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Executive Summary

The Sunset Park Community Allies AmeriCorps program, located in the Sunset Park community of Brooklyn, NY, is dedicated to strengthening services for youth and families and increasing self-sufficiency in order to break the intergenerational cycle of poverty. A multi-site program with placements at local CBOs, the program uses a family systems approach to address the unmet needs of youth, helping families become stronger and more self-sufficient.

Rationale and Approach

Compelling Community Need:

Description of Community Need to be addressed within the target community

The Sunset Park neighborhood of Brooklyn, NY (2000 population: 122,972) is a crowded, industrial/manufacturing area with a largely low-income population and few major employers. A 2000 Census profile reveals significantly low levels of income and education. Forty-four percent of residents have incomes below 200% of Poverty. Over 40% of adults over age 18 do not have a high school diploma, indicating that a significant percentage of residents lack the skills and credentials necessary to achieve family-sustaining employment.

The majority of residents are immigrants (45%) or the children of immigrants. Most face significant barriers to family stability, including limited English proficiency, limited access to health care and social services, substandard living conditions or risk of homelessness, lack of childcare, financial instability, unemployment, exploitation in the workplace, fear of deportation, domestic violence, and acculturation difficulties. A 2008 Citizens Committee for Children report notes that 27% of adults speak English 'not well' or 'not at all,' indicating the difficulty community residents face when seeking employment or services.

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Sunset Park is a young community, with 28% of the population under the age of 18, and the effect of poverty on children and youth is of particular concern. Nearly 57% of children are born to poor families. Over 48% of births in Sunset Park are to single mothers (2008 CCC), placing strain on the caretakers' income and time to provide for their children. These statistics, coupled with New York's recent economic downturn, indicate increased risk for even greater levels of poverty in Sunset Park.

Families living in poverty, especially immigrant families, face many obstacles in providing a healthy and opportunity-rich life for their children. In Sunset Park, residents are more likely to be without a regular doctor (31%) than those in NYC overall (24%). Over half of 8th graders are not reading at grade level. (NYCDOE, 2007) To compound matters, schools are overcrowded and under-resourced, further compromising the educational foundation of children as they grow up in this neighborhood. More critically, the community has lacked a high school for many years, forcing youth to travel out of the neighborhood for secondary education. Many youth struggle with issues of truancy and academic failure, and confront challenges including teen pregnancy, substance abuse, and social/emotional stress from peers and in their homes. Almost one in ten births in Sunset Park are to teen mothers (2008 CCC), and a disproportionately high number of youth age 16 to 19 are out of school without a diploma (22.6%).

Sunset Park is estimated to have between 8,000 and 12,000 "disconnected youth," defined as low-level learners, non-readers and non-English speakers, youth who lack work experience and entry-level job skills, and immigrants without legal status. (NYC DOE, Office of Multiple Pathways. 10/06), Currently only 1,300 of these young adults are enrolled in services. Sunset Park's large disconnected youth population is destined for unemployment, welfare dependence, or low-wage, dead-end positions that will not lead to the career-track jobs that will change the trajectory of their lives for the better. This threatens to perpetuate an intergenerational cycle of poverty in Sunset Park.

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Rationale for selecting this need as focus:

As data show, Sunset Park families lack adequate resources to provide economic, educational and emotional structures to help children and youth break out of poverty. Sunset Park's community-based organizations are now working with a great sense of urgency to address the unmet needs of our youth, with particular emphasis on 16 to 26 year olds disconnected from school and/or work. In 2000, the U.S. Census projected a 20% increase among youth in the city by 2010. In response, the New York City Young Adult Task Force urged community leaders and service providers to target a greater share of collective resources toward preparing disconnected youth for the future. (November 2005 Time Is Now)

Over a year ago, Lutheran Family Health Centers (LFHC) joined 5 other major service providers -- Center for Family Life in Sunset Park, Fifth Avenue Committee/Brooklyn Workforce Innovations, Opportunities for a Better Tomorrow, Southwest Brooklyn Industrial Development Corporation, Turning Point -- and Kingsborough Community College to form The Sunset Park Alliance for Youth. While each agency has years of experience providing quality youth services to the community, we recognize the limitations of working in isolation. The Alliance is taking responsibility as a group to reach and engage as many disconnected young adults as possible and to strengthen services available to all Sunset Park youth. The Alliance is working to align services to create a comprehensive service delivery system and develop capacity to support those youth experiencing multiple and severe psychosocial stressors, so that the most fragile youth can engage and progress in services.

Even with a comprehensive approach, the Alliance has recognized that many youth, even those who are connected to services, will continue to fall through the cracks if their families are not supported and empowered. The proposed AmeriCorps program, Sunset Park Community Allies, will represent an

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extension of Alliance efforts, building the capacity of Alliance organizations to connect more youth to services and provide additional strengthening services for families to break the cycle of poverty.

Method used to identify the need

LFHC's Dept. of Community Programs conducts ongoing community needs assessments through focus groups, government data, inter-agency collaboration, and participation in local school and community board working groups. From these assessments, LFHC staff recognized a growing problem -- a high number of youth were disconnected from education and work opportunities. Lutheran staff reached out to other service providers in the community who were seeing similar trends in their assessments. As stated in previously, the service providers formed the Alliance as a collaborative effort to address the outstanding needs of Sunset Park's youth.

Documentation of the need

Sunset Park's needs are well documented in 2000 Census data, the 2008 Citizens Committee for Children's Keeping Track of New York City Children report, 2005 NYC Young Adult Task Force's 'The Time Is Now' report, and NYC health and education records.

Demonstration of need at each site

All member placement sites are located in Sunset Park, ensuring that member activities will serve the needs described above.

Description of Activities and Member Roles:

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Description of activities proposed to address the need

The proposed AmeriCorps program, Sunset Park Community Allies, will conduct activities that strengthen Sunset Park youth and families and increase family self-sufficiency -- in order to break the intergenerational cycle of poverty. The program will use a family systems approach to address the unmet needs of youth, helping families become stronger and more self-sufficient and enhancing their ability to provide emotional and economic support for their children.

Families are a web of interrelated systems: the proper functioning of each is vital to developing relationships among family members, and within communities. If one member of a family is positively supported by community services, the entire family benefits from that support. Resources provided to parents affect youth, just as programs for youth can strengthen the adolescent-parent bond and therefore the entire family system. Resources for families take many forms, from access to services to mental health and domestic violence counseling to adult education and vocational training.

As more youth become involved in meaningful education, service and career activities, agencies will have frequent opportunities to enroll other family members into needed services creating a broader safety net for the entire community. Working through this model, members will: 1) enroll disconnected youth into services and 2) increase families' access to and use of health, education and social services.

Member Roles

Members will increase access to services for Sunset Park youth and families to improve family self-sufficiency. Member roles will fall into two basic categories:

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(1) Youth Development: Increasing the number of youth who are connected to and utilizing community services

- * Outreach/Advocacy -- conduct outreach in the community to link more youth to appropriate services
- * Enhancement of Youth Services -- offer new services such as computer training, tutoring, GED classes, community service, vocational support, leadership opportunities, positive social supports and access to mentors

(2) Family Support: Enhancing families' ability to support youth by having members work more intensely with families.

- * Enrollment/referral/case management -- assist families through enrollment/referral processes to access necessary health, education, social services
- * Provide focused activities on family services such as, teen parenting support; adult and family literacy, including ABE, GED, and ESOL; and vocational services

Depending on the placement, members may function in one or both of these roles. Member roles are distinct from staff: providing complementary services to enhance capacity of staff to best meet the participants' needs.

Program Structure

The proposed program will consist of 20 full-time members, 5 part-time and 14 quarter-time education-award-only members. Members will be placed in the 6 Alliance partner agencies, the primary service sites:

- * LFHC's Department of Community-Based Programs (DCBP): For over 30 years, DCBP has assisted

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community residents in overcoming barriers to health and well-being. As an integrated, multi-service center, DCBP's Family Support Center provides clients access to a comprehensive array of education, employment, and family-strengthening services, helping residents work toward self-sufficiency. AmeriCorps members will provide family support, vocational counseling, case management, teen parenting education and support, youth development, and volunteer generation.

* Center for Family Life (CFL) is a neighborhood-based social service center offering a comprehensive range of enriching social services and supports. Since 1978, the Center has partnered with the community to identify shared goals and to implement programs that promote the healthy development of families and children and advance the quality of life for neighborhood residents. Members will primarily serve within CFL's Youth Employment Program. Other prospective placements include CFL's one-stop center, which provides family advocacy, and CFL's food bank.

* Fifth Avenue Committee (FAC) advances social and economic justice in South Brooklyn, principally by developing and managing affordable housing, building assets among low-income residents, creating employment opportunities, organizing residents, providing adult education and combating displacement caused by gentrification. Members will work specifically with the Brooklyn Workforce Innovations, an affiliate of Fifth Avenue Committee that empowers low -income community residents by helping them gain access to living wage employment opportunities and career paths through adult education and sector-based training programs.

* Opportunities for a Better Tomorrow (OBT) has been educating, training, and supporting at risk youth and adults to help them acquire the personal and professional skills they need to achieve rewarding employment, self-sufficiency, and productive futures since 1983. Members will serve within OBT's flagship youth workforce development program, developing outreach and service learning initiatives.

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* Turning Point's mission and goal is to change lives by providing comfort and help to troubled people. Turning Point provides a network of services, outreach and education programs. Core programs focus on education, youth leadership, career development, homeless services, addiction treatment and relapse prevention programs, HIV Education and services, and mental health services. Members will serve in youth focused programs, provide HIV outreach to teens and adults, support educational programming through special initiatives, and provide casework assistance in conjunction with program counselors.

* Southwest Brooklyn Industrial Development Corporation provides advocacy and services to help businesses in the Sunset Park, Red Hook and Gowanus neighborhoods grow and create employment opportunities for local residents. Members will support SBIDC's workforce development and training initiatives that link youth to employment opportunities.

Program structure alignment to Design

Full-time members will be placed throughout the community at Alliance organizations, helping to facilitate further integration of Alliance services, addressing the need to integrate youth services. The number of members requested is based upon the six Alliance partners' organizational capacity to support members and member-related program enhancements.

The program also proposes to initiative a pre-professional component to the program by requesting 14 quarter-time and 5 part-time Education Award only members to be placed at LFHC and other Alliance organizations. These members will be university and graduate students in social work, mental health, and CASAC programs, engaged in providing youth development and family strengthening services.

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The pre-professional component is an important contribution to integrating service learning into the training of future health and social service professionals. Such training placements provide invaluable exposure to high need populations and help students develop specialized skills to serve such communities. It is also an important opportunity to expose full-time members to students preparing for professional work in these fields, thus linking service to future professional paths.

Contribution to achieving the desired outcome

As a National Direct AmeriCorps sub-grantee under the National Community HealthCorps for the past 14 years, Lutheran has a wealth of experience implementing successful training, member development, and supervision strategies for AmeriCorps members. Lutheran's AmeriCorps program, Sunset Park Community HealthCorps, has produced over 275 successful graduates, many of whom continue to serve and work within Lutheran and other community agencies.

Sunset Park Community Allies will receive an initial week-long Pre-Service Orientation, bi-weekly AmeriCorps team training and member development days throughout the service year, and ongoing site specific training and supervision by program-monitored site supervisors in each placement site.

Lutheran, with input from Alliance partner organizations, will design a Family Strengthening Curriculum to provide methodological and practical training throughout the year, with focus on youth development and family systems principles. Alliance partners will review existing curriculum, such as the Family Development Credential - developed at Cornell and used widely by New York State - in the design of the Family Strengthening Curriculum. This Curriculum will prepare members to empower families to achieve greater self-sufficiency, and will be tailored to focus on specific challenges that Sunset Park families face, such as immigration. Trainings will be conducted by staff from all partner agencies in order to get a diversity of perspectives and experience. Members will interface during these

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ongoing trainings and work together as a team to address larger issues in the community, thereby creating cohesive support structure and safety net for disconnected youth and their families. Members will bring more information into those agencies, providing a natural system of support and potential for collaboration among members.

Compliance with rules on prohibited service activities

Rules on prohibited service activities will be stressed to members in the Pre-Service Orientation and in bi-weekly meetings. They will also be emphasized in the Site Supervisor orientation at the beginning of the year and at quarterly site supervisor visits. All members and site supervisors will receive a handbook where prohibited service activities will be highlighted. Prohibited service activities will also be posted in each AmeriCorps placement site. The restrictions on prohibited activities will be incorporated into both the member contract as well as the memorandum of understanding with Alliance partner organization.

Added value to existing service activities

The AmeriCorps grant will help to build the capacity of all the Alliance partner organizations to better meet the needs of youth and families. Specifically, members will:

- Enhance the outreach that connect disconnected youth to needed services;
- Expand the youth and family support/case management services offered at each Alliance site
- Provide youth and families with education on specific youth development, social support, and health topics, such as HIV/AIDS, teen pregnancy/parenting support

Measurable Outputs and Outcomes

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The Sunset Park Alliance will have three main measurable outputs/outcomes resulting from program activities:

Increasing Access: Members will conduct activities that strengthen the youth and families of Sunset Park and increase family self-sufficiency. Members will conduct outreach, eligibility screening, and referrals to increase access to family strengthening services. Members will also provide support and case management to enrolled youth and families as positive reinforcement.

Outputs: Members will conduct 5,200 encounters with youth and their families to share information about youth development opportunities and health and social services

Outcome (Intermediate): 2,600 enrollments (50% of encounters) will be made for youth development, health and/or social services

Outcome (End): Of enrolled youth and families, 50% will use youth development, health, or social services at least two times within the program year and at year-end (25%) will achieve a higher score on the Family Self-Sufficiency Scale

Volunteer Generation: Members will conduct activities that recruit non-AmeriCorps community members, with particular focus on youth, building the capacity of Alliance organizations to address the unmet needs of the community, providing more local service opportunities within Sunset Park, and developing an ethic of service within the community.

Output: Members will recruit 200 non-AmeriCorps volunteers to serve a total of 1000 hours (average of 5 hours/volunteer)

Outcome (Intermediate): Of the recruited volunteers, 100 (50%) will develop an ethic of service volunteer beyond a one-time activity.

Member Development: Members will receive training to prepare them for service within youth and

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family focused organizations in community-based settings. Members will also receive information and training on pursuing related health and social service career and education paths.

Output: All 39 members will be trained in all areas of the Family Strengthening Curriculum

Outcome (Intermediate): Each year, 75% of the Sunset Park Community Allies members who complete the program will plan to pursue further education and/or career in related social service fields.

Outcome (End): 25% of members who planned to pursue further education and/or careers in related social service fields will have entered a degree program, job or service position in related social service field 2 years after successful completion of their AmeriCorps year of service.

Systems to be used to track outputs and outcomes

One of the Alliance's accomplishments to date is the planned design of a uniform data collection system across agencies. This uniform system will serve to strengthen the design of the AmeriCorps data collection to track outcomes in a uniform way. The program and placement sites will collaborate to create appropriate member tracking forms for each placement, such as sign-in sheets for workshops, referral and follow-up logs, and volunteer commitment to service surveys, and participant tracking surveys. In efforts to design the most efficient and comprehensive data collection possible, AmeriCorps staff will also select and modify, if necessary, various data collection tools that have proven success on a national level, such as the Missouri Family--Self Sufficiency Scale.

The program and site supervisors will provide extensive training for members on the importance and methods of good data collection, with specific application to designed tracking forms. Members will collect output data on such individualized tracking forms on a daily basis. These forms will be submitted to AmeriCorps program staff on a monthly basis for analysis and collation.

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Plan for Self-Assessment and Improvement:

Tracking and evaluation

The Sunset Park Community Allies will utilize a system of ongoing process evaluation to evaluate its successes and challenges throughout the course of the program year. This system is designed to provide continuous feedback to program staff and to encourage participatory problem-solving at all levels. Staff will review member activity logs on a monthly basis to monitor members' activities and compare to programmatic targets. The program will administer written mid-year and end-of-year evaluations to members and site supervisors, which allow AmeriCorps staff to track the progress of individual site placements, and make necessary changes to further strengthen the program. In addition, members meet with AmeriCorps staff on a biweekly basis to discuss their placement and address any concerns they may have. Other tools used to evaluate our program include training pre- and post-tests as well as feedback surveys to evaluate impact of AmeriCorps members' service. Members are also given an opportunity to evaluate the training and support they receive from AmeriCorps staff and their peers, through verbal feedback sessions during Friday team meetings, and mid-year evaluations interviews. Finally, the Alliance membership board will provide continuous program evaluation by providing feedback to AmeriCorps staff at monthly board meetings.

Plans for continuous program improvement

The Sunset Park Community Allies will have a multi-tiered approach to program assessments and plans for continuous improvement, soliciting feedback from all parties involved throughout the year.

AmeriCorps staff will participate in ongoing monthly meetings with the Alliance partner organizations and perform quarterly Coordinator site visits to each partner agency to identify any problems and work collaboratively to address them. The AmeriCorps staff will also conduct quarterly member satisfaction

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surveys, mid-year and end-of-year interviews with members, and conduct bi-weekly team meetings to address member concerns and provide solutions.

Community Involvement:

Identification of needs

LFHC's governing board, the Sunset Park Health Council, is reflective of our organization's commitment to community involvement. Composed of thirteen members who are enrolled patients of the Network and/or representatives from community-based organizations, the membership reflects the ethnic mix of the service area population. The Health Council is responsible for the entire LFHC delivery system, and meets on a regular basis to identify needs in the community. As such, it has and will be fully involved in such aspects of the proposed program including strategic planning.

Alliance partner agencies have also been involved in the initial planning phase for the proposed AmeriCorps program by contributing to the assessment of community need and the developing of program design. Moving forward, the Alliance partners are committed to serving as service placement sites and providing continued guidance for the program as a whole.

LFHC and all Alliance partners are committed to looking beyond individual agency priorities and resources, to involve more community in decisions and action. This approach provides a solid foundation for the Sunset Park Community Allies to involve the Alliance partners and the many community residents engaged in their services in continuous assessment of community needs and potential AmeriCorps activities. AmeriCorps staff will also work with the Alliance to identify other community-based organizations, schools, and community leaders as potential partners for collaboration and/or input.

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Engaging community partners

AmeriCorps staff will engage both the Sunset Park Health Council and the Alliance partners through participation in membership board meetings, both conducted on a monthly basis. Staff will communicate via email and conference call to each of the Alliance partners, as well as provide routine site visits to meet with site supervisors and other key players.

Relationship to other National and Community Service Programs

Through the 14 years operating the Sunset Park Community HealthCorps program, LFHC has developed relationships with many local and national AmeriCorps and VISTA programs including the NYC Community HealthCorps, CCM's AmeriCorps LEAP, City Year New York, Red Hook Public Safety Corps, and the NYC Red Cross AmeriCorps program. We have joined with these Corps to perform joint service projects such as blood drives and health fairs, Pre-Service Orientations and trainings, and to participate in National Day of Service events. We will continue to collaborate with these programs to do joint service projects, trainings, and other program enhancements. We also plan to reach out to other AmeriCorps programs that focus on youth development, such as the Eastern Brooklyn Collaborative for Youth Development, to collaborate on service projects and trainings that focus on youth in Brooklyn.

Potential for Replication

The Alliance is building a new, collaborative approach to serving youth, to be used as a model for other communities to work across agencies. Partners have signed a Memorandum of Understanding that delineates their commitment to creating opportunities to disseminate replication strategies in New

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York. The Sunset Park Community Allies AmeriCorps program is a model for how national service can enhance the activities of such an alliance, and can serve across agency lines as a catalyst for community change. The Alliance and the Community Allies AmeriCorps program will work together to assess the program's applicability to other communities and issues, shaping the program design for replication by other such alliances.

Organizational Capability

Organizational Capability

Sound Organizational Structure:

Ability to Provide Sound Programmatic and Fiscal Oversight

Organization History

Sunset Park Health Council d/b/a Lutheran Family Health Centers (LFHC), a federally qualified health center system, has been serving the health and social service needs of southwest Brooklyn communities for 40 years. Its parent organization, Lutheran Medical Center, was originally established in 1883 by a Norwegian Deaconess-Nurse, Sister Elisabeth Fedde.

LFHC is a comprehensive, nationally recognized, community-based health care system, designed to provide culturally competent healthcare and allied social services to the diverse Sunset Park community.

Established in 1968, LFHC encompasses 8 neighborhood primary care sites, 12 community partnerships, 11 school-based health centers, and a diverse range of community-based programs. LFHC serves 90,000 patients each year, who generate over 600,000 medical, dental, and behavioral health visits annually.

Serving an inner city, ethnically diverse, and economically at-risk community, LFHC has been at the forefront of developing successful programs that increase access for the medically underserved and meet the unique needs of its community. Consistent with the holistic view that health depends upon such factors as an individual's psychosocial, familial, economic, housing educational, and employment status,

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and with its mission to contribute to and enhance the well-being of the Sunset Park community, the LFHC's Department of Community-based Programs (DCbP) has a 30-year history of providing an expansive array of programs available to community residents to address the needs of the child, youth, adult, and family. These programs are funded through local, state and federal contracts and foundation grants, and the Department has a proven track record of providing sound programmatic and fiscal oversight.

For the past 14 years, the Department has operated the Sunset Park Community HealthCorps (SPCHC) as a Subgrantee of the National Association of Community Health Centers' national direct program. SPCHC, which was one of 6 founding programs of the Community HealthCorps, has grown from a 12 member program to its current recruitment level of 15 full-time stipended members and 17 education award only members. The program has an excellent track record of recruitment and retention, as well as in its success of encouraging members to pursue higher education and career paths in the not-for-profit sector. There are over 275 Sunset Park HealthCorps alumni, many of whom continue to serve and work in the Lutheran Medical Center network of services and the Sunset Park community at large. The organization has provided sound financial oversight for the AmeriCorps program and has successfully obtained diverse funding sources to meet the increased AmeriCorps match obligations.

Multi-site program special considerations:

LFHC's health system is based on a multi-site model (described above). LFHC's success in successfully developing and operating successful initiatives in multiple community-based sites is an example of the organization's ability to support the type of multi-site program operations proposed through the Sunset Park Community Allies. In particular, DCbP has a proven ability to provide support and oversee service sites exhibited in the 14 years of successful service placement development at sites throughout LFHC's

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network of services.

Service Site selection process

The proposed placement sites at Alliance partner organizations match the Corporation's criteria for site selection. Service sites have been selected based upon the organization's ability to supervise a member, to provide a placement that aligns with the program's goals, and to meet the fiscal requirements of supporting the goals of the program. All Alliance partner organizations have proven success in serving the community and providing sound fiscal management for their organizations.

Much like LFHC, the Alliance partners have been creating innovative, community responsive programming to the residents of Sunset Park for several decades. Each organization has a formal process to involve community and program participants in decision making and have received awards for community leadership and innovation.

The chosen placement sites also match AmeriCorps regulations guidance on program activities. Together, Alliance partner agencies are providing the majority of programming for Sunset Park's at-risk children and youth. Five of the 6 Alliance service sites provide placement opportunities for service-learning for high school, university, and graduate students.

Relationships with proposed service sites

LFHC has had a long history of collaboration with Alliance partner agencies, working collaboratively to assure that community residents have access to a full continuum of services. In addition to mutual referrals, organization leaders have partnered on community development efforts, supporting program expansion efforts. An example of our history of partnership can be seen in the joint efforts to advocate for the development of a community high school in Sunset Park scheduled to open in Fall 2009. The

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collaborative work that we have done together over the past 18 months in the development of the Sunset Park Alliance is further testimony to these relationships. The leadership of each of the participating agencies recognized that our collaborative ability and resources would result in the delivery of better services and a greater impact on services, program quality, and outcomes.

Service site monitoring

As lead agency, LFHC will be responsible for all aspects of fiscal and programmatic management, including compliance with federal and state regulations, completion of the periodic expense reports, and distribution of member stipend checks. LFHC will develop subcontracts with each partner organization, with detailed specifications concerning compliance requirements and match contributions. All funds collected will be documented and allocated to the overall match contribution.

LFHC will monitor Alliance placement sites beginning with initial assessments at the start of the program year, quarterly site visits, and ongoing communication via meetings with site supervisors to ensure that all programmatic requirements are being met.

Developing connections among the sites

Alliance partner organizations are already united by a common purpose - to provide comprehensive programming and activities to connect youth and families to services in order to break the intergenerational cycle of poverty. Across placement sites, AmeriCorps Members will have similar service placements, engaging in activities that increase family access to services, with emphasis on youth. Group trainings, collaborative service projects, and cross-agency shadowing will be designed to enable members to see common program elements and share information to support the overall mission.

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Board of Directors, Administrators, and Staff:

LFHC is directed by an executive management team including executive, medical, administrator and fiscal directors. All have proven records of developing and administering innovative programs and alternative financing projects, successfully managing over \$120.0 million in grants and contracts. Fiscal management of the organization has always been outstanding. Fiscal systems and controls needed to manage a complex service delivery system with multiple funding sources are in place, and meet or exceed federal guidelines.

LFHC's governing board - The Sunset Park Health Council, Inc. - is composed of patients enrolled in LFHC network, community residents, and/or representatives from community organizations. The membership reflects the ethnic mix of the service area and includes local business and civic leaders. The Sunset Park Health Council, Inc. meets regularly with LFHC's executive team for reporting, strategic planning, and budget reviews.

DCBP, the department in which this initiative will be housed, is staffed by a diverse team of managers with varied specializations, including volunteer management, service learning, family support services, community health, counseling and advocacy, and adult and family education. The Department director Kathy Hopkins has extensive experience in the provision of family services in the Sunset Park community and in the administration of private and public grants. With a current budget of over \$5 million, CBP has the management and fiscal capacity to oversee and manage the proposed initiative with the support of LFHC's fiscal department.

Key program and fiscal positions responsible for proposed program

The proposed initiative will be fully integrated into the overall operations of LFHC and DCbP. As the Director of Community-Based Programs, Ms. Hopkins oversees the development and delivery of an

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integrated system of child development, education and family support services for LFHC. Kathy has an educational background in both social work and education and her past work experience includes higher education, grassroots community development, and geriatric services. She has co-authored publications on older adult services and family literacy and is on the Board of Directors the 1199 Employer Child Care Corporation.

The Sunset Park Community Allies AmeriCorps program key staff will include a Director, Program Coordinator, and a Member Development Specialist. Orienne Sharir, Assistant Director for Community-based Programs, will oversee the AmeriCorps program as its Director, providing fiscal and programmatic oversight as well as representation on the Alliance board. Ms. Sharir has extensive experience in the field of community health and social work, and has been part of the creation and expansion of LFHC's current AmeriCorps program since its inception. She is a licensed M.S.W. and has a Master's degree in Public Health.

Heidi Sabers will serve as the Program Coordinator, managing the daily operations. Ms. Sabers has worked in the field of volunteer management, community service, and family literacy for the past 8 years and has the experience in workforce development and training required to implement and manage an AmeriCorps program. A former AmeriCorps member with the Sunset Park Community HealthCorps, she has been the program coordinator for LFHC's current AmeriCorps program since 2006.

Elizabeth Afton will serve as member development specialist, designing training and member development activities as well as providing supervision and other technical support for members. Ms. Afton is also a former AmeriCorps member, who has a previous program administration, teaching, and training experience.

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Astrid Gonzalez, Fiscal Director, is a proven management professional with more than 10 years of fiscal, operational and administrative experience. Ms. Gonzalez has a strong record in financial management, budget development, financial analysis, strategic planning, operations, project management and administrative organization. Gonzalez has an MBA in Finance and Management.

Plan for Self-Assessment or Improvement

Over the years, LFHC has developed a highly efficient organizational structure that promotes independence, responsibility, and accountability to and among LFHC's management staff. The organizational structure has kept the number of administrative/management layers to a minimum, thus ensuring accuracy and expediency to the distribution of information throughout the organization. Taken in conjunction with the size of the senior management team, a structure has been created that can quickly respond to the needs of the community, actively pursue new funding sources and capitalize on presenting opportunities. Through the interdisciplinary, organization-wide Performance Management Program, a carefully planned, developed and organized mechanism is in place to assess, measure, and continuously improve the services, practices and governance processes of the health system. When issues are identified, performance management assists programs in developing a corrective action plan and monitoring progress towards performance improvement goals.

Plan for Effective Technical Assistance:

Technical assistance

Although an experienced AmeriCorps Subgrantee, LFHC will benefit from technical assistance on programmatic and fiscal matters from the New York State Office of Children and Family Services. This will assure that the program is continually being updated with best practice information and that fiscal systems are set up to meet the regulatory requirements of the Corporation for National Service and the New York State Office of Children and Family Services.

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The program will capitalize on the resources available to community-based organizations through professional development and capacity building agencies such as the Community Service Society of New York, the NYC Employment and Training Coalition, and the Youth Development Institute.

Orientation

The Sunset Park Community Allies program staff will train all placement sites. Each site will be required to identify the member supervisor and an administrator to attend. The training will include a comprehensive review of goals and objectives, prohibited activities, and required documentation. The staff will utilize this opportunity to build a cooperative network among site supervisors to promote mutual support.

Response to ongoing training and technical assistance needs

LFHC will utilize information culled from member performance data, member satisfaction feedback, and site supervisor feedback to evaluate the status of each member placement. The staff will work collaboratively with each Alliance partner organization individually to identify and discuss issues of concern and challenge and develop a plan for corrective action. The plan may include increasing training for site supervisors or securing additional technical assistance for the program and placement sites.

Sound Record of Accomplishment as an Organization:

Volunteer Generation and Support

Lutheran Medical Center has had an organized full time volunteer services department for the past 43

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years, recruiting and supporting a diverse group of community volunteers to help increase organizational capacity. In 2007 more than 650 volunteers contributed almost 70,000 hours of support to Lutheran Medical Center's health system. The volunteer service department makes special efforts to recruit volunteers from the community. Recruitment in local schools, universities, faith based organizations, and senior centers has helped the Department match the diversity of the communities served. In addition to the range in ages, Lutheran's community volunteers also represent a variety of ethnic groups and 31% are bilingual.

Organizational and Community Leadership

LFHC has been nationally recognized for its work on behalf of underserved communities. Because of its accomplishments in creating culturally competent systems, the Federal Office of Minority Health selected the Network in 2001 as a model program. In the year 2000, LFHC was selected by the Clinton Administration as one of seven national models for its Healthcare of Uninsured Workers initiative. The leadership of the Department of Community-based Programs was honored by the Board of Directors of the Literacy Assistance Center as the recipient of its 2003 NYC Literacy Recognition Award for accomplishments in helping New Yorkers achieve self-sufficiency for themselves and their families. The coordinator for school-aged initiatives for the early childhood division was the recipient of the Youth Development Program Leader of the Year award sponsored by Young Citizens, a NYC-based youth development organization for her work in cultivating future community leaders among the youth enrolled in the after-school program. The Family Education Program was recognized as a model program on National Public Radio's documentary focusing on the impact of family literacy and education programming.

Lutheran Family Health Center leadership are well representative on local community boards. Kathy Hopkins, Director of Community-based Programs, is a board member of the 1199 Child Care Fund and

Narratives

recently stepped down as board member of the Reach Out and Read Coalition of Greater New York. Ms. Stacie Evans, Director of LFHC's Community Empowerment Program, is a board member of WE LEARN, an organization supporting women's literacy as a tool for personal growth and social change.

Success in Securing Community Support

Lutheran Family Health Centers and its Department of Community-based Programs embrace collaboration as the foundation to the successful development and implementation of services and actively seeks community involvement in its programs as part of its management philosophy. Over the years, the department has established close working relationships with Community Boards; local public and parochial schools; numerous community-based organizations; local faith-based organizations; and elected officials who serve southwest Brooklyn.

LFHC's network of 11 school-based health centers could not be possible without the close partnership and collaboration of local schools and community school districts, who have provided the space and close working relationships that have enabled us to primary and specialty medical and mental health services to thousands of low-income and uninsured children and families since 1982.

LFHC has worked collaboratively with many ethnic-specific organizations, particularly those serving Latino and Asian populations, to support the provision of services to these cultural communities. Examples of these partnerships are with the Brooklyn Chinese Family Health Center, Brooklyn Chinese Association, Chinese American Planning Council, Tepeyac, RAICES, and the Asian Women's Center.

An illustration of this work with culturally-specific organizations includes our work with the Arab American community. Recognizing the unmet need for services to the Arab community post-9/11, the

Narratives

LFHC established an Arab American Initiative, working with a group of not-for-profit community and faith based organizations. The LFHC hired bilingual, bicultural outreach workers and therapists to provide mental health and supportive services to the community and resulted in an ongoing partnership with the Arab American Association of New York.

In addition, LFHC and the Caribbean-Women's Health Association (CWAHA) have been working collaboratively since 1997 to develop the Caribbean-American Family Health Center in the Flatbush section of central Brooklyn. This collaborative offers Caribbean community residents a full range of primary care, support services, and health education.

Local Financial and In-kind Contributions

LFHC and other LMC affiliates now benefit from multiple contracts with local government agencies, including the NYC Department for the Aging, NYC Department of Youth and Community Development, NYC Department of Health and Mental Hygiene, NYC Department of Education, and the Mayor's Office for Adult Literacy. LFHC also continues to receive contributions from local elected officials through discretionary allocations.

Wide Range of Community Stakeholders

Lutheran Family Health Centers and its parent organization Lutheran Medical Center play a pivotal role in supporting the economic health of Sunset Park and southwest Brooklyn. The Lutheran Medical Center health system is the 5th largest employer in Sunset Park and LFHC serves as the safety net provider of primary care services for southwest Brooklyn. As such, the community is significantly

Narratives

vested and involved in supporting LFHC and LMC.

The involvement of community stakeholders begins at the core of LFHC -- in its founding and governance. LFHC was founded by a group of concerned residents who recognized the importance of developing a primary care center for the medically underserved residents of Sunset Park. This group became the Sunset Park Health Council, which now serves as the LFHC's governing board. As discussed earlier, the board is comprised of community residents, program consumers, and business leaders. These board members contribute their time and energy to assuring that LFHC remains a vital asset, responsive to the emerging and changing needs of the community.

Since its inception, LFHC made community recruitment a focus of its human resource development strategy. This has proven to be a highly successful strategy that has enabled LFHC to develop and maintain a workforce that is highly reflective of the community and cultures served. It has also served to strengthen the commitment of its workers to the organization.

Community organizations and leaders have also supported the continued work of LFHC and LMC through in-kind contributions. This commitment has expanded and diversified over time. LFHC also continues to receive contributions from local elected officials through discretionary allocations and ongoing support for programming via letters of support provided for funding applications.

Impact of Special Circumstances on Organization Capability

Lutheran Medical Center was founded in 1883 by a Norwegian Lutheran Deaconess-Nurse, Sister Elizabeth Fedde, to serve the Norwegian immigrant community. Established as an 8-bed hospital, the institution has provided care for the southwest Brooklyn communities and for 80 years grew and declined with other neighborhood institutions on the Brooklyn waterfront. In recent decades Lutheran

Narratives

Medical Center aggressively volunteered to be the corporate stimulus for community renewal, the catalyst for constructive change, and the advocate for the health and well-being of this entire urban area.

Forty years ago, Sunset Park was a forgotten part of what was then known as South Brooklyn. The area had few jobs, few health doctors, and little hope. Concerned for the fate of their neighborhood, a group of local residents united to form the Sunset Park Health Council and partnered with Lutheran Medical Center around a simple, powerful mission -- to serve our neighbors by providing much needed jobs and health care services. With support from the federal Office of Economic Opportunity, this coalition opened the Sunset Park Family Health Center in 1967 (now known as Lutheran Family Health Centers) and sparked Sunset Park's transformation into an independent and viable community where people could proudly live and raise their families.

Despite the great strides LFHC and its parent organization Lutheran Medical Center have made, the needs of the community have not diminished. New immigrants continue to find Sunset Park a welcoming community, bringing their cultures, their drive for economic self-sufficiency, and their struggles to southwest Brooklyn. High rates of poverty and low educational attainment continue to plague families. Youth continue to struggle with creating opportunities for themselves. Lutheran's long history in this community coupled with its tradition of being a catalyst for community change is a strong reflection of its ability to meet the responsibilities of meeting the needs of the community by leading this AmeriCorps initiative.

Cost Effectiveness and Budget Adequacy

Cost Effectiveness and Budget Adequacy

Cost Effectiveness

The Sunset Park Community Allies program is requesting a Corporation Cost per Member Service Year

Narratives

of \$13,500. LFHC is committing an additional \$ 6,166 per MSY.

We recognize that we are requesting the maximum allowable cost per MSY of \$13,500; however, there are several key operational and design factors which necessitate this. The program's location in New York City elevates staff and OTPS expenses due to higher labor and operations costs. However, community needs are acute and the higher population density provides great opportunity to maximize impact achieved by each member. A decentralized program model serves the community at large, however also requires travel to multiple placement sites throughout the course of the program year. The proposed pre-professional component, which provides opportunities for service learning to students in social work, psychology, and other disciplines in a real world environment, requires discipline-specific supervisory staff to oversee assignments.

Diverse Non-Federal Support

As part of its plan to obtain diverse non-federal resources for program implementation and sustainability, LFHC has secured commitments from each Alliance partner organization to contribute \$4,500 per MSY. LFHC will also develop a funding plan to identify other prospective funders, including private foundations, local donors, and corporate sponsors.

In most instances, the cash match comes from grants currently received for program operations and other third-party revenue and is justified by the value-added to the quality of care being provided. In addition, the organizational members of the alliance have committed to capitalize on their existing funding relationships to further support the program. As stated previously, all of the member organizations have an extensive portfolio of private and public contracts.

Not reflected in the budget is the in-kind commitment of placement site supervisors both at LFHC and

Narratives

Alliance partner organizations. This commitment is estimated at 10-15 percent effort on the part of full-time staff. In addition, executive leadership at LFHC and Alliance partner organizations are committed to supporting the program and will dedicate effort to supporting sustainability efforts via fundraising and other means.

Budget Adequacy

LFHC has conducted an in-depth analysis in order to develop a budget that will be adequate to support the development and implementation of a highly effective, community-based AmeriCorps program based in Brooklyn, NY. This analysis was based upon our 14 year experience managing a 16 member AmeriCorps program.

The majority of expenses are associated with the staffing model requested. The proposed staff are necessary to assure that the following conditions are met:

- * Sufficient programmatic and fiscal oversight, including adherence to federal and state regulations
- * Expertise in community socioeconomic issues, social work, education, workforce development, and family strengthening
- * Extensive experience in volunteer management, service learning, and AmeriCorps provisions
- * Sufficient staff to manage multi-site placements and oversee supervision of 39 full- and part-time AmeriCorps members
- * Dedicated staff member to develop and implement a comprehensive family strengthening training curriculum to ensure that members are highly prepared to work intensively with families and youth.

Evaluation Summary or Plan

Not Applicable.

Amendment Justification

Not applicable

Narratives

Clarification Summary

DESIRED GRANT AWARD DATES (2011-12): 9/1/11 - 12/31/12

MEMBER ENROLLMENT PERIOD START DATE (2011-12): 9/1/2011

PERFORMANCE MEASURE (2011-12)

As part of our Increasing Access performance measure, our target of 50% of participants is based on our experience that approximately this number have two visits or more. This measure is used as a proxy to identify successful referrals and engagement.

The indicator of 2 visits or more to determine improvement in self-sufficiency is based on our experience with client engagement. This measure is used as a proxy to determine clients who have engaged in service provision. It is expected that clients have significantly more visits than 2.

The Self-Sufficiency Scale is an objective, sensitive instrument that was developed by Missouri Community Action. This scale provides an objective guide to incremental gains in self-sufficiency in a variety of areas including educational attainment, academic skills, income, employment, health insurance, physical health, mental health and substance abuse, housing, food, child care, transportation, and psychosocial and environmental stressors. The gains described within each of these services are typical of the gains seen in participants who have repeated contact with service providers. The scale provides a useful guide to the expected pathways to success in each service area and the progressive gains seen in repeated participants.

CRIMINAL HISTORY CHECKS (2011-12):

Narratives

Criminal history checks will be conducted on all members, employees, or other individuals who receive salary, education award, living allowance, stipend, or similar payment from the grant. The criminal history check includes a search of statewide criminal history repositories and the National Sex Offender Public Website for all members and staff as described above. For members and staff with recurring access to vulnerable populations, the criminal history check will include an FBI fingerprint check.

BUDGET CLARIFICATION (2011-12)

Source of Funds -- Match funds are provided by LFHC and the Alliance partner organizations. Alliance partner organizations are 5 non-profit agencies who are hosting Community Allies AmeriCorps members. These agencies include Center for Family Life, Turning Point, Brooklyn Workforce Innovations, Opportunities for a Better Tomorrow, and Sunset Park Alliance for Youth. LFHC's match is secured via state and local public grants, which support program expenses. Partner organizations provide match contributions via funding secured through private foundation grants and other private support, including individual donors.

STAFF TRAVEL (2011-12):

The travel expenses are calculated based on the assumption of 2 staff attending 2 meeting (2 nights per meeting). Expenses were estimated based on the following assumptions: Hotel - \$187.50 per night; Travel/Train - \$150 (round-trip); Per-Diem: \$50 per day. For a two-day meeting, this totals \$625 per person for a total budget line expense of \$2,500.

BUDGET CLARIFICATION (2010-11):

Narratives

Staff Travel -- We have budgeted \$500 per year to cover an anticipated 50 site visits estimated at \$10 per trip. The cost of each round-trip is based on the expenses associated with the use of car service in our community. The expense was not estimated using mileage, but rather the cost of car service.

Criminal History Checks -- Criminal background checks are calculated at \$100/new staff member. Please note that this expense is incurred under the indirect expense line and is not reflected in the budget.

Source of Funds -- Match funds are provided by LFHC and the Alliance partner organizations. Alliance partner organizations are 5 non-profit agencies who are hosting Community Allies AmeriCorps members. These agencies include Center for Family Life, Turning Point, Brooklyn Workforce Innovations, Opportunities for a Better Tomorrow, and Sunset Park Alliance for Youth. LFHC's match is secured via state and local public grants, which support program expenses. Partner organizations provide match contributions via funding secured through private foundation grants and other private support, including individual donors.

Justification for Higher Cost per MSY --The Sunset Park Community Allies program is requesting a Corporation Cost per Member Service Year of \$13,705, an increase from our program request of \$13,500 in program year 2009-10. This reflects adjustments due to the increase in living allowance (an increase of \$400 per FT member), a 3% increase in salaries for program staff, and 0.50% increase in staff fringe benefits.

PROGRAMMATIC CLARIFICATION (2010-11):

Narratives

Criminal History Check Requirement -- As required, the program is hereby verifying that we conduct criminal history checks on all members and grant-funded staff.

Performance Measurement -- We have confirmed that we are not opting in for the national performance measures. See Performance Measures section.

Continuation Changes

CONTINUATION CHANGES - FY11

NARRATIVE 1 -- COMPELLING COMMUNITY NEED

Program Structure:

The proposed 2011-2012 program will consist of 20 full-time member and 23 quarter-time education-award-only members. In the 2010-2011 program year, we converted 5 part-time slots to 9 quarter-time slots, equaling a total of 23 QT members. This change was the result of an organizational change that eliminated the opportunity for 5 Part-Time placements. As a result, for the program year 2011-2012 we are requesting a change from 26.2 MSY to 26.09 MSY.

NARRATIVE 2 - MEMBER OUTPUTS AND OUTCOMES

Member development, training and supervision:

During the current program year, staff have implemented a new member development initiative, establishing service teams focusing on unique initiatives. These teams not only foster group service opportunities but also serve to create a supportive small-group cohort. We anticipate continuing this model in the 2011-12 program year.

Narratives

In light of the program structure changes described above and the proposed increase in number of quarter-time members, we are proposing to implement new training and supervision strategies to maintain quarter-time members' engagement in service. In order to keep members engaged, program staff will make regular visits to members' sites, communicate via phone and email, and also reach out to members' on-site supervisors to check-in and offer support. Quarter-time members are given training opportunities by the agency specific to their roles and we will increase communication to encourage their participation in general AmeriCorps trainings and Team Days.

Community Involvement/Engaging Community Partners:

During the 2010-2011 program year our program established a new partnership with Visiting Nurse Service of New York and its Community Connections TimeBank. The TimeBank is a voluntary, free program through which members volunteers services for each other based on their skills and needs. AmeriCorps Members are playing a critical role in generating volunteers and community involvement, supporting the shared goals of the TimeBank and the Community Allies AmeriCorps program. For the 2011-12 program year, we propose to continue to strengthen this partnership by having 8 AmeriCorps Members serve as TimeBank liaisons. These members will recruit new TimeBank members by organizing outreach events and conducting enrollment sessions to register new members. Not only are AmeriCorps members increasing the number of community residents volunteering to serve other individuals in the neighborhood, but they are also serving to build the capacity of another local organization serving the Sunset Park community.

New site placements:

During the 2010-2011 program year, the program has developed new site placements that serve to address the goals... and proposes to continues these member placement sites for the 2011-2012 program year. Those sites include:

Narratives

- 1) Shoot for Better Health -- This placement will focus on pediatric obesity prevention through physical activity and nutrition programming to support healthy development of children and youth. The placement will be based at LFHC's school-based health centers working in collaboration with the New Jersey Nets.
- 2) LFHC Community Medicine -- Members will work with homeless families through LFHC's new Community Medicine program, which offers health and supportive services at homeless shelters and housing throughout New York City . Two members will be involved in providing advocacy, information and referral through this initiative.
- 3) Early Childhood Services -- members will increase parent engagement and education at two local day cares.
- 4) Sunset Park Literacy Zone -- In 2009, Sunset Park became a designated Literacy Zone, through funding by the NYS Education Department. Through this initiative, members are engaged in outreach and programming to expand education and training opportunities for community residents in Sunset Park.
- 5) Sunset Park Promise Neighborhood -- LFHC was recently selected as a grantee to plan for its proposed Sunset Park Promise Neighborhood program. Through this initiative, members will be involved in developing new opportunities and linking existing programs in order to build a continuum of services for children. The purpose of the initiative is to support each child from birth to college.

NARRATIVE 4 - ORGANIZATIONAL CAPABILITY

Key program and fiscal positions responsible for proposed program:

Elizabeth Berger replaced Katherine Legare as LFHC's AmeriCorps Assistant Director in September 2011. Ms. Berger is a former Community Allies AmeriCorps member with experience in program administration and training.

Narratives

Gina Hey replaced Heidi Sabers as LFHC's AmeriCorps Program Director in October 2010. Ms. Hey was previously a director of an AmeriCorps program in Boston, MA with experience in training, supervision, program design and implementation.

NARRATIVE 5 -- COST EFFECTIVENESS AND BUDGET ADEQUACY

The Sunset Park Community Allies program is requesting a Corporation Cost per Member Service Year of \$14,405. LFHC is matching an additional \$4,553 per MSY. This is an increase from the prior contract period to account for the increase in living allowance per member; the additional cost of fingerprinting each member who enrolls after April 2011 to comply with the new Serve America regulations; the anticipated increase to health insurance premiums, budgeted to increase by 20%; and increase in actual salaries due to staffing turnover.

ENROLLMENT

- 17 of the 20 full-time member slots, one of whom is still finishing his first year of service and planning on staying a second year
- 21 of the 23 quarter-time slots

Program staff is currently finalizing recruitment efforts and sites placements for the remaining 3 full-time members. We anticipate 100% enrollment by December 31, 2010 and quarter-time slots by June 1, 2011.

RETENTION

Narratives

The program is implementing strategies to ensure the engagement and retention of our quarter-time members, who are also social work interns from various local universities. With regular communication through site visits, phone calls and emails, program staff assures these quarter-time members are included in member activities when possible and that member's connect with their AmeriCorps service. This emphasis on quarter-time member retention will help the program better engage pre-professionals in community service and better meet program goals.

Program staff is also focusing on regular communication with all on-site supervisors through regular site visits and phone and email communication. This is especially important with the change of program staff, but will also make sure new site staff are familiar with AmeriCorps program procedures.

In addition to the support AmeriCorps program staff offer, case management and supportive counseling services are also available to members. These services are housed within LFHC's Family Support Center and are free and available to members who request additional support.

PERFORMANCE MEASURES

Sunset Park Community Allies' member activities are closely aligned with the Corporation's 'Opportunity' Priority Area. We have made adjustments in the language of our Increasing Access performance measures to highlight the areas that member activities addressed under this priority area.

During 2010-2011 program year, program staff is will be implementing a new data tracking tool. This tool will be more effective, simpler to use, more suited to our program goals, will help members track their own impact on the community and help us track and report on performance measures.

Narratives

Additionally, the tool is designed to be motivational (graphics included) to show members the impact they are making on the community.

Performance Measure Title: Increasing Access

Need: Sunset Park is a poor community, with over half of the residents having incomes below 200% of the poverty level. (2000 Census) A high number of Sunset Park youth (estimated at between 8,000 and 12,000), are disconnected from educational/vocational resources and community service opportunities, creating an intergenerational cycle of poverty that is unlikely to be broken without collaborative community effort. (NYC Department of Education, Office of Multiple pathways, October 2006)

Activity: Members will conduct activities that strengthen the economically disadvantaged youth and families of Sunset Park and increase family self-sufficiency. Members will conduct outreach, eligibility screening, and referrals to increase access to family strengthening services. These services include job training, placement and skill development, housing placement, emergency food, and other support that alleviates long-term hunger. Members will also provide support and case management to enrolled youth and economically disadvantaged individuals and families as positive reinforcement.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 26.08

Service Categories

- | | | |
|------------------------------------|---|---|
| Community-Based Volunteer Programs | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |
| Other Human Needs | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |

Increasing Access

Service Category: Other Human Needs
Measure Category: Strengthening Communities

Strategy to Achieve Results

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

Members will conduct activities that strengthen the economically disadvantaged youth and families of Sunset Park and increase family self-sufficiency. Members will conduct outreach, eligibility screening, and referrals to increase access to family strengthening services. These services include job training, placement and skill development, housing placement, emergency food, and other support that alleviates long-term hunger. Members will also provide support and case management to enrolled youth and economically disadvantaged individuals and families as positive reinforcement.

Results

Result: Intermediate Outcome

Referred youth and families (participants) will utilize youth development, health and/or social services.

Indicator: Number of participants utilizing services a minimum of 2 visits per year.

Target: 1,300 participants will utilize youth development, health and/or social services a minimum of

Result: Intermediate Outcome

two visits per year.

Target Value: 1300

Instruments: Attendance logs will be completed by each AmeriCorps member on a daily basis

PM Statement: 1,300 participants will engage in youth development, health and/or social services a minimum of two visits per year.

Prev. Yrs. Data

Result: Output

Refer youth and families to youth development opportunities, health and social services.

Indicator: Number of youth and families referred.

Target: 2,600 youth and families will be referred @ 100 participants per MSY.

Target Value: 2600

Instruments: Outreach Logs and Encounter Forms will be completed by each AmeriCorps member on a daily basis

PM Statement: Referral of 2,600 youth and families to youth development opportunities, health and social services @ 100 participants per MSY.

Prev. Yrs. Data

Result: End Outcome

Youth and families who utilize services 2 or more times per year (users) will become more self-

sufficient

Indicator: Number of users who achieve a higher score on the Family Self-Sufficiency Scale

Target: At program year-end, 650 users will achieve a higher score on the Family Self-Sufficiency

Scale

Target Value: 650

Instruments: Members will conduct pre- and post-assessments using the Family Self-Sufficiency Scale

PM Statement: Members will refer 2,600 youth and families to youth development opportunities, health and social services, resulting in 1,300 youth and families utilizing youth development, health, or social services two or more times per year. At program year-end, 650 users will achieve a higher score on the Family Self-Sufficiency Scale.

Prev. Yrs. Data

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Already on File at CNCS