

Please send me:

Local MBK Action Plan

General Information

1. What is the title of your project? * **Expansion of the Cohort of Champions Program**
2. Please provide a brief summary of your project, including an overview, populations served and success measures. * 2000 **WILL INSERT LAST**
GG INSERT THIS
3. Please select which of MBK's key focus areas your project will address: * **Both**
4. Please select which type of project you will advance: * **Replicating an evidence-based initiative from another community**
5. Person submitting application name * **Watson Haynes, II**
6. Person submitting application title * **President & CEO, Pinellas County Urban League**
7. Person submitting application email * **whaynes@pcul.org**
8. Project manager name * **Kenneth Irby**
9. Project manager title * **Community Intervention Director**
10. Project manager email * kenneth.irby@stpete.org

Organization Information

1. Organization Name * **Pinellas County Urban League**
2. Organization URL * <https://www.pcul.org>
3. Organization Street Address * **333 31st Street North**
4. Organization City * **St Petersburg**
5. Organization State * **FL**
6. Organization ZIP Code * **33713**
7. Organization CEO/ED * **Watson Haynes, II**
8. Organization CEO/ED Title * **President & CEO**
9. Organization CEO/ED email * whaynes@pcul.org
10. Organization Year of Establishment/Incorporation * **1977**
11. Organization annual budget * **\$5,450,917**
12. Organization Mission and Focus * **The mission of the Pinellas County Urban League, as stated by the National Urban League, is "to enable African Americans to secure economic self-reliance, parity, power and civil rights." The agency's work and programming focuses on providing health and economic empowerment services that lead to healthy lifestyles and financial self-sufficiency, such as our Highways to Health (H2H) Mobile Health Unit, the Career Connections Center, the Serious Business Entrepreneurial Academy, the Financial Empowerment Center (supporting financial literacy) and affordable housing development.**

Describe your organization's experience serving the BYMOC population. Be sure to include how your organization has supported your community's response to the previous MBK Community Challenge (service on the local MBK Task Force, implementation of the key part of the local MBK Action Plan) and/or demonstrated a major contribution to one or more of the following local efforts: 1) Mentoring recruitment, training, or program expansion; 2) Youth Violence Prevention; and 3) Developing cross sector partnerships in support of BYMOC or Opportunity Youth.

Please include clear measures of success for past experiences and any information that describes why your organization is uniquely qualified to manage this project. * 3500 / 3377 DONE

Pinellas County Urban League (PCUL) will serve as the fiscal home and collective impact hub of the proposed Cohort of Champions program expansion, co-leading a team of 11 service provider partner organizations working in concert to implement the program's evidence-based components.

PCUL is uniquely qualified to serve as collective impact hub of the project by virtue of a) its two decades of experience implementing evidence-based youth violence prevention programming, b) its founding role in the local My Brother's Keeper (MBK) Action Plan, and c) its five years of experience as home of The 2020 Plan, a collective impact initiative of 100+ partners working together to accelerate poverty reduction in the project's service area. The latter has helped achieve record-setting rates of African American poverty reduction over the past two years of Census data, *specifically by multiplying opportunity pathways* for youth and parents in poverty.

In addition to PCUL's commitment to the MBK vision, all but one of the project's 11 service provider partners has been integrally involved with developing and implementing St. Petersburg's MBK Action Plan, which was unveiled in December 2016, after the City of St. Petersburg formally accepted President Barack Obama's My Brother's Keeper challenge early that year.

PCUL and MBK Action Plan partners have deployed the collective impact approach to achieve measurable progress in recent years, in improving life outcomes for boys and young men of color (BYMOC). Examples of progress include the following:

- **Average 77% increase in youth employment over the past three years** – PCUL and eight project partners have worked together since 2015 to grow youth employment in the proposed service area, and to increase the ratio of young men enrolled in youth employment programs. The effort led to 86% growth in the number of youth earning income and experience through employment programs in 2015, then 78% and 70% growth in 2016 and 2017 respectively (compared to the 2014 baseline).
- **Male juvenile arrests down 39.5% since 2014** - The St. Petersburg Police Department's Second Chance program opened doors in 2015 at City Recreation Centers to steer first & second-time young offenders into community service opportunities, rather than booking them into the county's juvenile detention center. So far, 259 young people (83% of them male)

have entered the program and 233 completed it, offering them a second chance to avoid the prison pipeline, and saving taxpayers hundreds of thousands of dollars in detention costs.

- **In school disciplinary infractions declined by 80% and 75% of participants with a failing letter grade improved the grade** – The Cohort of Champions program (the program that is the subject of this proposal) was launched in late 2016, marking the first time local government had directly invested in a comprehensive community-led after/out of school program for at-risk BYMOC (and their families). The Cohorts program is designed to improve BYMOC’s academic and life outcomes, while helping young men and their parents find pathways to education, employment and entrepreneurship. It engaged 132 BYMOC in its inaugural year, along with 50 of their parents and caregivers, and among youth participants, succeeded in reducing disciplinary infractions and juvenile offenses, as well as improving academic performance.

Describe your senior leadership team, their roles, backgrounds and how they contribute to operating a fiscally sound, high-performing organization that will successfully manage the grant. Also describe any systems, policies, procedures, awards, recognitions, past grant experiences, etc. that convey your qualification to manage this project. * 2000 / 1995 DONE

The program will be staffed by 34 professionals (including sub-grantee staff across all program components). A senior leadership team of six will steer the effort, including the MBK Community Coordinator and five other professionals:

- **Watson Haynes, II** (CEO, Pinellas County Urban League) will oversee on-time implementation of the program; lead fiscal accountability and reporting; and help to catalyze resources. He has led the agency to financial health and strength, sustaining PCUL’s record of clean audits.
- **Nikki Capehart** (City of St. Petersburg Urban Affairs Director) will coordinate program contributions across multiple City departments, including the South St. Petersburg Community Redevelopment Plan, youth employment programs, and the City’s business assistance center. She will also lead the program’s youth and family retreats and convenings.
- **Rev. Kenny Irby** (St. Petersburg Police Department Community Intervention Director; and Founder, Men in the Making program) will lead design and implementation of the program’s critical mentoring approach. He will also serve as chief integration officer between the program and the St. Petersburg Police Department.
- **Dr. Lewis Brinson** (Minority Achievement Officer, Pinellas County Schools) is responsible for planning and coordinating initiatives to close all achievement gaps across Pinellas County Schools. He will coordinate district investments in the program, including predictive data sharing and targeted recruitment of students at highest risk for crime and school failure.
- **Gypsy Gallardo** (CEO, The 2020 Plan and Co-Chair of City’s My Brother’s Keepers initiative) will serve as Executive Director of Collective Impact, leading coordinated action toward the five core activities of collective impact. She has 27 years of experience helping to design community initiatives that create new opportunity structures in low-income communities, and has designed 20 collective impact initiatives since 2004.

Describe how the youth voice - BYMOC in particular - informs and shapes strategic decision making within your organization. * 1500 / 1489 DONE

It has been and will remain a priority for MBK Action Plan efforts to engage the youth voice to inform and shape strategic decision-making.

PCUL has a long history of elevating the youth voice, through platforms such as the Urban League Young Professionals and the local NULITES program, which trains and empowers teens in self-directed community service initiatives.

In addition, over the past five years, program partners have made a concerted effort to raise the visibility and influence of young people in crafting advancement strategies, including:

- The City created the Mayor's Youth Congress in 2013, and the St. Petersburg Police Chief created the Youth Advisory Council in 2017, while City Recreation Centers launched The Ambassadors program, all designed to activate the energy and voices of young people. As one example, the Youth Congress and the Ambassadors traveled for the first time to the Florida capitol earlier this year to lobby change in policies that negatively impact their peers.
- The 2020 Emerging Leaders Program, this year offers paid stipends to 10 high school age youth and 10 young adults to serve on the One Community Plan Development Committee which is steering design of a comprehensive 10-year economic growth plan for the program service area. Young men's insights have already influenced the plan's adoption of major initiatives to create more opportunity pathways for young men, including a solar-energy production center as a job creator for youth.

Conflicts of Interest: Please disclose any known or potential conflicts that you or any member of your organization may have with the Obama Foundation or the Foundation's Board of Directors. You must disclose any (i) close/familial relationships; (ii) direct or indirect financial interests; or (iii) any other connection or relationship that may give rise to the appearance of a conflict of interest. * 3500

None of our local stakeholders have known or potential conflicts of interest with the Obama Foundation or the Foundation's Board of Directors.

Disclose if your company and/or its principals have been involved in civil or criminal litigation, administrative or regulatory proceedings or governmental actions over the past ten years. If so, summarize the circumstances and the status or outcome of litigation. * 3500

Neither the Pinellas County Urban League, nor any of its principals has been involved in civil or criminal litigation, or administrative or regulatory proceedings or government action over the past ten years.

Project Information

Describe your community and the need for this project. Be sure to include data on challenges and demographics. * 2000 / 1962 DONE

The program will engage young men ages 12 to 18 who live in South St. Petersburg, 25-square miles that occupy just over one-third of St. Petersburg's land mass and house 78% of the city's African American population.

The community of 80,000 can best be described as "turning a corner." In 2012, the area was identified by officials as the largest concentration of poverty in Pinellas County, Florida, and as home to the highest levels of adult and juvenile arrests.

Analysis of underlying factors found that **the status of black men and boys** was "the single most powerful factor in the perpetuation of poverty" in the community. From 2000 to 2012, the number of black men in poverty nearly doubled to 5,360.

Separately, a June 2013 point-in-time study estimated that 5,600 black men from St. Petersburg were incarcerated or under system supervision such as parole, equating to 26% of all black men who call the city home; and that incarceration accounted for 65% of men sidelined from the labor market (i.e., not working due to incarceration, institutionalization or disability).

Yet the landscape is changing. Since 2013, through collective impact initiatives, the area has begun to see rapid erosion of the toxic exposures that dimmed the life prospects of thousands of black men and boys over the preceding five decades of economic decline in the city's African American community.

Black male juvenile arrests fell 40.3% from 2013 to 2017, while the black male high school graduation rate rose from 49% to 61.5%, and African American college enrollment climbed by double digits.

Yet black boys and men still exhibit glaring disparities relative to white males. As examples, the high school graduation rate in 2017 was 83.8% for white boys versus 61.5% for black boys; and young black males are still 3.7 times more likely to be arrested in St. Pete. In 2017, the equivalent of 14% of the city's black male teens were arrested, versus 3.7% of white male teens.

Describe the program/intervention you wish to replicate or scale, including key program features, theory of change, why it is innovative, evidence of impact on the target population, which communities the program is currently operating, etc. Describe the type of evaluation that has been performed on the project, and by whom, you wish to grow, the level of evidence achieved, the need that it seeks to fill and why you are uniquely positioned to fill it. [Read our evidence standards here.](#) * 3500 / 3489 DONE

The project will scale the successful Cohort of Champions program (implemented in 2016 as part of the City’s MBK Action Plan), while replicating the comprehensive cross-sector approach of New York Mayor Michael Bloomberg’s interagency effort to reduce school absenteeism.

The program will function as a collective impact initiative, led by a cross-sector taskforce of over 50 organizations, and programmatically implemented by 11 agencies and 75 adult male mentors, all working toward the goals of reducing black male juvenile arrests to parity with white male teens, while increasing the number of black boys who access college and career pathways, and growing the mentor pipeline.

The theory of change is that a) the foundation of critical mentoring, combined with b) retreading young men’s psychology of automaticity (as is done by Chicago’s Becoming a Man initiative), and supported by c) wrap-around support for “whole families,” can permanently change the life trajectory of young men at high risk for crime and school failure.

As key strategies for effecting change, the program will be anchored in a mentoring approach designed with the elements of effective practice prescribed in the *Guide to Mentoring Boys & Young Men of Color* (MBK Alliance and the National Mentoring Partnership).

Programmatically, Champions will be a year-round intervention, engaging 100 high-risk and system-involved youth in year 1 and 150 in year 2, along with 80 of their parents and caregivers in year 1 and 120 in year 2.

For youth, the program offers 738 hours of programming, four days per week after-school, integrating evidence-based components for mentoring, academic and personal enrichment, and college & career pathways development. Year-long mentoring will be offered in two formats: group mentoring for all youth enrolled, and one-on-one mentoring for young men assessed at highest risk for crime and school failure. In summer, young men will also engage in seven-week internships.

For parents, the program offers 110 hours of programming and a foundation of wrap-around support through the 2020 Family Wrap Around program to help parents chart a path to increase their earnings, then complete training or other preparatory steps to get there.

For parents and youth together, an estimated 33% of families will engage in a 14-week Strengthening Families program of family skills training that has been found to significantly reduce problem behaviors while improving school performance.

Three program elements have undergone evaluations that demonstrate strong or promising evidence.

- The program will adopt the cross-sector coordinating approach of the NYC Mayor’s Interagency Task Force on Chronic Absenteeism. Among the findings of rigorous evaluation, “previously chronically absent students who had mentors gained almost two additional weeks (9 days) of school per year” and “were 52% more likely to remain in school the following year.”

- The program will adopt the automaticity training element of Chicago’s Becoming a Man program. Randomized control trials show large behavioral responses, including reducing total arrests by 28–35% and gains in high school graduation rates.
- The program will adopt the Strengthening Families family skills training model, which has undergone numerous multi-method evaluations (including randomized control trials) which affirm its efficacy.

The program will be the first “whole family” evidence-based intervention ever implemented in the community.

Describe how your program/intervention will not only provide direct service to BYMOC but also advance and advocate for systemic reforms in the public and private sectors (and/or via your communities’ MBK Community Challenge cross-sector body) that will lead to lasting change for the youth served by the project and beyond. * 2000 / 1868 DONE

The program will continue the fruitful work of its partners in charting systemic reforms over the past five years. Notable points-of-progress include:

- Formal adoption of the 2020 Plan poverty-reduction plan, a public-private collective impact initiative that has grown the number of poverty-exit programs available in South St. Pete, from one program in 2013 to 10 in 2017;
- Creation of the St. Petersburg Police Department Second Chance Program to reduce juvenile arrests and re-arrests (2015);
- Founding of the historic South St. Petersburg Community Redevelopment Area (CRA) which is the first CRA in Pinellas County to permit workforce development program investments (2015);
- Adoption of civil citations in lieu of arrests for misdemeanors (2016);
- Implementation of the Park, Walk & Talk initiative by the St. Petersburg Police Department to strengthen police-community relations (2016)
- Development of the Foundational Cultural Competency Program, training police cadets and officers on diversity and inclusiveness (2017)

Going forward, the program will work to cement the following systemic reforms (among others):

- The creation of a Social Impact Bond structure with codified investment policies at the city, county and state level, to increase the volume of workforce development programming for “hard to hire” population, including ex-offenders
- Implementation of universal performance evaluation metrics across all youth and family serving programs available in the community
- Quantified targets for expansion of the critical mentoring mentor pipeline, and the number of young men who benefit as a result.

- Co-creation of a countywide economic equity plan that will include codified pathways for connecting employment and business opportunities to the service area’s workforce and business owners (one-year planning process currently underway).

Describe how the replicated or scaled program will be different in your community or during this growth phase, and how it will address the need/problem you identified. * 2000 / 1974 DONE

The program will be different during this growth phase in the following ways:

- 1) It will expand the number of high-risk young men being engaged in youth violence prevention and mentoring programming (from 73 in 2017 and 100 in 2018 to 150 in the 2019-20 school year).
- 2) It will institutionalize the critical mentoring approach, while expanding the mentor pipeline, and creating a sustainable recruitment model to continue to grow the number of trained mentors working in the lives of BYOMC.
- 3) It will transition from a City-operated program to operate as a pure-breed collective impact initiative, led by community partners.
- 4) It will be the first rigorously evaluated youth violence prevention and mentoring program ever offered in the community; and as such will help to heighten standards for program evaluation in the service area.
- 5) It will tangibly connect the local MBK Action Plan as a contributing partner to the national MBK Alliance effort to grow the mentoring pipeline in communities across America.

Programmatically, the Obama Foundation grant will foster the following changes in the Champions program design:

- It will evolve from a two-day a week program to four days per week during the school year.
- It will extend operations to a year-round schedule with an organized seven-week summer program component (the program has not operated summer programming previously).
- It will grow from after-school academic and personal enrichment to include cognitive behavioral therapy programming for BYOMC as a component of after school programming, combined with the Strengthening Families model for parents and youth together.
- It will expand mentoring from group format to one-on-one and group format, and will enrich this vital program component by adopting a critical mentoring approach designed with the elements of effective practice prescribed in the *Guide to Mentoring Boys & Young Men of Color* (MBK Alliance and the National Mentoring Partnership).

Demographic Information

Total Served (#) **200 Unduplicated**

Ethnicity (%)

American Indian or Alaska Native

Asian

Black or African American 90%
Latino/Hispanic 5%
Middle Eastern or North African
Native Hawaiian or Other Pacific Islander
White 3%
Other 2%

Gender (%)

Male 100%
Female 0%
Non-binary

Income (%) – Low Income = 80% (National School Lunch Program (NSLP) or SNAP Eligible)

Age (%)

Under 12 years old
12-17 years old 90%
18-24 years old 10%
25-30 years old
Over 30

What are requirements for youth participation (age, work experience, education level)? How will youth (and mentors) be recruited? * 1000 / 996 DONE

The program will engage young men who are a) currently or formerly involved with the juvenile justice system, or b) identified as at high-risk using **Early Warning Indicators** embraced by Florida public schools as predictive for violence and school failure (e.g., attendance below 90%, 1 or more suspensions, course failure in English or Math).

Youth will be recruited through institutional and community channels. The program will partner with Pinellas County Schools and the Florida Department of Juvenile Justice to identify students meeting criteria above, and help recruit them through face-to-face recruitment meetings, including (as needed) home visits to targeted families.

Mentors will be recruited through a partnership among ten community partners (to start), including fraternities committed to the effort (Alpha Phi Alpha, Omega Psi Phi and Phi Beta Sigma) and community-active churches (Mt Zion Progressive Missionary Baptist, Greater Mt Zion AME, Bethel AME, and Bethel Community).

What are the key goals, objectives, activities and frequency of activity of your project? (At a minimum, this should include information on the planning stage, intended launch, completion, evaluation and other key milestones or inflection points) 1500

Year One:

Goals 1500

The overarching goals of year 1 are to increase the number of BYOMC who are succeeding in school and who are on track to “college and careers,” while strengthening the family health and financial capacity of more parents of BYOMC, and growing the pipeline of mentors engaged in the critical mentoring approach in our service area.

Process goals include the following:

- Establishing an effective and sustainable foundation for collective impact in youth violence prevention and mentoring (including a shared vision and shared outcomes tracking solution)
- Engaging a network of over 50 partner organizations and two programmatic leadership teams – the Champions Core Team and the Champions Cross-Sector Taskforce – to guide the effort
- Completing a time-phased work plan to achieve systemic reforms targeted by the program and its Cross-Sector Taskforce
- Raising resources toward the continuance of the program once Obama Foundation funding is expended

Objectives 1500 1471 DONE

Process objectives include:

- 1) Design and begin implementation of a multi-method program evaluation that includes - at a minimum – quasi-experimental design and multi-informant assessment strategy as well as formative and summative evaluation and the tracking of population indicators outside the scope of programmatic intervention (e.g., juvenile arrests communitywide)
- 2) Implement the PERC Care Coordination tracking solution for use by 11 partner organizations who will work hand-in-hand to implement the program’s components
- 3) Design the program’s collective impact underpinnings, including the five core conditions of collective impact (e.g., shared measurement and mutually reinforcing activities)
- 4) Formalize two layers of leadership - the Champions Core Team and Champions Cross-Sector Taskforce - and cement collective impact management and service management protocols
- 5) Train all project staff in the design and implementation of the program model, including training and certification in evidence-based program components
- 6) Recruit and train 50 adult male mentors in the critical mentoring approach
- 7) Execute agreements with national and local partners, advisors, affiliates and stakeholders of the program
- 8) Recruit 120 BYOMC to take part (allowing attrition to net 100 young men by day 90 of the program)
- 9) Complete preliminary design of a Pay for Success/Social Impact Bond structure to support re-entry and employment programming en masse among BYOMC

Key Activities 1500/ 1486 DONE

YOUTH

After-school, Mon. through Wed., 3 hrs/day:

- 45 mins Social Emotional Learning/Mindfulness and Healthy Snack
- 45 mins academic enrichment (Study Island curriculum) OR homework help, per need
- 45 mins employment OR entrepreneurship (YouthWorks OR 2020 CATCH Lite curricula)
- 45 mins self-selected enrichment (Arts Conservatory curriculum multiple tracks, e.g., performing arts, media production).

Weekly, Fri. for 3 hrs:

- Service learning with community orgs

Monthly:

- One-on-one mentoring for young men at highest risk, 5 hrs monthly (avg 2.5 hrs/session for 2 sessions)
- Group mentoring for all enrolled youth, 2.5 hrs twice monthly, including Becoming a Man replicated sessions
- Group mentor-mentee field trips for all youth, 6 hrs once monthly, 8 times
- Group Keys to Manhood forums for all youth, 8 hrs including lunch and breakfast, 4 times

Summer:

- 7-week Career Track Internship (1 week of intensive career & soft skills training and 6-week internships for 25 hrs weekly)

PARENTS

- 2020 Family Wrap Around program of twice monthly sessions avg. 1 hr/session with trained care coordinator to help parents plan, track and travel pathways to higher earnings, 6 to 9 months, per need
- Family Success Suppers showcasing successes, 2.5 hrs monthly for 12 months
- Power Retreats (for moms and dads) for 16 hrs/retreat, twice yearly for women and twice for men

YOUTH & PARENTS

- (Est. 33% of families) 14 weekly Strengthening Families skills training sessions, 2.5 hrs each

Outcomes 1500 / 1269 DONE

- 85% of young men enrolled on day 90 of the program will complete required minimum participation levels to be considered “completers,” as measured by activity logs

- 85% of completers will improve academic performance in school as measured by state standardized assessment scores and school grades, tracked each 9 weeks
- 80% of formerly chronically absent completers (i.e., those absent 10+ days in prior school year) will improve school attendance, as measured by school attendance records
- 80% of completers with current or former juvenile justice system involvement will remain crime and arrest free during the program year, as measured by arrest and citation data from the St. Petersburg Police and Pinellas County Sheriff
- 75% of completers will increase school engagement and positive attitudes towards academic success, as measured by pre vs post program score changes on the Educational Engagement Scale for Teenagers
- 75% of completers will increase social/life skills, as measured by pre vs post program score changes on the Positive Youth Development Inventory Retrospective
- 75% of completers will demonstrate appropriate knowledge of the college planning process, as measured by post program scores on the CAYCI- College and Career Readiness Subscale

Year Two:

Goals 1500 1171 DONE

The overarching goals of year 2 are to increase the number of BYOMC who are succeeding in school and who are on track to “college and careers,” while strengthening the family health and financial capacity of more parents of BYOMC, and growing the pipeline of mentors engaged in the critical mentoring approach in our service area, and reducing arrests and re-arrests among BYOMC, both among program participants and communitywide.

Process goals include the following:

- Establishing an effective and sustainable resource development strategy to continue the program after Obama Foundation funding is expended (seeking to raise an estimated \$7.5 million to fund five additional years of programming)
- Recruiting additional private sector partners and formalizing “bridging,” “on-ramping,” recruitment and job matching activities that help more program youth and parents to connect with job and business opportunities
- Creating a strategy for communicating and publishing program results
- Securing local, state and federal government commitments to enact a Pay for Success/Social Impact Bond structure to support re-entry and employment programming en masse among BYOMC

Objectives 1500 1236 DONE

Process objectives include:

- 1) Continue support of a third-party multi-method program evaluation that includes - at a minimum – quasi-experimental design and multi-informant assessment strategy as well as

formative and summative evaluation and the tracking of population indicators outside the scope of programmatic intervention (e.g., juvenile arrests communitywide)

- 2) Convene all year 1 partners for a comprehensive review of year 1 outputs and outcomes to identify ways to strengthen the program in year 2
- 3) Implement a resource development plan to secure an estimated \$7.5 million to sustain the program for at least five years after the Obama Foundation funding is expended
- 4) Recruit additional partners to the Champions Cross-Sector Taskforce
- 5) Recruit and train 50 additional adult male mentors in the critical mentoring approach (bringing program total to 75 active mentors)
- 6) Establish relationships with national organizations allied with the Obama Foundation MBK Alliance, and begin knowledge-sharing activities
- 7) Recruit 180 BYOMC to take part (allowing attrition to net 150 young men by day 90 of year 2 of the program)
- 8) Achieve systemic reforms targeted for year 2 (per the time-phased work plan developed in year 1)

Key Activities 1500/ 1486 DONE

YOUTH

After-school, Mon. through Wed., 3 hrs/day:

- 45 mins Social Emotional Learning/Mindfulness and Healthy Snack
- 45 mins academic enrichment (Study Island curriculum) OR homework help, per need
- 45 mins employment OR entrepreneurship (YouthWorks OR 2020 CATCH Lite curricula)
- 45 mins self-selected enrichment (Arts Conservatory curriculum multiple tracks, e.g., performing arts, media production).

Weekly, Fri. for 3 hrs:

- Service learning with community orgs

Monthly:

- One-on-one mentoring for young men at highest risk, 5 hrs monthly (avg 2.5 hrs/session for 2 sessions)
- Group mentoring for all enrolled youth, 2.5 hrs twice monthly, including Becoming a Man replicated sessions
- Group mentor-mentee field trips for all youth, 6 hrs once monthly, 8 times
- Group Keys to Manhood forums for all youth, 8 hrs including lunch and breakfast, 4 times

Summer:

- 7-week Career Track Internship (1 week of intensive career & soft skills training and 6-week internships for 25 hrs weekly)

PARENTS

- 2020 Family Wrap Around program of twice monthly sessions avg. 1 hr/session with trained care coordinator to help parents plan, track and travel pathways to higher earnings, 6 to 9 months, per need
- Family Success Suppers showcasing successes, 2.5 hrs monthly for 12 months
- Power Retreats (for moms and dads) for 16 hrs/retreat, twice yearly for women and twice for men

YOUTH & PARENTS

- (Est. 33% of families) 14 weekly Strengthening Families skills training sessions, 2.5 hrs each

Outcomes 1500 / 1269 DONE

- 85% of young men enrolled on day 90 of the program will complete required minimum participation levels to be considered “completers,” as measured by activity logs
- 85% of completers will improve academic performance in school as measured by state standardized assessment scores and school grades, tracked each 9 weeks
- 80% of formerly chronically absent completers (i.e., those absent 10+ days in prior school year) will improve school attendance, as measured by school attendance records
- 80% of completers with current or former juvenile justice system involvement will remain crime and arrest free during the program year, as measured by arrest and citation data from the St. Petersburg Police and Pinellas County Sheriff
- 75% of completers will increase school engagement and positive attitudes towards academic success, as measured by pre vs post program score changes on the Educational Engagement Scale for Teenagers
- 75% of completers will increase social/life skills, as measured by pre vs post program score changes on the Positive Youth Development Inventory Retrospective
- 75% of completers will demonstrate appropriate knowledge of the college planning process, as measured by post program scores on the CAYCI- College and Career Readiness Subscale

How will you measure success? Include outcomes for youth participants and for the program overall. Note implementation metrics, outputs and outcomes (both quantitative and qualitative), success measures, including goals, measurement tools and timeline for each. PART 2 Describe any external evaluations or evaluation partners. Additionally, please describe your plan for publishing results, best practices and lessons learned along the way. (Note: If any existing evaluations are in published form, please provide a URL where the study can be read.) * 2000/1985 DONE

The program will engage a third-party evaluator to implement a multi-method evaluation that includes - at a minimum – quasi-experimental design and a multi-informant assessment strategy as well as formative and summative evaluation and tracking of population indicators outside the scope of programmatic intervention (e.g., juvenile arrests communitywide, youth employment levels communitywide).

The program will measure success by progress toward pre-set performance targets for outputs and outcomes. Targeted life outcomes will include the following (summarized due to space limits; see detailed outcomes elsewhere in previous section):

- 85% of young men enrolled will complete required minimum participation levels to be considered “completers”
- 85% of completers will maintain or improve academic performance in school as measured by state standardized assessments and school grades, tracked each 9 weeks
- 80% of formerly chronically absent completers will improve school attendance, as measured by school records, tracked each 9 weeks
- 75% of completers will increase school engagement and positive attitudes towards academic success, as measured by pre vs post program score changes on the Educational Engagement Scale for Teenagers
- 75% of completers will increase social/life skills, as measured by pre vs post program score changes on the Positive Youth Development Inventory Retrospective

The third-party evaluator has not yet been selected; a scope of evaluation was drafted by Urban Market Analytics (UMA), a firm that specializes in designing, funding and evaluation place-based solutions to the problems of poverty and inequity.

In publishing results, UMA will work with the third-party evaluator to chronicle implementation, document innovations and deviations from evidence-based models, and create case studies and success stories. We will ask that the third-party evaluator pursue peer and industry review as well as publication of evaluation reports and findings.

Leadership and Collaboration

Who are the key leaders involved in this project? Provide names, titles, roles, percentage of their time dedicated to this project and brief bios that describe why they are qualified for this work. Please click the add button to list up to five key leaders.

1. Name: Rev. Watson Haynes, II

- **Title:** CEO, Pinellas County Urban League, Co-Chair Champions Cross-Sector Taskforce
- **Role 500:** Rev. Haynes will jointly oversee on-time implementation of the program; lead fiscal accountability and reporting; co-lead partner recruitment and convening; and help catalyze resources. He will co-convene quarterly meetings of the Cross-Sector Taskforce to review progress, celebrate successes, set course corrections, and continue to galvanize support. He will also serve on the program’s Core Team, which will meet monthly as a de facto board of directors.
- **Percentage of time dedicated to this project:** 10
- **Bio 500:** Rev. Haynes has over 30 years of experience in community development and educational advancement. Prior to becoming CEO of the Urban League in 2012, he held management positions with St. Petersburg College and Florida Department of Labor. Rev.

Haynes has been appointed by two Florida governors to serve public commissions and councils. He is also former Co-Chair of Concerned Organizations for Quality Education for Black Students, which has led successful policy change advocacy for 18 years.

2. Name: Rev. Kenneth Irby

- **Title:** Pastor, Historic Bethel AME Church; St. Petersburg Police Department Community Intervention Director; Founder, Men in the Making mentoring program
- **Role 500/491:** Rev. Irby will lead the design and implementation of the project's critical mentoring approach, including recruitment of mentors. Other roles include service as liaison and chief integration officer between the project and the programming and resources of the St. Petersburg Police Department; and as co-convenor of quarterly meetings of the Champions Cross-Sector Taskforce. Day to day, Rev. Irby will serve as a supervisor and accountability partner with the MBK Community Coordinator.
- **Percentage of time dedicated to this project:** 40
- **Bio 500:** Rev. Irby was named in 2016 as the first Community Intervention Director for the St. Petersburg Police Department by Mayor Rick Kriseman. He serves as City liaison to the My Brother's Keeper Alliance. He is also founder & CEO of Men In the Making - an innovative role modeling and academic enrichment program for black and brown male youth that was recognized by the American Graduate Project in the Top 10 programs in the nation for reducing dropout, and redirecting the prison pipeline in 2014.

Name: Nikki Gaskin-Capehart

- **Title:** City of St. Petersburg Urban Affairs Director
- **Role 500:** Nikki will coordinate program contributions from multiple City departments, including the South St. Petersburg Community Redevelopment Plan, youth employment programs, and the St. Petersburg Greenhouse (the City's business assistance center). She will also lead youth and family retreats and convenings that are vital components of the program, in addition to raising resources for youth and parent incentives and stipends to maximize participation.
- **Percentage of time dedicated to this project:** 20
- **Bio 500:** Appointed by the Mayor, Nikki is St. Petersburg's Director of Urban Affairs where she works to develop the policy agenda for South St. Petersburg and the South St. Petersburg Community Redevelopment Area, across city departments. Her prior positions have included Deputy District Director for Congresswoman Kathy Castor, Executive Director of the Partnership for a Healthier Pinellas, Outreach Director for Congressman Jim Davis, and Assistant VP of Community Development Banking for AmSouth Bank.

Name: Gypsy C. Gallardo

- **Title:** Executive Director, Collective Impact and CEO, The 2020 Plan
- **Role 500/515:** Gypsy will lead the collective impact design of the project, 1. facilitating stakeholders to lay a foundation for collectivism (e.g., common agenda; shared decision-making and measurement; and mutually reinforcing activities); and 2. leading and supporting

staff and stakeholders to carry-out the five core activities of collective impact (to guide vision and strategy, support aligned activities, established shared measurement practices, build public will and mobilize funding).

- **Percentage of time dedicated to this project:** 50
- **Bio 500:** Gypsy has designed 20 collective impact initiatives since 2004, achieving measurable impact in areas such as growing youth employment, expanding the system-of-care's bandwidth of poverty-exit programs, and increasing the number of micro and small businesses accessing capital to grow. She is a graduate of Harvard's Kennedy School and a 27-year practitioner in designing, funding and evaluating place-based initiatives that improve life outcomes for low-income people and communities.

Name: Carlos Daniels

Title: Cohort of Champions Outreach Coordinator

Role 500: Carlos will serve as primary point person for youth and family support activities, including connecting families with resource partners to meet life needs; troubleshooting and conflict resolution among participants and between participants and program staff; outreach to re-engage youth and parents who are at risk of falling below required minimum participation levels; and, during recruitment cycles, leading one-on-one and group recruitment activities.

Percentage of time dedicated to this project: 100

Bio 500: Deeply involved in the community, Carlos is a 30-year City employee who formerly worked with youth at the grassroots in Recreation Centers, managing enrichment programs. He now leads daily youth and family support activities for the Cohort of Champions program. He is a certified child care worker with an early childhood education center director credential and is President of St. Pete Heatwave Youth Sports traveling basketball team, a volunteer role he treasures.

Winning applicants will receive a matching grant to hire a full time MBK Community Coordinator. MBK Alliance will run this process and approve candidates that will be hired by your organization. Describe intended roles and responsibilities for this person, including reporting relationships on behalf of your communities' MBK Community Challenge cross-sector leadership body. * 1500 / 1493 DONE

We will ask that the "high-touch support from MBK Alliance" include helping local leaders to shape the roles and responsibilities of the new MBK Community Coordinator, which will include:

- Working with the Executive Director of Collective Impact and senior leadership team to recruit and structure the engagement of organizations in the program's partner network;
- Co-Chairing the Cross-Sector Taskforce, to lead the group through a phased-process of identifying gaps and assets in interventions to change the life trajectory of more BYMOC in St. Petersburg; developing recommendations and plans; assessing progress toward goals and supporting third-party evaluation;

- Supervising day-to-day management of the program, which will include daily and weekly interactions with service providers leading the components of programming;
- Publicly representing and introducing the project to diverse audiences in the roles of speaker and partner; and
- Aiding the program’s seasoned resource development team in catalyzing resources for continuance of the program beyond Obama Foundation funding.

The MBK Community Coordinator will be supported by a full-time Assistant whose compensation will be covered through local cash match; and will have supervisory authority with centralized project staff, drawing upon their specialized skills to support success.

This professional will report to two senior leaders – PCUL’s CEO Watson Haynes, II, and St. Petersburg Police Department’s Rev. Kenny Irby.

**Who are your key collaborative partners – including nonprofits, government, corporations and/or education institutions? Provide organization names, organization overviews and descriptions of their roles in your project. If the proposal builds on an existing partnership, describe the history of that collaboration. Applicants must submit a letter of support for one collaborative partner. *2000/1994
DONE**

The proposed program builds on an existing partnership that has thrived over the past five years since Mayor Rick Kriseman embraced the 2020 Plan (a collective impact initiative) as a top five priority for the City of St. Petersburg. The 2020 Plan Taskforce has grown to include the contributions of 100 partners toward the goal of reducing poverty by 30% in South St. Petersburg by the year 2020, by multiplying opportunity pathways as an accelerant to poverty reduction. A sub-set of these partners helped create the MBK Action Plan in 2016.

Going forward, the project will engage over 50 partners in the vision to close the gaps in arrests, education and employment among BYMOC. Committed partners include 11 collaborating service providers (listed below); three post-secondary institutions; 20 private-sector employers, two research and evaluation partners; over a dozen supporting community-based and faith-based organizations (including fraternities partnering to recruit a pipeline of mentors), and public institutional partners such as the Juvenile Justice Citizens Academy (by the Florida Department of Juvenile Justice), and Pinellas County Public Schools (America’s 27th largest school district).

The 11 service providers that will work in concert to implement the program are

1. The Pinellas County Urban League (and 2020 Plan Taskforce, which is housed at the Urban League)
2. The Pinellas Ex-Offender Re-Entry Coalition
3. Arts Conservatory for Teens (ACT)
4. Pinellas Opportunity Council
5. Cross & Anvil Human Services

6. The City of St. Petersburg (and St. Petersburg Police Department)
7. Mt Zion Human Services
8. Tampa Bay Black Business Investment Corporation
9. St. Petersburg Area Chamber of Commerce
10. St. Petersburg College (where the Keys to Manhood initiative is housed)
11. Men in the Making

Please note, the character limit for this section does not permit us to comprehensively list or describe partners; we stand ready to provide a full detailed roster, upon request.

How will you work with your mayor, county executive, tribal leader/council, or other relevant local or state leadership? What's your track record of working with this entity? *2500 /2473 DONE

PCUL has a track record spanning nearly four decades working with government officials at all levels. Within the context of this proposal, PCUL has a five-year track record working hand-in-hand with city, county and state leaders on a collective impact initiative to accelerate poverty reduction, and a two-plus year track record working with the City's MBK Action Plan.

This has included joint execution among program partners of **strategies for systems change and the cultivation of new policies**, as well as collaborative efforts to **grow the number of opportunity pathways** available to South St. Petersburg residents through micro & small business development, workforce development, and economic development efforts.

With the City of St. Petersburg as a cornerstone partner, South St. Petersburg residents have achieved record-setting levels of youth employment and micro & small business formation, along with all-time low youth arrest and detention rates for young people from zip codes that previously ranked in the top 20 in Florida for juvenile crime.

The City's role has included increased funding and leverage to opportunity pathway initiatives, expanded media development and celebration of community successes, quality improvements and restructuring City-supported programs for greater impact, pioneering of new programmatic efforts such as a new workforce collaborative for greater efficiency in the labor market, and the creation of heightened performance evaluation standards.

The program will continue this public-private partnership framework to achieve innovations that accelerate our current pace of progress. Government contributions to the program include the following:

- The City is providing \$1,400,000 in cash funding, as well as in-kind staff time across departments.
- Pinellas County Schools will commit in-kind staff and space resources, including the assignment of Dr. Lewis Brinson, Minority Achievement Officer, to serve as a liaison in

securing school attendance and performance data for participants (including grades, test scores and behavior-related data) on-going.

- Florida Department of Juvenile Justice will be called upon to provide 1. in-kind staff time, including a data liaison to secure arrest, citation, detention, and court compliance data for program participants who are currently or previously involved in the juvenile justice system; and 2. adoption of the program as a priority of the Juvenile Justice Citizens Academy.

Please describe the national and regional organizations already working in your community to improve life outcomes for BYMOC and if/how you are working with them. (For example: Campaign for Black Male Achievement (CBMA), MENTOR: the National Mentoring Partnership, National CARES Mentoring Movement, Black Male Engagement Initiative (BMe), Cities United, PolicyLink, Bloomberg Associates, Aspen’s Center for Native American Youth, National League of Cities, Sierra Health Foundation/CA Funders for BMOC, Executives’ Alliance for Boys and Men of Color, etc.). *1000/999
DONE

Several national and regional organizations have linked arms with local stakeholders to improve life outcomes for BYMOC. As examples, the Annie E. Casey Foundation has devoted substantial resources to reduce disproportionate minority youth contact with the juvenile justice system; the Cities of Financial Empowerment Fund is working with United Way Suncoast to grow the BankOn financial capacity-building initiative; JPMorgan Chase has invested extensively with CareerEdge Funders Collaborative to grow workforce development programs that bridge more low-skill workers into new and higher paying jobs; and PolicyLink is currently in talks with Unite Pinellas and the Foundation for a Healthy St. Pete about the possibility of helping to create infrastructure for an emerging Equity Plan for Pinellas County.

Our program has not yet partnered with national organizations cited in the MBK Alliance RFP, and would embrace the opportunity to do so, if selected as an Obama Foundation grantee.

Budget and Sustainability

How much grant money are you requesting from the Obama Foundation? Per the grant guidelines, organizations can apply for between \$100,000 and \$500,000, which must be matched in cash 1:1. *

\$500,000

What is your total project budget? *

\$2,332,292

Describe how this project, and the broader MBK work in your community, will be supported for the long-term after Obama Foundation dollars are depleted in two years. Describe revenue and matching sources, including what’s currently committed versus what needs to be raised. *2500/2207
DONE

FORECASTED FUTURE OF PROGRAM

The Cohort of Champions program is designed to reach a “tipping point” level of youth enrollment in the year 2020, which – if reached - will enable us to gradually reduce the program’s service volume over subsequent years while continuing to see steady progress toward the goal of closing the gap in black male youth arrests to parity with their white peers.

This schedule of intervention will heighten our ability to sustain efforts through the year 2025, when we forecast that the service area will have “closed the gap” in youth arrest and detention (for BYOMC versus white male youth), and permanently lowered the rate of youth violence, arrest and detention among BYOMC.

Given the steady progress of recent years, coupled with the pace of systems change taking place, we believe it possible to achieve this gap-closing target within the next seven years.

SUSTAINING POST-OBAMA FOUNDATION

We expect that in the year following the two-year grant period (the final year of Mayor Rick Kriseman’s second term), the program will be funded by the City of St. Petersburg and other local funders that have financially seeded collective impact initiatives here in recent years.

The program team – which includes seasoned resource development professionals - will also aggressively pursue other resources – public and private, local and national – to sustain the seven-year plan to close the gap in black male youth arrests and detention. As examples of resource raising capacity, the program’s Executive Director of Collective Impact has written proposals that secured over \$70 million for place-based initiatives to better life in low-income communities; Pinellas County Urban League CEO Watson Haynes has raised over \$20 million; and at the grassroots, Rev. Kenny Irby has raised hundreds of thousands of dollars to fund mentoring, role modeling and academic enrichment programs for black and brown boys.

Supplementing this, resource raising targets will be among the output targets tracked on-going.

STATUS OF REQUIRED MATCH

The project has garnered 2.8 times the Foundation-required \$1:\$1 cash match; \$1.4 million is committed by the City of St. Petersburg (see uploaded letter).

**Do you plan to make subgrants as part of your program? If so, please describe in detail. *1500 / 1473
DONE**

Yes, six of the 11 service providers implementing program components will receive sub-grants as part of the program. Three of the six will receive grants or sub-grants from City of St. Petersburg matching dollars, while three of the seven will receive sub-grants from Obama Foundation funding, as follows.

- Arts Conservatory for Teens (ACT) – has successfully anchored the Champions program over the past 17 months since its founding; ACT will implement the proposed program’s

three-day-a-week after school academic and personal enrichment activities, in three convenient locations offering access to youth across South St. Petersburg [total funding \$435,000 over the two years; \$217,500 from the Obama Foundation].

- Men in the Making (MIM) – has been a partner to the City’s MBK Action Plan since inception; MIM will design and implement the critical mentoring component of the program [total funding \$212,500; \$106,250 from the Obama Foundation].
- The 2020 Plan (2020)– has been a partner to the City’s MBK Action Plan since inception; 2020, working with the Tampa Bay Black Business Investment Corporation, will jointly implement the employment and entrepreneurship pathways component of the program (total funding \$160,000; \$50,000 from the Obama Foundation).

Partners who will receive grants or sub-grants from the City’s matching dollars for the program are St. Petersburg College, Pinellas Opportunity Council, and Tampa Bay Black Business Investment Corporation.

Attach

Letter of support from your mayor, county executive or tribal council leadership or approved MBK Alliance National Partner. *

Choose file

One letter of support from a key collaborative partner. *

Choose file

Letter of confirmation from match funders. A minimum of 50% of the match must be confirmed at time of application. If you have more than one funder that gurantees your 50% match, please scan multiple letters into one file. *

Choose file

Your Communities' MBK Local Action Plan *

Choose file

List of board of directors (include names, board title and company/organization title) *

Choose file

501(c)(3) Determination Letter *

Choose file

Most recent audited financial statements – including 2 years of 990s reports (where available)

Choose file

2018 organization budget and FY 2019 projection *

Choose file

2000 character summary on general information page:

The project will scale the successful Cohort of Champions program (implemented in 2016 as part of the City's MBK Action Plan), while replicating the comprehensive cross-sector approach of New York Mayor Michael Bloomberg's interagency effort to reduce school absenteeism.

The program will function as a collective impact initiative, led by a cross-sector taskforce of over 50 organizations, all working toward the goals of reducing black male juvenile arrests to parity with white male teens, while increasing the number of black boys who access college and career pathways, and growing the mentor pipeline.

Champions will be a year-round intervention, engaging 100 high-risk and system-involved youth in year 1 and 150 in year 2, along with 80 of their parents and caregivers in year 1 and 120 in year 2. The program will engage young men who are a) currently or formerly involved with the juvenile justice system, or b) identified as at high-risk using Early Warning Indicators that are predictive for violence and school failure (e.g., attendance below 90%, 1 or more suspensions).

For youth, the program offers 738 hours of programming, four days per week after-school, integrating evidence-based components for mentoring, academic and personal enrichment, and college & career pathways development; and **for parents**, 110 hours of programming and a foundation of wrap-around support to help parents chart a path to increase their earnings and strengthen their families.

The program will be the first "whole family" evidence-based youth violence prevention and mentoring intervention ever implemented in the community; it will measure success by progress toward pre-set performance targets for outputs and outcomes, including (as examples) 85% of completers will maintain or improve academic performance in school and 75% of completers will increase school engagement and positive attitudes towards academic success.