

Narratives

Executive Summary

Up2Us Sports, through our nationally renowned AmeriCorps Coach Across America (CAA) Program, proposes to have 30 AmeriCorps members (20 MSY) who will be U.S. military veterans. These veteran CAA members will promote the health and wellness of youth in Los Angeles by providing evidence-based sports-based youth development (SBYD) programming in nonprofit organizations working in the underserved communities. At the end of the first California Volunteers AmeriCorps CAA program year, AmeriCorps members will ensure that the youth they work with achieve improvements in physical activity, make better decisions about the food they eat and engage in positive activities. Military veterans will benefit from the members' training and certification in SBYD, re-connection with community and the professional development they will receive during their term of service. AmeriCorps members will also leverage an additional 240 volunteers who will be engaged in roles such as assistant coach, referee and event planner.

This program addresses CNCS focus areas of (1) Healthy Futures -- increasing physical activity and improving nutrition in youth with the purpose of reducing childhood obesity, and (2) Veterans and Military Families -- increasing the number of veterans and military family members engaged in service through AmeriCorps programs. The CNCS investment of \$235,655 will be matched with \$322,655 in private funding and in-kind support.

Rationale and Approach/Program Design

1. Problem and Need Statement

Healthy Futures, Physical Activity and Childhood Obesity: The AmeriCorps Coach Across America (CAA) in California program will work with youth in low-income Los Angeles neighborhoods, including but not limited to: South Central Los Angeles, Watts, Walnut Park, Los Angeles City and Huntington Park. In spite of recent strides in the battle against childhood obesity, there is still considerable work to be done. According to the CDC, Los Angeles County has a 23% childhood obesity rate compared to the national average of 16.9% (Communities Putting Prevention to Work, 2010). In 2012, UCLA's Center for Health Policy Research released a report detailing that Los Angeles, Compton, Huntington Park, Bellflower, and El Monte all had childhood obesity rates of 40% or higher (2012). According to figures released in 2015 by the Los Angeles Unified School District and California Department of Education, 5th, 7th and 9th graders who participated in the California Physical Fitness Test are significantly behind their state peers in physical fitness, with African Americans and Latinos being the most affected. Access to physical activity in LA is limited, as almost

Narratives

half (45%) of Los Angeles Unified Schools do not offer the appropriate amount of physical education in schools, and 25% of parents with children under the age of five report they do not have easy access to a safe park or playground (Paving The Way For Physically Fit And Healthy Children, 2002).

Reconnecting Veterans to Community & Employment: Few individuals exemplify the impact of service better than military veterans. In spite of this, upon completing their military service, many veterans are severely challenged in finding meaningful ways to engage in civilian life and contribute to their communities through continued service. According to The State of The American Veteran report (2014), eight in ten veterans report leaving the military without a job; 75% of veterans in Los Angeles do not get assistance in helping find employment; 60% of veterans in Los Angeles said the service that they need the most is finding employment opportunities; and 68% of post-9/11 veterans in Los Angeles report having challenges adjusting back to civilian life and a lack in connection to their community identity. A USC Social Work report (2015) also revealed that a challenge to veterans' professional development is their inability to match military skills and experiences to civilian job qualifications. Challenges such career advancement planning and interviewing ("soft skills") are the hardest to develop.

We will create a program that blends the success of our AmeriCorps national direct program with our innovative Operation Coach program to engage 10 full-time and 20 half-time (20 MSY) military veterans as AmeriCorps members to address obesity by conducting structured recreational/sports programming and mentoring for 3,750 youth in local community-based organizations, focusing on low-income neighborhoods where a lack of opportunities for physical activity, poor eating habits and poverty impact thousands of school-aged youth. The integration of mentoring with sports is called sports-based youth development (SBYD), and growing research reveals that SBYD works. Rosewater (2010) found that regular physical activity led by SBYD coaches stimulates socio-emotional learning that leads to better decision-making. Fraser-Thomas, Cote, & Deakin (2005) found that the presence of a trained coach in a sports setting directly leads to more positive peer relationships, and Gano-Overway et al. (2009) concluded that it promoted pro-social behaviors. An external evaluation of Up2Us Sports found that youth taught by CAA coaches saw statistically significant improvements in positive decision-making (AIR Evaluation of the Coach Across America Sports-Based Youth Development Program, 2014). CNCS also recently contacted Up2Us Sports to highlight the impact of its AmeriCorps National Direct program in an upcoming progress report for the First Lady's Office's Childhood Obesity Taskforce Report (Let's Move). The report will recommend continued funding for interscholastic sports activities as part of the national

Narratives

effort to end childhood obesity.

2. Theory of Change and Logic Model

The health challenges of children and youth in low-income neighborhoods, coupled with the lack of opportunities for veterans to re-engage and contribute to their communities, presents a unique opportunity to leverage AmeriCorps resources to concurrently address two of LA's most pressing issues: childhood obesity and employment skills training for veterans. The Up2Us Sports theory of change is simple: trained "sports" coaches can be the most effective role models for teaching young people healthy behaviors that lead to reductions in obesity and better decision making. In addition, our proposed intervention provides opportunities for veterans to receive training in job-readiness skills, including "soft skills," and professional certification, as well as opportunities to reconnect to their communities through service and volunteerism, all while pursuing pathways to education and careers.

The proposed AmeriCorps Coach Across America (CAA) in California intervention trains and supports AmeriCorps members to become leaders and role models in their communities by serving as "credible messengers" who support at-risk youth in making healthy decisions.

INPUTS: The proposed program builds upon the six years of Up2Us Sports' experience of successfully training and placing AmeriCorps members and other service year volunteers in local programs across the country. It also leverages the resources, experience and expertise of community-based organizations that work in the target communities and serve as host sites for members. These partnerships will result in an enriching and rewarding experience for members to serve their communities through coaching and mentoring, while also connecting members, the host sites and the communities they serve to the national service movement. Specific inputs include: 45 Up2Us Sports National Staff supporting the CAA program; one dedicated Program Manager with previous experience working with veterans; 12 community-based partners to host CAA members; and matching funds from all 12 partners and three private funders.

ACTIVITIES: SBYD Programming: 30 members (veterans) will be placed in highly-qualified community-based organizations to lead SBYD programs that include physical activity, sport-specific skills building and instruction, group mentoring, and other, site-specific enrichment activities that provide youth with opportunities for positive engagement and build the capacity of host sites to implement SBYD programming. Each of the 20 half-time (HT) members will provide 15 hours/week (3 hours/day for 5 days) of SBYD programming, reaching an average of 125 youth throughout their term with an approximate ratio of 1 coach to every 20 youth. Program structure and dosage will vary

Narratives

depending on the host site and coach role. Ten full-time (FT) members, in addition to providing 15 hours of SBYD programming, will also provide 15 hours (three hours per day) of organizational tasks, such as data collection, communications support, curriculum development and help with delivering training to host site program staff -- all of which contribute to members' professional development.

Coaches will participate in all activities required by the CAA Program Manager. These will include National Days of Service, 4-6 hours per month of social or small group activities, and one-on-one check-ins/site observations which will provide members with feedback and opportunities to reflect on their national service. These activities will be reinforced by on-line reflection logs using the AmeriCorps-approved America Learns system (which are monitored and commented on weekly by CAA staff).

Based on the success of our AmeriCorps National Direct model, we expect that the vast majority of youth in the program will have a positive experience with sports, build a positive relationship with their AmeriCorps coach, and form positive relationships with their peers. SBYD training enables members and host sites to deliver programming that is intentionally designed to help young people develop eight specific character traits, called High Impact Attributes (HIAs) that are proven by research to improve healthy decision-making. The eight HIAs are: discipline, positive self-identity, plan B thinking, future focus, situational awareness, pro-social connections, self-awareness, and social confidence. Also, based on the success of our CAA Program for veterans, Operation Coach, we expect veteran members to make significant strides in their professional development to be positioned for successful future employment.

Volunteer Engagement: Up2Us Sports will partner with Mission Continues, the Mayor's Office of Veteran's Affairs, PATH and Goodwill to intentionally recruit and engage veterans as volunteers. Full-time members will recruit two ongoing volunteers and 10 episodic volunteers. Half-time members will recruit one ongoing volunteer and five episodic volunteers.

Host site recruitment: Up2Us Sports recruits and selects host sites for the proposed project from an existing pool of partner organizations that provide services in the target communities. Host sites are carefully vetted through a rigorous application process that has been streamlined and improved over five years of placing AmeriCorps members in service sites. Up2Us Sports also selects host site partners based off of the following criteria: amount of youth who qualify for free or reduced lunch, percentage of minority youth the host organization serves, and the host-site already offering physical activity programs. To date, 12 host sites have been selected for inclusion in this project.

Member Recruitment: Up2Us Sports works directly with host sites to develop position

Narratives

descriptions and recruit AmeriCorps members to serve in the project. Because the priority is to recruit veterans as members to serve in their home communities, recruitment efforts focus on local community centers, job training and employment services programs, career offices at local colleges/universities, and community partners that serve the veteran population. Our local community based recruitment partners, People Assisting the Homeless (PATH) and Goodwill, have over 20 years of experience offering recruitment tactics of being both on military bases, going to veterans, and having centers where veterans can get to. PATH will help screen veterans from the community for selected host sites, as well as train host sites to recruit veterans as volunteers. Goodwill will also help recruit and screen veterans, but directly from military bases. Goodwill serves approximately 1,000 veterans each year at their facility in Los Angeles and partner with the Wounded Warrior Battalion in Camp Pendleton. This will provide the project with a large pool of veterans to recruit from.

Coach and Host Site Supervisor Training: The next phase of our model is training our AmeriCorps members to be SBYD coach mentors. SBYD combines best practices from the field of mentoring with recent scientific data that proves that regular physical activity through sports not only addresses obesity prevention but mitigates the effects of trauma by stimulating neurological functioning that helps young people manage stress and make better life choices. Accordingly, our model addresses Performance Measure H5 (reducing childhood obesity) which leads to long term health.

Because SBYD is a variation of the typical sports model, we require that the host site supervisors (HSS) of AmeriCorps members participate in training alongside of our coach-mentors. The initial training involves 32 hours of instruction on developing SBYD lesson plans and conducting SBYD program activities. Initial training is followed up with 8 additional hours of booster training, 8 hours of one-on-one professional development by the CAA Program Manager, and over 3 hours of online training, and training-by-text (a platform through which Up2Us Sports shares SBYD coaching tips throughout the year).

Member Training: members will receive 117 hours of career readiness training and professional development through additional Up2Us Sports member training and our employment partner, PATH, which has provided employment services to homeless, unemployed and underemployed populations for more than 30 years.

RESULTS: Through this project, 60% of youth participants will improve physical fitness (as measured by pre and post FITNESSGRAM PACER tests), and 80% of youth participants will improve

Narratives

in one or more of the HIAs (as measured through the independently-validated HIA survey) (H5). For veteran members, 80% will demonstrate an increased knowledge in SBYD programming and strategies, and 75% will finish their services term placed at either a job, another service opportunity or a school program to further their career (V2).

Because Up2Us Sports is an LA Promise Zone partner, members will also be connected to broader efforts to address the myriad challenges associated with poverty, including poor physical health, trauma, and delinquency/youth violence.

3. Evidence Base

The AmeriCorps CAA in California program qualifies as "moderate" under the CNCS evidence-based framework. We base this conclusion on having conducted one national quasi-experimental external evaluation of the CAA program. Our external evaluation, titled "Evaluation of the Coach Across America Sports-Based Youth Development Program," was completed in October 2014. It examined the program's impact on 2,299 youth in increasing physical activity frequency and increasing positive attributes, which we call High Impact Attributes (HIAs), and decision-making ability. Youth participants were grades K-12, 50.6% male and 49.4% female, and 78% Hispanic or African American (mirroring the same population we will be serving in Pennsylvania). Physical activity was measured using the Physical Activity Questionnaire; positive attributes and decision-making were measured using the HIA survey (developed with an external consultant). This study compared youth who participated in high and low intensity programs and included a large sampling of host sites and urban communities between July 2013 and July 2014. The study found a statistically significant increase in physical activity frequency (baseline 3.11 to endline 3.21 on a five point scale, $p < .001$) and a statistically significant increase in two HIAs: plan B thinking (3.69 to 3.75 on a five point scale, $p = .008$) and pro-social connections (3.63 to 3.71 on a five point scale, $p = .001$). These results were even more pronounced among youth who participated in high intensity programs; youth also demonstrated statistical significant improvement in their ability to resist peer pressure ($p < .001$) and a steeper improvement in physical activity (increase of 0.13 compared to 0.07 in low intensity programs). A copy of this study was sent to California Volunteers.

Please note that data collection for the AmeriCorps CAA in California program will use the PACER Exam instead of the Physical Activity Questionnaire tool because the PACER allows for more accurate baseline measurements and is more widely used among afterschool programs. Up2Us Sports is currently in the process of working with an external evaluator to complete a control group study to further measure our impact.

Narratives

4. Notice Priority

The AmeriCorps CAA in California program addresses Veterans and Military Families. Based on our proven success in engaging veterans as coaches nationally, Up2Us Sports will recruit 30 veterans to serve as coach-mentors for youth in underserved communities, increasing the number of veterans engaged in service through AmeriCorps (V2).

5. Member Training

Up2Us Sports has a staff of 14 full-time and part-time trainers who execute what is considered the nation's most comprehensive sports-based youth development (SBYD) training. All members will undergo: a 4 day residential orientation/training; 8 hours of additional booster training; 8 hours of one-on-one professional development; and, over 3 hours of online support. CAA training focuses on our evidence-based approach for inspiring physical and mental health through SBYD. Training workshops include modules on: developing positive relationships among team members; creating positive team cultures that build self-confidence and resiliency; developing one-on-one mentoring relationships with youth; maximizing the impact of physical activity on child/adolescent brain development; conflict resolution; integrating life skills into sports and other activities; and, gender in sport. All coaches are educated on mandated reporter laws; they also receive First Aid, CPR and AED certification by the American Red Cross.

Coaches are also trained to collect data on the youth they serve and the impact of their activities. They are also trained to log their activities and reflections on the America Learns online community, and they receive ongoing professional development workshops to help tie their year of service to skills that contribute to their long-term employment.

An essential part of member training is educating coaches on adhering to the rules of AmeriCorps including understanding the prohibited activities. AmeriCorps rules and regulations are written in their member contracts, reviewed during their initial 5-hour in-person orientation, reviewed again with their Host Site Supervisor, included in required online training, and monitored throughout the year at site visits by the CAA Program Manager.

PATH will provide additional hours of professional development to members. They will work with each member to develop their own Individual Employment Plan (IEP) that establishes concrete objectives and action steps so the participant can work improve his/her job readiness and obtain competitive employment. After the IEP, each member will receive the program curriculum which provides courses such as: resume and cover letter development; a job preparation series on searching for a job, interviewing and post-interview follow-up, and workplace culture; a series on computer

Narratives

skills; creating SMART goals for career planning; housing stability; customer service skills; and recovery. Members will select courses that are aligned with their IEP and future career goals.

6. Member Supervision

CAA members receive dual levels of supervision from both their Host Site Supervisor (HSS) and their CAA Program Manager (PM). To prepare the HSS for their supervisory role, Up2Us Sports requires that they attend the 4-day training alongside of their coaches. They also are required to attend a separate HSS orientation and at least one additional training that specifically reviews programs goals and objectives; prohibited AC activities; on-boarding and exiting procedures; electronic timekeeping procedures; expectations for reporting, data collecting, and evaluation; volunteer management; and other required service activities, such as National Days of Service. Members will meet at minimum bi-weekly with their HSS and on a monthly basis with the PM for supervision and mentoring. The PM also makes at least two formal site visits as well as informal check-ins to meet with the HSS to ensure that rules and regulations are adhered to. These visits provide opportunities to address interim challenges, ongoing training needs, and share best practices.

Up2Us Sports uses "Home Court," an online community for HSSs to communicate with each other; share best practices; download CAA timesheets and other resources; communicate any challenges and concerns with PMs; and learn about upcoming activities and deadlines.

Any breaches of the member's CAA service agreement are addressed jointly by a meeting with the HSS and PM. A severe breach or second breach is also addressed in writing. Repeated offenses, including any violations of AmeriCorps prohibited activities may result in the termination of the coach and/or host site. The actions of the PM are reviewed by the Senior PM and subject to further review by the National AmeriCorps Director at Up2Us Sports. Additionally, staff in the Up2Us Sports HR and Finance departments regularly conduct internal audits and monitor contracts, timesheets and other paperwork to ensure that they are accurate.

7. Member Experience

Through the training, career exploration, professional development, and hands on experience provided by Up2Us Sports and the host site partners, AmeriCorps members will develop the skills and competencies of a youth development professional and obtain a credential (SBYD certification) that separates them from the pack of volunteer and community-based coaches who are largely untrained and, in many cases, unqualified to address the developmental needs of at-risk youth. Members will be provided opportunities for reflection and connection with each other and the broader National Service network, which Up2Us Sports is uniquely positioned to offer as a National Direct contractor. Members

Narratives

will also be regularly convened for recognition of their contributions to host sites and the youth and communities with whom they work. Further, as one of the growing number of public, private and nonprofit organizations that have signed on as Employers of National Service, Up2Us Sports is positioned to connect members to a pipeline of employers who value the dedication, mission-oriented skills and attributes of service alumni. In effect, through this program Up2Us is professionalizing the youth sports setting and creating pathways to careers in youth development, coaching, and physical fitness. Over the past five years, more than 80% of those serving in Up2Us Sports' program have gained employment or pursued higher education, a testament to the program's ability to create meaningful career and educational pathways.

8. Commitment to AmeriCorps Identification

Up2Us Sports has created a unique avenue for engaging veterans into the national service movement through sports. Accordingly, our staff members take great pride in recognizing AmeriCorps in all aspects of the CAA program design. At the start of the program, each coach is provided four AmeriCorps uniforms that they are required to wear during their service and at all major events. CAA also prominently displays AmeriCorps banners at all trainings, community activities, service learning projects and major sporting events. Members will be asked to recite the AmeriCorps pledge at the start and end of meetings and special events, including service days. CAA will also require that host sites recognize AmeriCorps on their websites, with site signage, and whenever possible included the AC logo in written materials as well.

Organizational Capability

1. Organizational Background and Staffing

Up2Us Sports has significant experience managing federal and state funds. We have successfully secured and managed the following grants: AmeriCorps National Director (for 6 years), AmeriCorps VISTA (6 years), OJJDP Multi-State National Mentoring Project (2 years), Serve Illinois (2 years), Volunteer Louisiana (2 years), Volunteer Florida (1 year), Volunteer Management (1 year) and Youth Serving Organization (for initial capacity building). We have also raised significant funding from private donors that include Mercedes-Benz USA (in partnership with the Laureus Sport for Good Foundation), Nike Inc., Humana Foundation, and Dick's Sporting Goods. These contributions have made it possible for Up2Us Sports to place over 1,700 AmeriCorps coach-mentors nationally. In Los Angeles, Up2Us Sports has placed over 150 AmeriCorps members who have benefited over 20 organizations over the last six years.

Up2Us Sports manages these public-private sources of financial support in strict accordance

Narratives

with the rules and regulations set forth by AmeriCorps, and using AmeriCorps as the operational, administrative, financial and programmatic standard by which all Up2Us Sports departments are organized, including background check processes; timekeeping systems coordinated with payroll. The Los Angeles team oversees implementation of the program and manages relationships with the Host Sites. Up2Us Sports national staff members provide strategic direction, quality control and oversee compliance.

National Management Team: Paul Caccamo, CEO and Founder, (B.S., Georgetown/M.P.P., Harvard) has spent 25 years in the nonprofit sector focused on youth development. He has helped launch and/or managed several national nonprofit organizations (including America SCORES, Kaboom!, the Children's Aid Society and the Mt. Sinai Adolescent Health Center). As one of national founders of the SBYD movement, he routinely writes and lectures on the impact of SBYD. Megan Bartlett, Chief Program Officer, (B.A., Wesleyan/M.A., Tufts) oversees more than 30 program and training staff nationwide. She has assembled an advisory group of youth development and academic experts who continuously oversee and update the program design, training, evaluation and compliance systems for the organization. Isabel Pradas, Director of CAA, (B.A., Manhattan College/M.P.P., The New School) has 20 years of experience in the non-profit sector and three years' experience overseeing AmeriCorps as CAA Director. Ms. Pradas served as Co-Director of the Bronx Institute's GEAR UP programs and as counselor at Aspira of New York. She attended and/or presented at 2 AmeriCorps conferences, successfully oversaw two CNCS audits and compliance reviews, and managed operations that have resulted 1,200 coaches being placed in 220 urban communities nationwide. Amber Killberg (B.A., Eastern Nazarene College), Assistant Director of CAA (in budget) oversees key program functions including systems procedures, staff support, online training management, and program compliance. She is a former AmeriCorps*NCCC member and spent 10 years in the corporate world developing e-Learning and other training platforms for State Street Bank & Trust.

CAA Program Management Team: Los Angeles: Jacob Toups (MA, Monterey Institute of International Studies), Senior Program Manager (in budget), will supervise the AmeriCorps Program Manager (to be hired). He is a four-year veteran of Up2Us Sports and an AmeriCorps alum with a strong background in the development, implementation and management of SBYD programs in Los Angeles. The AmeriCorps Program Manager (to be hired, in budget), will be responsible for the day-to-day operations, oversight, and compliance of the AmeriCorps CAA in California program. He/she will have the following qualifications: 2-3 years of program operations experience in an SBYD and/or

Narratives

service organization; strong connection with the youth sports community; strong understanding of both theory and practice of SBYD; experience collaborating with various stakeholders; superior interpersonal, verbal and written communication skills; computer literacy and well developed technology skills; and a Bachelor's Degree is required.

CAA Training Staff: Caitlin Barrett (B.A., Pomona/M.P.A., NYU), Director of Training (in budget), oversees a national training team that consists of twelve SBYD trainers. Ms. Barrett worked at both City Year and America SCORES prior to joining the Up2Us Sports team in 2011.

CAA Financial and HR Management: The CAA program will be fiscally managed by the Up2Us Sports financial team, which is led by Colin Mohamed. Mr. Mohamed (B.B.A. Pace/M.B.A., Pace) has twenty years accounting and finance experience with nonprofits. He spent 13 years at PriceWaterhouseCoopers LLP, and is a Board Member of the N.Y. State Society of CPAs. Leslie Rich (B.A., SUNY-Oswego), Federal Grants Manager, has 9 years of experience overseeing federal, state and city funding for international and national nonprofits. She currently oversees the accounting and reporting of all Up2Us Sports government funding. Michael Muldoon is the Senior Compliance Manager (in budget) for Up2Us Sports. Mr. Muldoon (B.S. Springfield/ M.A., Virginia Commonwealth) oversees all compliance procedures of the national and regional Coach Across America programs.

CAA Evaluation: Evaluation of Performance Measures will be led by Lauren Kinderknecht, Assistant Director of Monitoring & Evaluation (in budget). Ms. Kinderknecht (B.S., Wake Forest/M.P.H., Tufts) has previously led research and evaluation at Edgework Consulting and for the Global Health Program at the Tufts University School of Medicine.

2. Compliance and Accountability

Over the course of the past six years of CNCS funding, Up2Us Sports has integrated AmeriCorps as a part of its organizational infrastructure, and through the CNCS audit process have developed a full understanding of the level of scrutiny that is necessary to achieve all compliance and accountability standards. Up2Us Sports trains all program, finance and HR staff on its internal systems for preventing, detecting and/or reporting incidents of noncompliance. AmeriCorps rules and regulations are clearly outlined on all Host Site and member contracts -- including all prohibited and un-awarded activities -- and are reviewed at program orientations and trainings. Host Site contracts clearly state that AmeriCorps members will not duplicate, displace or supplant volunteers, staff and/or interns in their organizations. All contracts include termination clauses and grievance procedures.

To further ensure compliance, CAA staff developed a Compliance Monitoring Tool (CMT) for

Narratives

their National Direct grant. This tool will be fully implemented in the CAA program and will be overseen by the Up2Us Sports Compliance Officer. The first phase of the CMT has already been completed in preparation for this grant. It involved a comprehensive assessment of potential host-sites to ensure that staff and leadership understand CAA program goals rules and regulations; CNCS rules and regulations; HR and financial reporting requirements; and required supervision of AmeriCorps members. Additional phases of this tool include: quarterly site visits; using mid-year surveys to review compliance with CNCS and California Volunteers requirements; monitoring timesheets and data collection; and surveying member performance and member satisfaction with host-sites on a continuous basis. Based on the CMT, the Program Manager will assess programs as being fully compliant, "medium risk" (at least 80% compliance level), and "high risk" (60% compliance level and below). Host-sites identified as "medium risk" will be given additional support and will undergo additional monitoring to ensure that they are able to comply with CNCS, California Volunteers, and CAA requirements. Host-sites that are identified as "high risk" will be given 30 days in a written warning to devise a corrective action plan to submit to the Sr. Regional Program Manager (subject to review by the CAA Director). Any "high risk" program that does not correct noncompliance within 60 days of submitting a corrective action plan will have their members reassigned to another host site and will be ineligible to host members in possible subsequent grant years.

Any noncompliant activity performed by a coach receives a verbal and/or written warning at an in-person meeting with both the Host Site Supervisor and AmeriCorps Program Manager. Repeated noncompliant behavior and/or more severe issues of noncompliance will result in a written warning that will require a corrective action plan to be filed in that coach's personnel file. If the corrective action is not undertaken according to specified timelines, the coach will be subject to early termination.

Internally, Up2Us Sports staff have also implemented a monthly "spot check" system by which member files are randomly reviewed to ensure that they meet Up2Us Sports and CNCS standards. The Finance and HR team notify the Chief Program Officer and CAA Director if any breaches in financial reporting or HR management are discovered.

Cost Effectiveness and Budget Adequacy

1. Cost Effectiveness

The total budget for the AmeriCorps CAA in California program in Los Angeles is \$558,492. This budget is based on a total grant of \$239,309 from California Volunteers that will be matched by \$319,183 in private funding. We have secured \$117,329 in matching funds from the Laureus Sport for

Narratives

Good Foundation/Mercedes-Benz USA. An additional \$188,000 in matching dollars has been committed by the host sites as the CAA model requires that host sites pay a percentage of the coach stipend to ensure their commitment and buy-in. Lastly, the budget includes \$13,854 in in-kind support from Nike for uniforms and from miscellaneous event space sponsors.

The propose budget covers the costs for: 20 MSY (10 FT and 20 HT members); staff oversight; host site and member training; background checks; coach uniforms with AmeriCorps logos; member support costs and other administrative costs. The budget also includes the costs for California Volunteers required trainings and the OnCorps Management system. The cost per MSY for the program is \$11,965. The cost per participant for this program is \$148.93. Analysis of the target population suggests that CAA can yield up to a \$29 Social Return on Investment (SROI) for every dollar spent on hiring a coach. This SROI is derived by analyzing the average costs of incarceration and treatment for obesity-related illnesses of the youth targeted by this program had they not experienced the impacts of this program on their physical and mental health.

2. Budget Adequacy

Up2Us Sports has six years' experience managing AmeriCorps and other federal grants. This expertise proved critical in developing a budget that reflects allowable costs that adequately address recruiting, supporting, and evaluating CAA coach members in Los Angeles, and that creates a proper balance between program operating and member support costs.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

A. General Clarification Items:

1. The amount under consideration is the same amount that was proposed by Up2Us Sports. However, we have amended the budget slightly, which has resulted in a lower Cost/MSY. Please see section B1.

B. Programmatic Clarification Items:

1. In order to provide a more competitive cost/MSY, we have moved the Site Visits from National

Narratives

Office Staff Travel to the grantee match side. This results in a lower Cost/MSY of \$11,783 (previously \$11,965), with our total California Volunteers share being \$235,655. In order to maintain a high level of training and support/oversight for our members, we have kept Member Costs (Section II) the same, as well as Personnel, Fringe, Supplies, Member Training, and Other (Section I).

Administrative/Indirect Costs (Section III) have been adjusted accordingly. These figures have also been reflected in the Executive Summary.

2. AmeriCorps members will produce significant and unique contributions to existing efforts by both expanding and improving upon the existing services of local community-based organizations working in low-income neighborhoods where a lack of opportunities for physical activity, poor eating habits and poverty negatively impact thousands of school-aged youth. AmeriCorps members will enable these organizations to offer programs and services to more low-income, underserved youth than they would otherwise be able to serve. In addition, the Up2Us Sports training all AmeriCorps members will take part in prior to their placement with these organizations, as well as the ongoing training they will receive throughout their year of service, will enhance the quality and positive impact of the programs offered by these organizations.

3. Up2Us Sports will provide written materials to volunteers through our members and Host Sites which will dictate AmeriCorps rules and regulations for ongoing and episodic volunteers. As outlined in the proposal, members and Host Sites will be made aware of AmeriCorps rules and regulations through MOUs generated by Up2Us Sports Program Managers.

4. Up2Us Sports works to ensure that all AmeriCorps members are given roles through which they expand and improve upon the work being done by their host site. All members are placed in roles where they increase their host site's capacity to serve more low-income youth and to increase the positive impact of their programs. In order to expand and enhance Host Sites' services, members must be in addition to existing staff, volunteers and/or interns. In addition, Host Site contracts clearly state that AmeriCorps members will not duplicate, displace or supplant volunteers, staff and/or interns in their organizations.

5. Further description has been added to these uniform line items in the budget. Each member is provided with 4 t-shirts, 1 pair of shorts/pants, 1 pullover, and 1 bag (in-kind total of \$200 for this set

Narratives

of gear). The ¿CV Screen-Printing on Member Service Gear¿ is the added cost of screen-printing the California Volunteers/AmeriCorps logo on the gear mentioned above.

6. The California program address has been updated in the SF-424 Facesheet.

C. Budget Clarification Items:

1 - 3. These items have been addressed in the Budget Narrative.

4. Our CCR/SAM registration was renewed as of 4/11/16.

5. Our financial situation has dramatically improved as a result of gains from our fundraising efforts. This is evident in our most recent 2015 Audited Financial Statements, which was just released by our external audit firm. Based on the 2015 financial report, we reported a significant surplus of \$107,677, with an unrestricted surplus of \$568,957. Based on our current year to date financial reporting in 2016, this trend has continued. We therefore assure you that we have the capacity to raise the requisite match amounts to support and effectively operate this program. A copy of our most recent audit is available upon request.

D. Performance Measure Clarification Items

4. Candidates for the AmeriCorps Coach Across America (CAA) in California program will be identified with the help of People Assisting the Homeless (PATH) and Goodwill, both with over 20 years of experience recruiting and serving veterans. PATH will help screen veterans from the community for selected host sites, as well as train host sites to recruit veterans as volunteers. Goodwill will also help recruit and screen veterans, but directly from military bases and in partnership with the Wounded Warrior Battalion at Camp Pendleton. These collective efforts will generate a large pool of veterans to recruit from.

Through the application and selection process, we will identify the top 30 candidates to be AmeriCorps CAA in California members and recipients of Segal AmeriCorps Education Awards from PATH and Goodwill. Our existing coach program has a different recruitment pathway. Recruitment for these slots happen at the host-site level (assisted by Up2Us Sports). The recruitment pathway for this project ensures high quality veteran candidates.

Narratives

1 -3, 5 - 9. These items have been addressed in the Performance Measures section.

E. Evaluation Clarification Items: N/A

F. MSY with No Program Funds Attached Clarification Items

At this point, we are not requesting No-Cost MSY from California Volunteers.

Continuation Changes

N/A

Grant Characteristics