Though the need is overwhelming, the basic premise of the research to transition foster youth is that despite these challenges, foster youth have the strengths and power to succeed. Foster youth, like all young people, need preparation, resources and support from caring individuals. Robin Nixon, Director of the National Foster Care Awareness Project states "This vulnerable population of young people needs sustained support...they deserve the opportunity to achieve their potential as healthy adults and productive citizens." Addressing these needs will have a positive influence on other societal issues such as homelessness and youth crime.

In response, CAPC, United Way, and Mutual Assistance Network (MAN) developed the AmeriCorps YIC program, six years ago, in Sacramento's Del Paso Heights (DPH) neighborhood. The target for members' services were/are middle, high school and post-high school aged youth who are in or aging out of foster care. At the time, DPH had the highest County rates of substantiated allegations of child abuse and neglect, CPS removals of children, and children in foster care. YIC began as a 29 member program serving 164 foster youth.

Two years ago, the geographic locations of the County's removal of children and the foster care population began to shift away from DPH. In response, YIC partners: reviewed County foster youth demographic data; identified areas where the majority of foster youth lived; engaged CPS Independent

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Living Program (ILP is a mandated State service to support emancipating foster youth) and school districts; sought to mitigate the loss of funding for foster youth services; and determined how to best meet this shift. The overwhelmingly consensus was to build on YIC's solid foundation of four years experience and replicate YIC in other Sacramento communities.

The result is an enhanced and expanded YIC partnership and program that increases outreach and impact by targeting more youth in foster care and emancipated foster youth, as AmeriCorps members who serve them. YIC services improved by: maintaining services in DPH; partnering closer with CPS ILP; aligning YIC services with the State Child Welfare Services ILP Regulations 31-525; and matching member service site placement with County ILP schools.

In 07/08, YIC expanded beyond DPH and was replicated in 7 other communities where 70% (899) of County foster youth 13-18 years of age reside. YIC partners are: Center Unified School District serving Antelope (CUSD); Twin Rivers Unified School District serving Del Paso Heights/North Sacramento (TRUSD); Elk Grove Unified School District serving Valley Hi/ Elk Grove (EGUSD); St. Patrick's, Sacramento Children's Home (SCH) and Sacramento City Unified School District serving Oak Park/Meadowview/Fruitridge (SCUSD); and Sacramento County Office of Education (SCOE), Sacramento County CPS, Reading Partners and Linkages to Education serving countywide.

The YIC partners share a vision and mission to provide foster youth with skills, experience, and attachments to adult role models to successfully thrive independently. YIC's program approach and activities are based on the research-based Casey Family Programs' "It's My Life -- a framework for youth transitioning from foster care to successful adulthood" and the Ansell-Casey Life Skills Assessment (ACLSA) guidelines. Casey created a national plan to develop more services for youth who "are in or aging out" of foster care. Services provide youth with the skills and knowledge they need to become self-supporting in life's important areas or "domains" of identity formation, community connections/supportive relationships, life skills, physical/mental health, education, employment, and housing. The Early Results from Casey National Alumni Study (January 2004) identified the following

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as major predictors of adult success: completion of high school and participation in clubs/organizations while in care; life skills/independent living training; and access to post-secondary education opportunities such as college. These are YIC focus areas.

YIC is designed to work with foster youth beginning in middle school to ensure they have support, guidance and training needed to become successful adults. Foster youth are identified at the school sites and referred to each school's ILP Foster Youth Liaison who is also the YIC site supervisor. After referral, an assessment is completed to determine high need youth. Foster youth with poor attendance, behavior problems either at school or in the community, and/or who are at-risk of not-completing school receive services from members.

Description of Activities and Member Roles

27-1700 and 12-900 hour Youth Mentors and 2-1700 hour Volunteer Coordinators will focus their activities in the ACLSA age-appropriate domains that foster youth need to be successful in adulthood: Communication, Daily Living, Work/Study Skills, Home Life, Self-Care, Social Relationships, Housing/Money Management, Career Planning and Work Life. Members will: assist foster youth with their academics in the classroom and in summer school; provide homework assistance; meet with foster parents via home visits; conduct life skills and youth development workshops; be mentors and positive role models; provide linkages/referrals to needed services, and generate volunteers.

Youth Mentors (YM) 27-1700 hour members serving 35,640 hours (1320/member) and 12-900 members serving 8568 hours (714/member) for a total of 44,208 of 60,100 YIC hours will be YMs, guiding life skills activities to build skills necessary for foster youth's successful transition to adulthood, including graduation from high school.

YIC supervisors receive, assess, and assign referred foster youth to YMs. High need foster youth receive services. In order to be specific about the life skills foster youth need, each foster youth completes the web-based ACLSA that is appropriate to his/her age and developmental level. Using the ACLSA assists members in targeting activities to meet youth where they are and build the skills they need to succeed.

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Each youth completes the assessment within one month of service and no more than 6 months after to gauge progress and direct ongoing services. Members receive extensive ACLSA training on how to incorporate the building of these skills into their activities with foster youth.

27-1700 hr YMs will have a caseload of 15 and 12-900 hr YMs will have a caseload of 8 foster youth for a total to be served of 500 foster youth. Activities take place 4-days/week, Monday-Thursday. A member's typical 7.5 hour day starts with a 15-minute check-in to collect files and verify plans for the day.

Members meet with youth for 30 minutes before school to check on homework completion. For the next 5.25 hours members mentor youth one-on-one working on life skills (homework assistance, college prep, graduation support). When school ends members conduct one-hour life skills workshops, emancipation support groups and/or monthly ILP activities. Member's one-on-one and group activities are based on the Casey Family Programs Life Skills Guidebook with specific lessons for each domain.

For example the Self-Care domain includes skills that promote healthy physical development such as personal hygiene, health, and alcohol/drugs/tobacco. Members teach what "good hygiene" means, its importance, and how "poor hygiene" affects friendships/relationships with others. Members ascertain whether youth understand the impact of peer pressure on decisions to use alcohol/drugs/tobacco.

Members and youth identify ways to resist negative peer pressure to avoid use of these substances. The Work/Study Skills domain includes skills needed for completion of educational programs such as study skills and academic goals. Members help youth understand the importance of homework, how to do homework, what influences their ability to study, and the conditions under which they study best.

Members and youth outline a plan for where and how their homework will be done. At the end of the day, members return to the office for 30 minutes to complete case notes. 900 hour members perform similar activities checking in/out for 30 minutes and providing one-on-one mentoring and/or conducting workshops for 4.75 hours/day.

Volunteer Coordinators (VC) 2-1700 hour members (serving 2,640 of 60,100 YIC hours) will serve as VCs who will recruit, support and mobilize volunteers to support foster youth. Ongoing volunteers will

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commit for one year to mentor at least one foster youth who is emancipating from care. One-time volunteers will be utilized for their skills that match the ACLSA domains, (finance, self-care, employment, etc), co-facilitating life skills workshops with members. VC's will be fully trained by Hands On Sacramento in the techniques of volunteer recruitment, screening, matching, mobilization, supervision, training and retention. Early on VCs will spend 6 hours/day on outreach: staffing information booths at resource fairs; identifying and presenting to local business, schools and churches; coordinating with Hands On Sacramento and United Way to match volunteers with YIC; and building a YIC volunteer database. VCs will spend one-hour/day mobilizing volunteers to meet urgent foster youth needs identified by foster youth and the YIC Collaborative, such as last month's replenishing the food pantry. The remaining 30 minutes will be a check-in with the YIC Supervisor. After volunteers have been screened and recruited member's 6 hours/day will shift to supporting volunteers, organizing them to facilitate life skills workshops, matching youth to volunteers, tracking volunteer hours, and volunteer recognition.

41 members will serve 1700 hrs (FT) and 900 hrs (PT) as YMs and VCs at 18 partner sites: 4 YMs at CUSD (1FT/1PT at Riles Jr High and 1FT/1PT at Center High School); 4YMs at TRUSD (4PT at Grant High School); 2YMs at EGUSD (2PT at Monterey Trails High School); 4YMs at SCUSD (1FT/1PT at California Jr High/1FT/1PT at JFK High School); 3YMs at Linkage (1FT at American River and 2FT at Sacramento City Jr. College); 4YMs at Reading Partners (2FT at Bret Harte/Caroline Wenzel and 2FT at Williamson/Skycrest Schools); 4FT YMs at St. Patrick's Residence; 3FT YMs at SCH Residence; 9YMs and 2VCs at SCOE (5FT YMs and 2FT VCs at EL Hickey/2FT at North Area/2FT at Gerber Continuation Schools); and 2PT YMs at CPS' ILP offices.

YIC's ratio of 1700/900 members meets the needs of foster youth and YIC partner sites. This ratio was determined by the: time of day youth would be most available (typically after school and in the evenings); setting in which foster youth are served; number of foster youth to be served; and number of life skills activities to be conducted. St. Patrick's, Linkages, SCOE, and SCH need 1700 hour members

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because these sites serve foster youth all day, into the evening. CPS and school districts have more access to foster youth after-school and a blend of 1700/900 hour members allows for more activities after school and evenings when youth are available.

Members are well-suited to this type of activity as the history of YIC shows. YIC has a demonstrated record of recruiting from the community people who reflect the youth served linguistically and culturally. 20% of members are former foster youth. Their ability to be role models is very important as members work to engage youth to believe in their own futures. Members are not seen as part of the CPS system, with which foster youth may have had negative interactions. Unlike volunteers, members provide foster youth with that one or two year connection they have been without.

Non-duplication of services YIC is a unique Sacramento County program, designed six years ago to utilize AmeriCorps members to serve foster youth as mentors. Member activities are not conducted by employees of school districts or CPS. YIC's strategy to enroll former foster youth addresses non-displacement and non-supplementation as former foster youth members lack the skills/training to be hired by CPS. CPS' County foster youth services contract requires a Pupil Personnel Services Credential or a Master's degree, qualifications well above those required of YIC members. The YIC position description has clearly defined qualifications. Compliance is monitored by the YIC Project Manager. Compliance with Prohibited Service Activities CAPC trains YIC supervisors and members on prohibited service activities. Prohibited activities are detailed in the AmeriCorps Supervisors Tool-Kit. Supervisors receive their copy and the prohibited activities are reviewed at the mandatory Member Supervisor Annual Conference and Quarterly Workshops. Monthly partner meetings provide ongoing opportunities to review these activities. Similarly, members receive an AmeriCorps Member Handbook that details prohibited service activities. The Handbook and prohibited activities are reviewed and discussed during mandatory member orientation and ongoing during member trainings. CAPC staff monitors supervisor and member compliance during site visits and monthly partner meetings. The AmeriCorps Supervisors Tool-Kit and the AmeriCorps Member Handbook along with ongoing reviews and support ensures YIC

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supervisor and member compliance.

This grant requests continued support for 500 foster youth in year one providing them mentoring and support services. In this time of growing CPS caseloads and limited resources, YIC adds value to emancipation readiness because members are the only people giving one-on-one support to foster youth. Without this mentoring, foster youth are destined for the bleak outcomes described above.

Plan for Self-Assessment Improvement YIC's 07/08 enhancement/expansion demonstrates its ability for self-assessment and improvement. The YIC collaborative has a governing structure that gathers feedback, identifies strengths and weaknesses and solves problems. Annually, YIC partners receive site specific performance measure targets based on number of members at the site. YIC collaborative meets monthly with agendas and minutes to review and respond to: member and foster youth feedback on services, progress towards performance measures, member training progress, member retention issues, and the YIC evaluation. Partners monitor program results using monthly data and quarterly progress reports. YIC partners share "what works" to address solutions for performance concerns.

Communication continues via emails, conference calls, and site visits conducted by the YIC Project Manager.

Measurable Outputs and Outcomes YIC proposes to address the Education Priority Area using three 2010 National Performance Measures (NPM) for youth who are in or aging out of foster care. Since high school graduation is a major predictor of foster youths' success as adults, YIC will use NPM #9 "Number of students graduating from high school" for 11th and 12th grade YIC foster youth served. YIC will also use NPM #6 "Number of youth who have improved their school attendance over the course of the AmeriCorps program's involvement with the student" and NPM #4 "Number of disadvantaged youth/mentor matches that were sustained by the AmeriCorps program for at least the required time period" for all YIC youth who are in or aging out of foster care. YIC proposes an additional Needs & Service Performance Measure -- "Preparation for Adulthood" below.

Output Result Foster youth will participate in life skills.

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Output Targets Year One: 500 foster youth will participate in life skills activities. 300 of 500 foster youth will participate in 90 hours of life skills activities. Year Two: 550 foster youth will participate in life skills activities. 300 of 550 foster youth will participate in 90 hours of life skills activities. Year Three: 600 foster youth will participate in life skills activities. 300 of 600 foster youth will participate in 90 hours of life skills activities.

Intermediate Outcome Result Foster youth will increase in competency of life skills as reported by AmeriCorps members.

Intermediate Outcome Target Years One, Two & Three: 70% (210) of 300 foster youth who participate in 90 hours of life skills activities will increase life skills competencies by 25% as reported by AmeriCorps members. The End Outcome results remain the same for all 3 years because of the high number of County placement changes and the difficulty in tracking foster youth from one placement change to the next.

YIC uses the national web-based ACLSA system to track outputs and outcomes. Assessment tools are available in age-appropriate levels from 10 to 19 plus years of age. The tools assess life skills readiness in the same domains as members' service.

ACLSA has been tested over the last decade to be as free as possible from gender, ethnic, and cultural biases. ACLSA has been designed so that summaries of aggregate scores across all domains and "pre and post" comparisons can be used for program evaluation. The assessments are scored automatically on the website as they are completed and scores are sent by email. Foster youth complete the ACLSA appropriate to their age or developmental stage within one month of enrollment and at six-month intervals thereafter. Results of the ACLSA are utilized to focus services and create foster youth lesson plans. Aggregate data reports are created for all foster youth engaged in YIC.

Community Involvement Foster youth voice has been imbedded in YIC since its inception and will continue in the next 3-year period. Youth, members who serve them and YIC partners guide YIC activities. A priority of the YIC Project Manager is to engage with foster youth at monthly forums,

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workshops and on site visits, In both formal (surveys and focus groups) and informal settings, foster youth share their needs and concerns. The Project Manager also gathers input from members in one-on-one conversations and scheduled bi-annual meetings. The Manager shares the information with YIC collaborative who identify service components that need improvement. Some are simple solutions such as a member email list compiled during YIC Basics and others enhance services such as revising the self-care activities to include personal hygiene.

Relationship to other National and Community Service Programs CAPC fosters a variety of relationships with other national service programs. CAPC collaborates with other AmeriCorps programs (i.e. Get Fit Now, Birth&Beyond, Saca Community Learning Center) by participating in CaliforniaVolunteers (CV) sponsored events such as Cesar Chavez Day. Because of its proximity to the CV office, CAPC responds to CV's requests to events that require AmeriCorps member presence. For the past 3 years, CAPC has organized a free River Cats Baseball event to honor members during "All AmeriCorps Week". CAPC provided these tickets to other Sacramento AmeriCorps programs. CAPC discussed with other Sacramento AmeriCorps programs about recognizing members countywide with "All AmeriCorps Week" resolutions from elected officials. CAPC will invite these programs to participate in a Sacramento County National Service Program Coalition for the purpose of sharing best practices and partnering in national service events. CAPC will offer to host quarterly Coalition meetings. Coalition members will select a chair and develop a yearly meeting schedule and agenda. CAPC collaborates daily with its sister organization, Prevent Child Abuse California that operates 2 State and one National Direct AmeriCorps programs. YIC members have served alongside NCCC members at several school service sites. CAPC will continue as a member of the Alliance of California AmeriCorps Programs, a network of State National Service Programs.

Potential for Replication YIC has demonstrated its ability for replication. In 2003 YIC began as a 25-member program in the Sacramento' DPH neighborhood, serving 164 foster youth. Over four years, YIC developed program protocols, identified and incorporated into the YIC model the ACLSA best-practice

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to serve foster youth, and expanded its partnership with foster-youth serving agencies and school districts. This led to the 07/08 replication of YIC in 7 Sacramento County communities, where the majority of foster youth reside, and its expansion to 41 members serving 500 foster youth. The key to replication include: well-defined needs, strong program design, clear member roles and activities, strong partnership and ongoing evaluation.

Organizational Capability

ORGANIZATIONAL CAPABILITY

Sound Organization Structure

CAPC has 15 years experience successfully operating AmeriCorps programs. CAPC, a 501(c) 3 non-profit organization established in 1977 has launched 16 countywide programs including Home Visiting, Family Resource Centers, Crisis Nurseries, Safe Sleeping and Shaken Baby prevention education; administered 20+ multi-disciplinary teams; coordinated with more than 160 organizations; and provided training countywide in 12 curricula.

Examples of prior accomplishments include CAPC's 3-year child safety education campaign funded for \$650K from First 5 Sacramento which led to a 50% reduction in infant sleep-related deaths. CAPC convened local hospital systems in a Shaken Baby Syndrome Prevention Program that reduced incidences by 88%. YIC 3-year accomplishments include more than 600 foster youth served, 91% who were promoted to next grade level or graduated; 61% of foster youth increased school attendance by 10%; and 63% decreased school behavior incidents as measured by suspensions.

CAPC has demonstrated its capacity to manage federal grants over the last decade through these Federal grants:

*California Alliance for Prevention 06/07 \$846,000-05/06 \$3,758,754 -- 04/05 \$3,735,939 -- 03/04 \$2,333,937

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*Youth Investment Center 08/09 \$ 281,489-07/08 \$281,489-06/07 \$409,684-05/06 \$432,029-04/05
\$424,972

*Birth & Beyond 08/09 \$963,691 - 07/08 \$1,088,389

*Great Beginnings -- 08/09 \$ 396,628-07/08 \$ \$396,628-06/07 \$437,068--05/06 \$429,932 -- 04/05
\$422,976

Staff has up to 12 years experience managing AmeriCorps/federal grants. CAPC's Fiscal Team, headed by a Chief Financial Officer (CFO) with 25 years experience, a Fiscal Manager, Senior Accountant, Staff Accountant, and Accounts Payable Clerk. Competent and experienced staff have clear position descriptions. Fiscal staff has excellent working relationships with program staff to ensure compliance with AmeriCorps regulations, OMB Circulars A-122 and A-133, and applicable Code of Federal Regulations. Fiscal staff attends CNCS and CV trainings. Written fiscal policies/procedures are adhered to. The Accounting policy and procedures (P&P's) include and not limited to: Business Conduct and Practices, Whistleblower, Conflict of Interest, Cost Accounting, Signature Authority, Record Retention, Timekeeping and Labor Distribution, Payroll, Cash Receipts, Business Travel, Procurement, Partner and Subcontract Cost Surveillance, Management Review and Approval, Budgeting and Variance Analysis, and Security and Control Environment. The P&P's are revised and updated annually.

The Accounting software is Financial Edge by Blackbaud. CAPC implemented these modules: General Ledger, Budget Management, Project and Grants, Accounts Payable, Accounts Receivable, Payroll, and Advanced Security. The project module captures costs by each grant/program, including indirect costs pools such as fringe, program operating, administration, and fund development. Indirect costs are allocated proportionately to each grant.

CAPC has appropriate internal controls with clear separation of duties, excellent audit trails, proper

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documentation, and review of financial transactions by appropriate staff. Program related invoices are reviewed/approved by program staff prior to being recorded. All financial transactions are reviewed to ensure that they are reasonable, allocable, allowable, and necessary.

CAPC has a fully compliant timekeeping system for staff and members. CAPC utilizes functional electronic timesheets that are completed and certified by the employee each pay period. Time is recorded after the fact and timesheets are approved by supervisors. CFO reviews labor distribution for accuracy and reasonableness. Beginning with 09/10, members will use electronic service hour logs signed electronically by the member and direct supervisor, reviewed by staff and submitted to accounting. Distribution of member living allowance is reviewed by the CFO and program staff prior to invoicing.

CAPC has processes to ensure timely and accurate submission of all required reports including the Federal Financial Report and Program Income. Financial statements and budget to actual analyses are submitted quarterly to the Board of Directors Finance Committee. CAPC has developed and refined a system of strategies to support and oversee multi-site programs including policies and procedures, site partner monitoring/training, internal cooperative procedures and checks/balances, and evaluation.

CAPC utilizes policies and procedures for compliance and quality service that include: pre-enrollment, enrollment, service hour logs and living allowance stipends, mileage reimbursement, performance evaluations, changes in status, terminations, file management, and member benefits.

In 2009, CAPC reviewed all P&Ps and updated some, including: enroll and exit systems, added quality assurance procedures for member files, pro-rated education awards, and member service hour timekeeping. The enrollment workshop process safeguards that all applicants have received background clearance, including NSOPR, before enrolling and have provided necessary documentation prior to serving. The Exit Workshops (in the final two weeks of their term of service) have increased member file

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compliance, provided an introduction to www.myamericorps.org, and supported service site partners in performance evaluations and hours scheduling.

CAPC operates with a strong connection between program and fiscal team. Several P&Ps have been developed that utilize both teams, including iemployee timekeeping, enrollment/payroll procedures and oversight of funding streams.

In addition to the workshops, manual and meetings, YIC partner monitoring/training systems include on-site individual supervision and team meetings. The Project Manager is assigned full time to support/oversee sites. CAPC facilitates meetings for YIC sites and members.

*Member Enrollment Workshop: Complete paperwork/Verify eligibility/Distribute Handbook

*AmeriCorps Launch: Program kick-off/Member Swearing-In

*Exit Workshop: Complete paperwork/Ed Award discussed/Collect Evaluations

*Graduation: Official Graduation of Members

*Monthly Supervisor Meeting: CNCS compliance/Outcomes/Training/Fiscal/Member issues

*Recruitment Workshop: Member selection/Recruitment/Enrollment/YIC Tool Kit

*Annual Supervisor Conference: Supervision/Performance Measures/Training

The YIC sites for this proposal were selected 2 years ago through a CAPC and United Way Selection Process. CAPC and United Way reviewed foster youth data, identified agencies and school districts as partners, conducted site visits and interviews. Site selection was based on need, geographic location, number of potential foster youth to be served and additional match funds availability. Site continuation is evaluated annually through a Performance Inquiry process that includes: 1) continued access to foster youth, 2) performance in achieving program outcomes, 3) compliance with AmeriCorps requirements,

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4) evidence of community support through donations and volunteers, 5) member enrollment and retention, 6) participation in the collaborative evaluation, and 7) commitment to the program and AmeriCorps by agency leadership.

Ongoing site assessments include: the continued high need of area, past performance on achieving outcomes, compliance with AmeriCorps recruitment, retention, accurate/timely documentation, evidence of community support through donations and volunteers, participation in the evaluation, and a demonstrated commitment to AmeriCorps by agency leadership.

CAPC has worked closely with sites to develop data collection tools. An independent evaluator provides technical assistance and oversight. The ACLSA Specialist will orient YIC supervisors and members to data collection tools and support them in the process. Data submitted to CAPC monthly is analyzed and reported to the sites, YIC and CV.

Financial monitoring of subgrantees includes conducting pre award risk assessments, providing training and technical assistance, monitoring program delivery and outcomes, thorough review of all reports or other deliverables by senior CAPC program staff, and desk audit of subgrantee invoices.

CAPC holds an annual conference and monthly supervisor meetings where all YIC supervisors attend. Supervisors receive and review the AmeriCorps Supervisor Tool-Kit and are trained and supported in the areas of member management, AmeriCorps policies and procedures, volunteer management, coaching and progressive discipline. CAPC conducts a twice-year review of all member files verifying compliance with CNCS requirements.

The YIC organization structure includes the YIC collaborative that meets monthly. This monitoring structure, facilitated by the YIC Project Manager, assures ongoing connections and shared vision for the program.

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Partners and Staff Roles

YIC partnership includes: Linkages to Education; School Districts of Center, Sacramento, Elk Grove, Twin Rivers; SCOE; St. Patrick's Home; Sacramento Children's Home; Reading Partners and Sacramento County CPS. Casey Family Programs is a collaborating partner. Monthly YIC meetings link partner sites and facilitate discussions that lead to a better understanding of the YIC mission and vision.

CAPC has the program management experience and administrative systems in place to fully support YIC. CAPC staff work together to support the sites and partners. Utilizing AmeriCorps regulations, CV trainings/technical assistance and best practices, site partners are supported by the YIC Project Manager by: using the Tool-Kit, convening meetings, conducting monthly site visits, and daily availability via phone and/or email whenever a concern or opportunity arises.

*President & CEO 7% Sheila Boxley CEO for 12 years, during which time the size, scope and service areas have expanded. Liaison to policy-makers and United Way Committees, provides oversight.

*Director 15% Stephanie Biegler 12 years AmeriCorps management experience. Served on the Sacramento Children's Coalition, Child Death Review Team, and Attorney General's Domestic Violence Task Force. Will monitor/provide policy leadership, key partner liaisons.

*Program Mgr 28% Sara Fung 10 years experience administering federal and local grants. Will manage/coordinate YIC program to ensure grant compliance.

*Project Mgr 100% Coretta Diggs Former elementary school teacher with 8 years managing after school programs & 4 years managing AmeriCorps programs. Responsible for YIC daily operations, site management, coordinating YIC partners, and reporting to CV.

*Program Support 28% Patrick Brosnan 4 years experience. Assists members with technical issues, conducts CNCS member compliance, and supports YIC.

*Training Project Mgr/ACLSA Training Specialist 51% Joyce Bilyeu 5 years experience delivering

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AmeriCorps trainings. Will develop/revise curricula, deliver member training, and conduct pre/post-assessments. Will be certified in ACLSA to provide training/Technical Assistance /Evaluation for ACLSA data.

*Training Coordinator 26% Isela Murrieta Previous AmeriCorps member. Responsible for coordination of AC training, planning, on-line registration, and training certificates.

*Chief Financial Officer 0% Lori Divine Extensive background in cost accounting with emphasis on federal/state/local grants administration. Proven track record of cost allocation methodologies and federal approval systems. Implemented systems to support tracking of grant expenditures, segregating direct/indirect costs. Ensures compliance with federal regulations, OMB Circulars, and other regulations.

Plan for Self-Assessment or Improvement

CAPC continuously monitors fiscal, program, and other systems to ensure performance and sustainability. Program outcomes are reviewed quarterly and reported to the Board. CAPC has a 5 year strategic plan and annually sets goals and milestones monitored by the Board. An Executive Management Team meets weekly regarding policies and compliance. Each department meets weekly and there is a monthly all staff meeting.

CAPC's Finance Committee meets quarterly to review financial statements and Agency budget to actual reports. The results are reviewed by the Finance Committee which meets quarterly with the full Board and reports on the financial health of the organization.

Fiscal staff provides budget to actual reports by grant to Managers, Directors, and the CFO quarterly, more often as needed and will convert to monthly reporting this year. Fiscal staff has increased and new accounting software purchased. Fiscal staff meets monthly. Staff is encouraged to express any ideas on

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how to make processes more efficient. HR management includes: annual evaluation, policies/procedures review, laws/regulations updates and legal counsel.

Plan for Effective Technical Assistance

CAPC gathers feedback regularly on site's needs via daily communication. CAPC conducts site visits and meets with site staff. CAPC program and fiscal staff attend all applicable CV and CNCS training conferences. The PM and CFO are in regular communication with CV regarding the fiscal compliance. CAPC conducts an annual AmeriCorps training conference and provides ongoing technical assistance in administrative and fiscal. CAPC stays current on best practices for AmeriCorps programs by utilizing the CNCS Resource Center and seeks guidance from CV. Each training is evaluated to identify additional needs through the meetings and committees, member check-ins, and site visits. The PM is responsible for conveying needs and facilitating the receipt of appropriate training and technical assistance.

Sound Record of Accomplishment as an Organization

Volunteer Generation and Support

CAPC has a 26 member Board of Directors 100% of whom donate financially and provide in-kind services such as: media releases, polling, and fostering relationships with media; 3 law firms assist with contract review and human resources; Graphic Artists develop outreach and educational materials; assisting in fundraising activities; and real estate guidance, business plan development, human resource consultation and editing. These in-kind services are not only provided to CAPC, but also to YIC to enhance the capacity of the site to deliver program specific services.

CAPC received a grant through Kaiser Community Grants Program to implement the Child Abuse Prevention Community Mobilization Project to engage Sacramento residents, community organizations, neighborhood groups, and service clubs to volunteer in child abuse prevention efforts. Monies awarded

Narratives

will be used to recruit and support volunteers as well as increase volunteer opportunities to enhance the reach of CAPC's mission to prevent child abuse and neglect . One YIC VC will be matched by the Kaiser Permanente Grant. This VC will: develop a website, produce a brief video, distribute materials about and make presentations with the outcome mobilizing volunteers to "make a difference in the life of a foster youth".

Organizational and Community Leadership

CAPC staff sits on several committees including Child Welfare System Redesign, Family Support Collaborative, United Way Impact Council, Child Death Review Team, Children's Report Card and State Family Violence Prevention Task Force. Recently, staff served on a task force developing protocols with the Sacramento Police Department when responding to Domestic Violence when children are involved. CAPC and YIC staff regularly present, by invitation, at national conferences such as Keeping Kids Safe, National Conference on Child Abuse & Neglect and Prevent Child Abuse America. CAPC was instrumental in developing local programs including the Crisis Nursery, Sacramento Child Advocates and educational campaigns that have reduced Shaken Baby Syndrome and infant-sleep related deaths.

Success in Securing Match Resources

Securing match resources requires constant development, applications and monitoring in the current economic environment in which demand for services is increasing while available funding is decreasing. To ensure that the maximum amount of funding is available for services, CAPC has undertaken a process of streamlining all administrative costs by 39%. As a result of the California State Budget Crisis, YIC lost matching funds from Sacramento County Child Protective Services when the overall budget was reduced by 10%, other match remains largely consistent. One of the largest YIC match resources is United Way whose giving commitment is completed in three year cycles. Additional match funds are also available from the Sacramento County Office of Education and Reading Partners. Each YIC school

Narratives

site contributes to cash match.

Success in Securing Community Support

CAPC has played a critical role in the development of multiple collaboratives, including the Family Support Collaborative, Child Death Review Team, and Child Welfare System Redesign. CAPC provides general, fiscal and administrative management, training/technical support monitoring of sites, compliance and fund development. CAPC collaborates with St. Matthews Episcopal Church serving the needy Arden/Arcade community.

Local Financial and In-kind Contributions

CAPC has been successful in maintaining many of the current and ongoing contributions, despite the economic crisis and California State Budget cuts to child welfare services and foster care (62% reduction in ILP). The CAPC Board of Directors approved a fund development strategy plan that focuses on private giving. A local PR firm provides over \$100,000 of in kind work to the agency annually. Additional levels of in-kind services include legal, financial and media. Channel 13 sponsors CAPC, featuring programs on their web site, promoting vehicle donations, and auctioning their set to provide proceeds to CAPC. The Sacramento Bee featured CAPC in its "Book of Dreams" providing a one year supply of diapers. The annual fundraising event, Inspirations, generated 200% more in 2009 than in previous years. Match funds from partners and in-kind support will increase the match per member, allowing a low cost-per-MSY of \$13,972.

Wide Range of Community Stakeholders

CAPC's community stakeholders continue to increase as the issue of child abuse becomes more visible in the community. Recent community stakeholders events have included a bike ride sponsored by Bikers Against Child Abuse, a Jeans Day in Child Abuse Prevention Month at local companies, and a recent

Narratives

partnership with Draft FCB to gather donations for foster youth. YIC also collects basic hygiene products from a variety of groups and individuals each May when graduation is held for foster youth transitioning into adulthood.

Cost Effectiveness and Budget Adequacy

COST-EFFECTIVENESS AND BUDGET ADEQUACY

Cost Effectiveness

The requested MSY cost is \$13,972 which is within the guidelines of \$14,000 for year 7. The required level of match is 38% of the total budget. The YIC partnership is providing 42.87% match, demonstrating financial support from non-federal sources even in this tight economy. This is \$972 higher (\$34,020 total amount) than the \$13,000 the Corporation typically considers because of: 1) extra support that foster youth need to receive services and to be the provider of services (foster youth as members); 2) extensive member training needed to ensure accurate ACLSA on-line assessments; 3) support needed to collect ACLSA results, analyze the pre/post ACLSA for evaluation, and report findings to CV. The budget categories of a Training Manager/ACLSA Specialist salary plus benefits totals \$31,625 and Evaluation at \$9720 totals \$41,345 and fully accounts for this cost per member.

CAPC has substantial sustainability options given the access to a \$1.5 million line of credit, ownership of our own building valued at over \$3 million, and a board policy that sets the giving goal for board members at \$7,500 annually. The program has become increasingly more effective each year of operation and the goals for the performance measures have become more ambitious.

Diverse non federal support YIC has non-federal match sources that have been available since the onset of the program. United Way, through Women in Philanthropy, has made an ongoing commitment of at least \$229,000 annually to the program. Thru extensive outreach efforts, CAPC has additionally secured participation in the program by 4 private organizations and 4 school districts. Additional in-kind match is provided in the form of program supervision at the sites. However, due to documentation

Narratives

concerns, those amounts have not been declared in this proposal. CAPC fiscal staff will work with the partner agencies to help institute systems to meet documentation requirements, particularly functional timesheets.

Budget Adequacy

The combined funding, CNCS and match, covers the full costs for the member living allowance at a competitive rate, supervisory staff, administration, training for members and staff, evaluation and quality control, and the operating expenses necessary to run the program.

Evaluation Summary or Plan

An Evaluation Plan and completed Evaluation Report were sent as part of this application.

Amendment Justification

N/A

Clarification Summary

Clarification Response FY10

CORRECTION: The clarification document from California Volunteers states, "This application is currently under consideration for a new or re-competing grant in the amount of \$488,021, 35.0 Member Service Years (MSYs) and 41 member positions." We respectfully submit the following correction, "The 35.0 Member Service Years (MSYs) and 41 member positions are correct. The amount requested in the budget total is \$489,021.00."

BUDGET CLARIFICATION ITEMS

STAFF AND MEMBER TRAINING: Member and staff trainings as described in the Youth Investment

Narratives

Center program application narrative will be provided with the resources allocated in the budget. Regarding member training, core AmeriCorps trainings are delivered by the CAPC Training Team consisting of an AmeriCorps Training Project Manager and Training Coordinator. This team has more than 30 years of combined training experience and is certified in the curricula. The Team is responsible for developing and revising member training curricula, conducting the training, and conducting pre- and post-assessments of members following training. As CAPC is home to three AmeriCorps programs with more than 150 AmeriCorps members, CAPC has found it is more cost effective to utilize internal staff positions to deliver trainings than to subcontract this function. Using internal staff also allows more quality control over the trainings and curricula. The expense for this position is divided across CAPC's three AmeriCorps programs. The cost for this position to the Youth Investment Center (YIC) program is reflected in the YIC application budget under Section 1.A. Program Operating Costs, Personnel Expenses. Finally, the YIC partners fund and deliver site-specific training directly to members at no cost to CNCS.

The cost for the Ansell Casey Life Skills Training Program is a refresher training course for CAPC staff from Sacramento County ACLSA Specialist.

CRIMINAL HISTORY CHECKS: The cost for criminal history checks for all grant funded staff was originally included in this application in the amount listed in Section 1. B. Program Operating Costs, Personnel Fringe Benefits. Section 1. I. Program Operating Costs, Other Program Operating Costs, now reflects the expense for criminal history checks for all grant-funded staff. The grantee's match has been increased to cover this item. The proposed program will be compliant with criminal history requirements by following a procedure already in place at CAPC regarding all new employees. Specifically, it is CAPC's policy that all candidates for employment must complete a criminal background check before beginning employment. Grant funded staff are DOJ fingerprinted prior to employment

Narratives

and a search of the National Sex Offender Public Registry is performed. Offers of employment are contingent upon receipt of a cleared status on the fingerprint clearance and the National Sex Offender Public. In addition, staff hired are subject to California Department of Justice (DOJ) Subsequent Arrest Notification, a process that provides 24-hour background clearance surveillance and notifies CAPC should an employee be arrested.

PROGRAMMATIC CLARIFICATION ITEMS

ADEQUATE RESOURCES FOR TRAINING: Member and staff trainings as described in the Youth Investment Center program application narrative will be provided with the resources allocated in the budget. To ensure that all the trainings highlighted in this proposal are provided to AmeriCorps members, CAPC employs a CAPC Training Team including an AmeriCorps Training Project Manager and a Training Coordinator responsible for developing and delivering trainings to members serving in the Youth Investment Center program as well as other AmeriCorps programs housed at CAPC. The Training Project Manager is tasked with developing and revising member training curricula, delivering the training, and conducting pre- and post-assessments of members following training. The Training Team tracks trainings utilizing a training spreadsheet that is compiled on a monthly basis. Since CAPC is home to three programs with over 150 AmeriCorps members extensively trained to serve in specific capacities, CAPC created the training team more than 5 years ago to better control the cost of delivering training and the quality of content, as well as to ensure members access to every training offered.

CRIMINAL HISTORY CHECKS FOR GRANT FUNDED STAFF: The cost for criminal history checks for all grant funded staff was originally included in this application in the amount listed in Section 1. B. Program Operating Costs, Personnel Fringe Benefits. Section 1. I. Program Operating Costs, Other Program Operating Costs, now reflects the expense for criminal history checks for all grant-funded staff.

Narratives

The grantee's match has been increased to cover this item. The proposed program will be compliant with criminal history requirements by following a procedure already in place at CAPC regarding all new employees. Specifically, it is CAPC's policy that all candidates for employment must complete a criminal background check before beginning employment. Grant funded staff are fingerprinted prior to employment and a search of the National Sex Offender Public Registry is performed. Offers of employment are contingent upon receipt of a cleared status on the fingerprint clearance and the National Sex Offender Public. In addition, staff hired are subject to California Department of Justice (DOJ) Subsequent Arrest Notification, a process that provides 24-hour background clearance surveillance and notifies CAPC should an employee be arrested.

DESCRIPTION OF ON-SITE SUPERVISORS: All YIC AmeriCorps members are overseen daily by on-site supervisors who have extensive supervision and youth development experience. Supervisors are subject to criminal history checks through school districts and agencies where they are placed. Supervisors are Social Workers or hold Pupil Personnel Services Credential with a minimum of 4 years experience. Supervisors receive, assess, and assign referred foster youth to AmeriCorps members. Members check in daily with supervisors to collect files and verify plans for the day. Supervisors provide coaching and best practices to serve foster youth. Supervisors provide case management oversight as members work one-on-one or in groups with youth. Each member receives a minimum of one hour/week of one-on-one time with their supervisor. Supervision meetings include strategies to enhance good communication and include team-building strategies for a successful term of service. Supervisors are available to answer questions to assist members with needs and address challenges serving foster youth. Supervisors conduct training sessions that include planning and tracking service hours and goals. Supervisors share successes and achievements of members and utilize retention and recognition ideas.

TRAINING: The Youth Services Provider Network, Family to Family Foster Care, and youth gangs are

Narratives

components of the Youth Investment Center Basics provided to members early in service to imbue them with a comprehensive understanding of the issues impacting foster youth in Sacramento County. These trainings are a collaborative effort with our partners, presented at little or no cost to CNCS.

YOUTH SERVICES PROVIDER NETWORK: To begin, the YIC Program utilizes the Youth Service Provider Network (YSPN) as a resource to train members about positive youth development principles and mentoring along with methods to build resiliency in youth.

FAMILY TO FAMILY FOSTER CARE: Family to Family Foster Care training is conducted by Sacramento County Child Protective Services (CPS). This training provides an overview of the foster care system and the Independent Living Program to gain a better understanding of the challenges of living in foster care and being involved in CPS. Training covers ILP orientation, completion of the Independent Transition Living Plan, housing and engaging foster parents.

YOUTH GANGS TRAINING: Research and experience show that foster youth are high risk for gang involvement. The youth gang training is provided by school district partners through site-specific training at each site. The training is incorporated into youth resiliency training so that foster youth have the confidence to resist gang involvement. The training is designed to teach foster youth to recognize gang members, obtain resources if approached and engage youth in alternate activities.

The field for "Prev. Yrs. Data" in the Performance Measure section was not available. Below please find the "Prev. Yrs. Data" by Performance Measure.

PREVIOUS YEARS DATA

Preparation for Adulthood

Narratives

Prev. Yrs. Output Data:

649 youth participated in life skills activities.

520 youth participated in life skills activities.

755 youth participated in life skills activities.

Prev. Yrs. Intermediate Outcome Data

07-08:

80% (74) of 93 core foster youth who received 90 hours of AmeriCorps member services self-reported an increase of 15 % or more in life skills competencies.

89% (99) of 111 core non-foster youth who received 60 hours of AmeriCorps member services self-reported an increase of 10% or more in life skills competencies.

08-09:

84% (80) of 95 core foster youth who received 90 hours of AmeriCorps member services self-reported an increase of 15 % or more in life skills competencies.

71% (83) of 117 core non-foster youth who received 60 hours of AmeriCorps member services self-reported an increase of 10% or more in life skills competencies.

Third quarter 09-10 data collected through 4/5/10:

75% (79) of 106 core foster youth who received 90 hours of AC member services self reported an increase of 15% in life skills competencies.

Narratives

65% (60) of 93 core non-foster youth who received 60 hours of AC member services self reported an increase of 10% in life skills competencies

Prev. Yrs. End Outcome Data:

07-08:

80% (74) of 93 core foster youth who received 90 hours of AmeriCorps member services increased life skills competencies by 30% or more.

96% (107) of 111 core non-foster youth who received 60 hours of AmeriCorps member services increased life skills competencies by 10% or more.

08-09:

66% (63) of 95 core foster youth who received 90 hours of AmeriCorps member services increased life skills competencies by 30% or more.

62% (73) of 117 core non-foster youth who receive 60 hours of AmeriCorps member services increased life skills competencies by 10%.

Third quarter 09-10 data collected through 4/5/10:

72% (76) of 106 core foster youth increased life skills competencies by 30% as reported by AmeriCorps members

60% (56) of 93 core non-foster youth increased life skills competencies by 10% as reported by AmeriCorps members.

Narratives

Volunteer Recruitment

Pres. Yrs. Output Data:

07-08: 2 AmeriCorps Volunteer Recruiters recruited, trained and supported 44 volunteers for on-going activities contributing 2824 Volunteer hours. 299 one-time volunteers contributed 1635 volunteer hours.

08-09: 2 AmeriCorps Volunteer Recruiters recruited, trained and supported 57 volunteers for on-going activities contributing 1079 Volunteer hours. 296 one-time volunteers contributed 1871 volunteer hours.

Third quarter 09-10 data collected through 4/5/10:

355 volunteers recruited for on-going activities. 267 volunteers recruited for one-time activities.

YTD total volunteers 622. This is a CNCS defined target and does not include volunteer hours.

Member Development

Pres. Yrs. Output Data:

07/08: 31 members received 1240 hours of training that gave them the knowledge and ability to guide and support youth.

08/09: 21 AmeriCorps members received training that gives them the knowledge and ability to guide and support youth.

Third quarter 09-10 data collected through 4/5/10:

Narratives

39 members participated in 2837 training hours.

Pres. Yrs. End Outcome Data:

07/08:100% (25) of 25 AmeriCorps members improved their pre-post proficiency on the life skills training curriculum by 25% or more.

08/09: 81% (17) of 21 AmeriCorps members improved their pre-post proficiency on the life skills training curriculum by 25%.

Third quarter 09-10 data collected through 4/5/10:

90% (35 of 39) of members increased their life skills competencies by a minimum of 25%.

CLARIFICATION RESPONSE FY 11

BUDGET CLARIFICATION ITEMS

Question/Comment: The program is being reduced by 3.5 MSY due to the program's inability to fully enroll members. Please revise the budget to reflect the above funding level being considered.

Response: The budget in eGrants has been revised to reflect the above funding level being considered.

PERFORMANCE MEASURE CLARIFICATION

Preparation for Adulthood Measure:

Question/Comment: The Output needs streamlining: delete target of 500 and make 300 the only target.

Edit the final PM statement by deleting the phrase, "will improve life skills competencies".

Narratives

Response: The output has been edited to make 300 the only target. In addition, the final PM statement has been edited, deleting the phrase, "will improve life skills competencies."

-The output target now reads: "300 core foster youth will participate in 108 hours of life skills activities."

-The final PM now reads: "300 core foster youth will participate in 108 hours of life skills activities."

Question/Comment: The intermediate and end outcomes appear to be measuring the same impact: the intermediates measures youth increasing in skills while the end outcome measures the same youth increasing in skills competencies. Please explain the differences.

Response: The inclusion of the end outcome in the Preparation for Adulthood Measure was a data entry error. The end outcome has been deleted from eGrants.

Foster Youth Mentoring Measure:

Question/Comment: The program needs to alter the targets of ED6 and ED9 from percentages to actual number of foster care youth in order to be consistent with the ED3 and ED4 targets which are numerical and not percentages.

Response: The targets of ED6 and ED9 have been altered from percentages to actual number of foster care youth, in order to be consistent with ED3 and ED4 targets.

-Target ED6 now reads: "195 of 300 foster youth who receive a minimum of 108 hours of member service will improve school attendance by 10% or have no days absent."

-Target ED9 now reads: "76 of 85 eleventh and twelfth grade foster youth who receive a minimum of 108 hours of member service will graduate from high school."

Continuation Changes

Narratives

A. APPLICANT INFO AND APPLICATION INFO

-Applicant Information Updated

C. NARRATIVE (NARRATIVES SECTION)

1. No Changes.

2. YIC lost one site location due to match funding challenges: Volunteers of America (2-1700 hr members). YIC has added two new site locations:

1) Heritage Peak Charter Schools (2-1700 hr members)

2) Shoulder to Shoulder (2-1700 hr member)

3.

a. ENROLLMENT

2010/2011 -- The Youth Investment Center will achieve 100% enrollment for the 2010/2011 program year. As of 12/6/10, YIC has achieved an enrollment rate of 54% (22 of 41 members). Full enrollment will be achieved as follows:

* Partners continue to recruit, interview, and select members for their allocated slots. As of 12/6/10, 12 slots allocated to existing partners remain to be filled, including:

o 1-1700 hour member at the Child Abuse Prevention Council to be enrolled by 12/31/10.

o 1-900 hour member at Center Unified School District to be enrolled 12/15/10.

o 1-1700 hour member at Department of Health and Human Services to be enrolled 1/7/11.

o 2-1700 hour members at Elk Grove Unified School District to be enrolled 12/15/10.

o 1-1700 hour and 1-900 hour member at EMQ FamiliesFirst to be enrolled 12/15/10.

o 5-1700 hour members at the Sacramento County Office of Education to be enrolled 1/7/11.

* On 12/7/10 Twin Rivers Unified School District (TRUSD) requested to enroll one-1700 hour member

Narratives

in addition to the 2-1700 members already allotted and enrolled. The additional full-time member will be enrolled as of 1/7/11.

* Two additional partners joined YIC 12/6/10, Heritage Charter School and Shoulder to Shoulder. Both partners will enroll 2-1700 members by 1/13/11.

* Two 1700 hour member slots remain to be allocated. YIC has been seeking new partners to take the remaining slots with outreach performed to: Paradise Oaks Foster Agency; Wonder, Inc.; Sutter Pregnant and Parenting Teen Program; and Sierra Forever Families. YIC is confident an additional partner will be recruited within the next two weeks to enroll the final two members.

To accommodate the partnership's need for additional time to enroll members and allow new partners adequate time to recruit members, YIC requested a program calendar change on 12/10/10 to extend the enrollment deadline for 19 additional 1700 hr members. The Sacramento County Office of Education (SCOPE) is responsible for 12 -- 1700 hr members and has enrolled 7 members, but requested additional time to recruit the remaining 5 members. Members have been interviewed and selected for this placement, but SCOPE must complete a few internal processes pertaining to their required criminal background check prior to bringing members on. As mentioned above, TRUSD recently requested to increase their allocation and will need additional time to recruit their member. Shoulder to Shoulder (2 - 1700 hr) and Heritage Peak Charter Schools (2 -- 1700 hr) are new partners who have just recently joined YIC and will require additional time to recruit their members.

Finally, YIC has recruited 3 former foster youth, representing 14% of the total number of members enrolled. The goal for enrolling former foster youth as members is 20% of the total number of members. YIC partners plan to enroll 6 more former foster youth to reach this goal.

Narratives

**UPDATE: As of 1/5/11, YIC has achieved an enrollment rate of 61% (25 of 41 members).

YIC anticipates achieving an enrollment rate of 100% (41 of 41 members) by the requested last date to enroll, January 13, 2011.

2009/2010 -- YIC achieved an enrollment rate of 97.5% (39 of 40 members). YIC recruitment was successful and included 9 former foster youth, representing 23% of the total number of members enrolled. One 900-hour member slot was not filled due to personal challenges experienced by the desired applicant.

2008/2009 -- YIC achieved an enrollment rate of 100 % (30 of 30 members). YIC recruitment was successful and included 10 former foster youth, representing 33% of the total number of members enrolled.

PLANS FOR IMPROVEMENT

Enrollment challenges are primarily due to the delayed receipt of United Way funding, which covers the match cost for YIC partners. The release of the United Way RFP for services to foster youth was significantly delayed this program year, with the RFP released in December 2010 with funding available in February 2011. As a result, many YIC partners, previously reliant upon United Way for match dollars had to find match to cover members within the agencies' budgets, resulting in the majority of partners reducing their number of slots as well as the loss of one partner, Volunteers of America, altogether.

To correct for this, YIC has recruited partners to utilize unallocated slots. Shoulder to Shoulder (2-1700 hr) and Heritage Peak Charter Schools (2-1700 hr) are two new partners, YIC anticipates recruiting one more partner.

Narratives

Additionally, United Way funding will be available early 2011, lasting through the 2011-2012 year. As such, YIC will not have match funding challenges in the 2011/12 year and anticipates 100% enrollment for the 2011/12 program year.

In order to ensure 100% enrollment in the 2011/12 program year, the YIC Project Manager (PM) will work closely with each partner to review member requests, memorandum of understandings, position descriptions, budget calculations, performance measures, and the anticipated program year timeline.

b. RETENTION

2010/2011 -- As of 12/6/10, YIC has achieved a 100% (22 of 22 members) retention rate.

2009/2010 -- YIC achieved an 82.1% (32 of 39 members) retention rate. 3 former foster youth and 4 other members exited early and did not reach the threshold for a pro-rated award.

The 67% (6 of 9) retention rate for former foster youth is a good result for this population of youth. The YIC program model is designed to provide service opportunities to former foster youth. Former foster youth often face a myriad of challenges that make completing a full term of service difficult. YIC remains dedicated to recruiting and supporting former foster youth members toward successfully completing their term of service.

The remaining four members that exited early because they experienced difficulties balancing school with service (2 of 4) or experienced family challenges impacting their ability to complete their terms successfully (2 of 4).

Narratives

2008/2009 -- YIC achieved an 83% (25 of 30 members) retention rate. 4 members exited due to service abandonment and 1 member was terminated for cause. These members did not meet the threshold for a pro-rated award and exited without an education award. Of the 5 members, 3 were former foster youth. The 70% (7 of 10) retention rate for former foster youth is an excellent result for this population of youth.

PLANS FOR IMPROVEMENT

In the 2010/2011 program year, YIC improved recruitment through a more extensive interview process that particularly emphasized commitment to service and the community. Based on discussions with partners and members, 3 Esprit de Corps days have been scheduled for the 2010/2011 program year. These days will combine fun team building activities and acknowledge member contributions and service hours achieved to date. Members will have the opportunity to form relationships to support one another through their shared service experiences. YIC will provide additional coaching and support to partners with former foster youth members by assisting in early identification of problems or concerns to prevent early resignations.

Additionally, YIC will work to successfully retain members with the following strategies:

- 1) YIC Project Manager will conduct regular site visits to observe members in action, check-in with supervisors, and converse with members on their term of service and support needed.

- 2) Hold YIC member luncheons and socials to bring members together for networking, reflection on term of service, and sharing of success stories.

Narratives

3) YIC PM will maintain open communication through having an open door policy for members/supervisors, checking in on members during CAPC trainings, conversing with partners during monthly Partner Meetings, and sending out weekly emails with YIC updates and reminders.

4) Provide on-going Supervisor training on coaching members throughout the term during Quarterly Supervisor Workshops and monthly YIC Partner Meetings.

5) Recognition of members at service sites and through CAPC (Member of the Month and special recognition of members at Esprit de Corps days).

c. COMPLIANCE WITH 30-DAY ENROLLMENT/EXIT POLICIES

2010/2011 -- YIC enrolled 100% (22 of 22) of members in 30 days or less. As of 12/6/10, no members have been exited. YIC anticipates having 100% in enrollment/exit in for the remainder of the 2010/2011 year.

2009/2010 -- YIC enrolled and exited 100% (39 of 39) of members in 30 days or less.

2008/2009 -- YIC enrolled and exited 100 % (30 of 30) of members in 30 days or less.

2008/09 and 2009/10 compliance of the 30-day enrollments and exit have been validated by a recent Office of Inspector General Audit of YIC.

4. No Corrective Action.

5. Audits During the month of November 2010, YIC underwent an audit for the 2008/09 and 2009/10 program years requested by CNCS' Office of Inspector General (OIG). As of 12/13/10, the audit is still in process and findings have not been released by the contracted auditor. During the exit process YIC provided response to exceptions found via an excel spreadsheet. Ten 2008/09 and ten 2009/10 YIC

Narratives

member files were tested for compliance in numerous member file components. The unsatisfied attributes below were the only exceptions found by the auditors. The result was no exceptions in member file contents for 09/10 and an explanation for the three 08/09 file exception as follows:

* 08/09 -- 3 members were missing final evaluations. All 3 members had exited the YIC program prior to the final evaluation due date. The mid-term evaluations were in the file.

* 09/10 -- 2 members were missing final evaluations. Upon YIC staff re-review of the files, the evaluations were found to be in the files.

* Compliance with 30-day Enrollment/Exit Policies -- 100% of the 2008/09 and 2009/10 30-day enrollments and exits were validated by the auditor as in compliance.

* Pro-rated Education Award -- For 08/09 and 09/10 YIC awarded a total of five pro-rated Education Awards. The auditors validated all but one of the YIC pro-rated education awards validated.

* Fundraising Hours -- There were no fundraising hours recorded in either 08/09 and 2009/10 review, validated by audit. CAPC's electronic time keeping system, iEmployee, has improved the validating of member hours.

D. PERFORMANCE MEASURES (PERFORMANCE MEASURES SECTION)

2011-2012 Performance Measures reflect Year Two numbers. The number of direct beneficiaries served is increasing from 500 to 550.

E. BUDGET (BUDGET SECTION 1, 2, & 3)

Changes were made to the budget. Changes were made to the following line items in the budget for

Narratives

2011-2012:

Section I: Program Operating Costs

Line Item G.1. Staff Training: This change is to allow one employee to be re-certified in the Ansell Casey Life Skills Assessment.

-2010/11: CNCS share: \$707, Grantee share: \$793, Total:

\$1,500

-2011/12: CNCS share: \$1,500, Total \$1,500

Line Item G.2. Member Training: Training Room Rental: This change is due to the increase in the daily rate for room rental.

-2010/11: Daily rate: \$50, CNCS share: \$2,450, Total: \$2,450

-2011/12: Daily rate: \$65, CNCS share: \$3,185, Total: \$3,185

Line Item H. Evaluation: There was a reduction in this line item because the need for an outside evaluator was reduced. The Ansell Casey program conducts their own online, free analysis of results and any additional evaluation is conducted by CAPC staff.

-2010/11: CNCS share: \$9,720, Total: \$9,720

-2011/12: CNCS share: \$2,160, Total: \$2,160

Line Item I. Other Program Operating Costs:

Member Recognition: The cost per member was re-estimated and reduced based on prior year experience.

-2010/11: 41 members @ \$12/each, CNCS share: \$492, Total:

\$492

Narratives

-2011/12: 41 members @ \$4.25/each, CNCS share: \$148,

Grantee share: \$26, Total: \$174

Printing & Copying: The printing/copying expenses were under-estimated in the prior year, and the cost per member increased.

-2010/11: 41 members + 2.56 staff @ \$38.86/each, CNCS

share: \$950, Grantee share: \$743, Total: \$1,693

-2011/12: 41 members + 2.56 staff @ \$82.68/each, CNCS

share: \$950, Grantee share: \$2,652, Total: \$3,602

Office Space: The office space expenses were under-estimated in the prior year and are now re-adjusted to accurately cover costs.

-2010/11: 41 members + 2.56 staff @ \$220.96/each, CNCS

share: \$5,606, Grantee share: \$4,019, Total: \$9,625

-2011/12: 41 members + 2.54 staff @ \$5,000/each, CNCS

share: \$6,752, Grantee share: \$5,948, Total: \$12,700

Section II: Member Costs

Line Item C. Worker's Compensation: This change is due to the worker's compensation expenses being under-estimated in prior year and the increase in the percentage of worker's compensation.

2010/11: 3% of total living allowance, CNCS share: \$7,845,

Grantee share: \$7,030, Total: \$14,875

-2011/12: 5% of total living allowance, CNCS share: \$13,075,

Grantee share: \$11,716, Total: \$24,791

Line Item D. Health Care: The number of members was reduced based on historical usage for this program and members who are former foster youth who receive Medi-cal.

Narratives

-2010/11: 21 members @ \$1,925, CNCS share: \$3,425,

Grantee share: \$37,000, Total: \$40,425

-2011/12: 19 members @ \$1,925, CNCS share: \$3,425,

Grantee share: \$33,150, Total: \$36,575

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 25.69

Service Categories

- | | | |
|-----------------|---|---|
| Other Education | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |
| Mentoring | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |

Preparation for Adulthood

Service Category: Other Education

Measure Category: Not Applicable

Strategy to Achieve Results

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

Members will serve as mentors, guiding foster youth life skills activities to build skills necessary for a successful transition to adulthood, including graduation from high school. Core service activities include mentoring, homework assistance, and life skills support. Each youth rotates among these activities throughout the year. Activities take place 4-days per week, Monday-Thursday. Members imbed lessons thru student role-play experiences as a means communicate the lesson with full engagement from the youth. Activities to focus on the ACLSA life skills age-appropriate domains of: Communication, Daily Living, Work/Study Skills, Home Life, Self-Care, Social Relationships, Housing/Money Management, Career Planning and Work Life. A member's typical 7.8 hour day starts with a 15-minute check-in to collect files and verify plans for the day. Members meet with youth in a small group setting for 30 minutes before school to check on homework completion. For the other

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

hours members mentor one-on-one working on their life skills goals (homework assistance, college prep, graduation support). When school ends members report to the career center and conduct one-hour life skills workshops, returning to the office for 30 minutes to complete case notes. 900 hour members perform the same activities checking in and out for 30 minutes and providing one-on-one mentoring for 4.4 hours.

Results

Result: Output

Foster youth will participate in life skills activities.

Indicator: The number of foster youth participating in life skills activities.

Target: 300 core foster youth will participate in 108 hours of life skills activities.

Target Value: 300

Instruments: Attendance sheets to collect data on the number of youth who are participating in life skills activities. Collected by AmeriCorps members. Frequency: Daily upon attending the program and end of school year.

PM Statement: 300 core foster youth will participate in 108 hours of life skills activities.

Prev. Yrs. Data

Result: Intermediate Outcome

Foster youth will increase in competency of life skills.

Indicator: The percent of core foster youth who increase in competency of life skills.

Target: 70% of core foster youth who participate in 108 hours of life skills activities will increase skills by 25% in 3 domains where they scored below 60%.

50% of non-core foster youth who participate in 40 hours of life skills will increase by 10%.

Target Value: 210

Instruments: Ansell-Casey Life Skills Assessment to collect data on increased competency of life skills of core and non-core foster youth.

PM Statement: 70% (210 of 300) of core foster youth who participate in 108 hours of life skills activities will increase skills by 25% in 3 domains where they scored below 60%.

50% (125 of 250) of non-core foster youth who participate in 40 hours of life skills activities will increase skills by 10% in 1 domain where they scored below 60%.

Prev. Yrs. Data

National Performance Measures

Priority Area: Education

Performance Measure Title: Foster Youth Mentoring

Service Category: Other Education

Strategy to Achieve Results

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

Members will serve as mentors, guiding youth life skills activities to build skills necessary for a successful transition to adulthood, including graduation from high school. Core service activities include mentoring, homework assistance, and life skills support. Each youth rotates among these activities throughout the year. Activities take place 4-days per week, Monday-Thursday. Members imbed lessons thru student role-play experiences as a means communicate the lesson with full engagement from the youth. Activities to focus on the ACLSA life skills age-appropriate domains of: Communication, Daily Living, Work/Study Skills, Home Life, Self-Care, Social Relationships, Housing/Money Management, Career Planning and Work Life. A member's typical 7.5 hour day starts with a 15-minute check-in to collect files and verify plans for the day. Members meet with youth in a small group setting for 30 minutes before school to check on homework completion. For the next 5.25 hours members mentor one-on-one working on their life skills goals (homework assistance, college prep, graduation support). When school ends members report to the career center and conduct one-hour life skills workshops, returning to the office for 30 minutes to complete case notes. 900 hour members perform the same activities checking in and out for 30 minutes and providing one-on-one mentoring for 3.5 hours.

2 AmeriCorps Volunteer Coordinators will recruit, support and mobilize volunteers who will mentor foster youth. Mentor volunteers will commit for one year to mentoring at least one foster youth. Volunteer Coordinators will be fully trained by Hands On Sacramento in the techniques of volunteer recruitment, screening, matching, mobilization, supervision, training and retention. Volunteer Coordinators will spend 6 hours a day on outreach: staffing information booths at resource fairs; identifying and presenting to local businesses, schools and churches; coordinating with Hands On Sacramento and United Way to match volunteers; and building a Youth Investment Center volunteer database. Volunteer Coordinators will spend one-hour a day matching mentor volunteers to foster youth. The remaining 30 minutes will be a check-in with the YIC Supervisor. Once volunteers have been screened and recruited the 6 hours will shift to supporting volunteers, organizing volunteer facilitated life skills workshops, matching youth to volunteers, tracking volunteer hours, and volunteer recognition.

Result: Output

Result.

Foster youth will be matched with mentors in a sustainable relationship.

National Performance Measures

Result.

Indicator: (DELETED) ED4: Youth/mentor matches sustained.

Target : 125 of the 250 foster youth/mentor matches will be sustained for an average of four hours per month for six months over the course of the time that the foster youth is in the program.

Target Value: 125

Instruments: The Youth/Mentor Participation Form to be completed by AmeriCorps members to collect data monthly on the number of mentor matches sustained.

PM Statement: 125 of the 250 foster youth/mentor matches will be sustained for an average of four hours per month for six months over the course of the time that the foster youth is in the program.

Result: Intermediate Outcome

Result.

Eleventh and twelfth grade foster youth will graduate from high school.

Indicator: ED9: Students graduating from high school on-time with a diploma.

Target : 76 of 85 of eleventh and twelfth grade foster youth who receive a minimum of 108 hours of member service will graduate from high school.

Target Value: 76

Instruments: The Student Tracker Form to collect data on the number of eleventh and twelfth grade foster youth graduating from high school.

PM Statement: 76 of 85 of eleventh and twelfth grade foster youth who receive a minimum of 108 hours of member service will graduate from high school.

Result: Intermediate Outcome

Result.

Foster youth will improve school attendance.

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

Target : 195 of 300 of foster youth who receive a minimum of 108 hours of member service will improve school attendance by 10% or have no days absent.

Target Value: 195

Instruments: The Student Tracker Form to collect data on youth's improved school attendance.

PM Statement: 195 of 300 of foster youth who receive a minimum of 108 hours of member service will improve school attendance by 10% or have no days absent.

Result: Output

Result.

Foster youth will be matched with mentors.

Indicator: (DELETED) ED3: Youth/mentor matches started.

Target : 250 foster youth will be matched with a mentor.

Target Value: 250

Instruments: The Youth/Mentor Participation Form to be completed by AmeriCorps members to collect data monthly on the number of unduplicated matches that are commenced.

PM Statement: 250 foster youth will be matched with a mentor.

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Already on File at CNCS