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Executive Summary

The Massachusetts Office for Refugees and Immigrants (ORI) will partner with the Massachusetts Immigrant and Refugee Advocacy Coalition (MIRA) and English for New Bostonians (ENB) to match 30 AmeriCorps members with community-based refugee and immigrant service providers in Boston, Lynn, and New Bedford. Members will support the following services: 1) English for Speakers of Other Languages Instruction; 2) Civic Education and Citizenship Assistance; and 3) Provision of Community Services; and will work with program site staff to enhance volunteer recruitment capacity to develop ongoing expanded services.

Rationale and Approach

Program Design

a) Problem: Refugees and immigrants constitute 14.4% of the Massachusetts population (US Census, 2008). During the past decade, refugee and immigrant arrivals have represented an ever-widening range of languages and cultures, making integration into their new communities more challenging. Newcomers, especially refugees, often arrive with disrupted family and social networks and live on extremely low incomes. At the same time, many are distrustful of government agencies and uncomfortable seeking help. Limited English proficiency is typically the primary barrier to educational attainment, economic stability, naturalization, and civic participation for the majority of these newcomers. Limited English also hinders parental engagement in children's education while, on the other hand, research shows children with involved parents perform better in school and have higher graduation rates and access to higher education. With every immigrant or refugee who gains the opportunity to improve their English skills or become a U.S. citizen, there is a family with improved educational and income potential. Research shows that immigrants who speak English will earn 2.5 times more than immigrants who do not speak English (from MassInc, "The Changing Face of Massachusetts", 2005).

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Yet even with these challenges, refugees and immigrants lend great richness to the fabric of the Commonwealth. They often come with great resiliency, determination, and strength born from their experiences. Making up 17% of the state's work force, refugees and immigrants fill gaps in health care, education, the hospitality industry, manufacturing, and biotechnology, among other fields. Refugee and immigrant communities proudly participate in the electoral process, hold cultural events open to the wider community, and bring a desire for safety and security to their communities.

Community-based agencies dedicated to assisting newcomers and their children to achieve full integration into U.S. society often face overwhelming demand for ESOL, Civics Education, Naturalization Assistance, and Community and Interpreter Services, even as they address the most immediate survival needs of newcomers such as shelter, food, safety, and mental health/health. While the Commonwealth and gateway cities like New Bedford, Lynn and Boston recognize the need for these services, there are few initial opportunities for refugees and immigrants to develop the skills and experience needed to fully integrate themselves and make an impact on their communities. State funding for Adult Basic Education (including ESOL) has recently been cut by 14%, and for citizenship programs by 50%. Throughout Massachusetts, there are approximately 16,000 residents on wait lists for state-funded ESOL programs, and approximately 180,000 foreign born are legal permanent residents (LPRs) eligible for naturalization. Clearly, full integration for immigrants will require increased capacity for ESOL, Civics/Naturalization Services, Community Support and Interpreter Services. Statewide and local partner organizations in the proposed Massachusetts AmeriCorps New American Integration Program (NAIP) are united in the mission to assist legal immigrants and refugees to gain economic stability and fully integrate by improving their English skills, becoming U.S citizens, and connecting with community resources.

NAIP will use a multi-regional approach to focus on three cities with very high numbers of residents with limited English skills and/or naturalization eligibility, as well as a significant number of

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new arrivals. In New Bedford, 14,880 speak English "less than well" (2008 Census) and 1,113 are on wait lists for state-funded ESOL programs. In Lynn, 16,128 speak English "less than well" and 682 people wait for 261 slots in just one ESOL program. In Boston, 45,000 people speak English "less than well", and ESOL waiting lists exceed 3,500. Actual need clearly exceeds wait list numbers because many people do not sign up due to wait lists, conflicting work schedules, child care needs, or other issues.

The objectives of NAIP are consistent with the mission and work of the partnering organizations. The Massachusetts Office for Refugees and Immigrants (ORI) mission is to promote the full participation of refugees and immigrants as self-sufficient individuals and families in the economic, social, and civic life of Massachusetts. The Massachusetts Immigrant and Refugee Advocacy Coalition (MIRA) is a statewide membership organization whose mission is to improve the rights and opportunities of immigrants and refugees by providing policy analysis and education/training for health care, law enforcement, social justice, unions and other organizations. English for New Bostonians' (ENB) mission is to increase access to high-quality English language learning opportunities for adult immigrant residents through grant making, professional development, and advocacy for ESOL programs throughout Boston.

b) Solution:

AmeriCorps member Roles and Responsibilities: As noted above, the richness and diversity of the Massachusetts immigrant and refugee community is both a strength and a challenge, as community members bring not only a wide range of needs but a multitude of skills and experience. The community organizations serving these populations are equally diverse, and include ethnic community-based organizations (or Mutual Assistance Associations), ESOL programs, and citizenship programs. These organizations are situated in the communities in which refugees and immigrants reside, and have unique ability to serve populations that are notoriously difficult to reach. They also

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have great opportunities to involve refugees and immigrants in serving their own communities, building on their skills and experience while affording them the opportunity to develop further skills and experience. An AmeriCorps program that builds on the strengths and resources of the refugee and immigrant community itself, and develops a passion for service to refugee and immigrant communities, will enable these communities to move further down the path to self-sufficiency.

In a survey of potential host sites within the ENB, ORI, and MIRA provider networks, respondents were asked to indicate how AmeriCorps members help strengthen their programs, and the number of members they would like to host. These host sites range from very small, grassroots organizations, such as the Eritrean Community Center, to large, multi-service organizations such as Action for Boston Community Development, with multiple locations and many staff. As such, AmeriCorps members will expand capacity at host sites at a level that is in accordance with the sites' current size and capacity. AmeriCorps members will also work with host site staff to develop their volunteer base and set up and/or enhance their mechanisms for volunteer recruitment, training and development. Activities and member Roles: Members will be serving at 30 community organizations in New Bedford, Lynn and Boston, and will work with host staff on addressing the need for ESOL, citizenship assistance, and community services aimed to support newcomers in navigating social service systems. Members will strengthen these 30 gateway organizations in assisting refugees and legal immigrants to obtain basic survival services, secure better jobs and pursue further education to achieve family economic stability, and help eligible Legal Permanent Residents to apply for citizenship.

Each member will develop a service activity plan, to include a mix of ESOL and citizenship, community and interpreter services, and volunteer program development. At all sites, members will teach ESOL classes and small group conversation or study circles. They will also work with individuals who may be facing obstacles to entering or remaining in an ESOL class to address barriers to participation such as access to transportation, child care, and conflicting work schedules. Members

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will take the lead on a particular aspect of program development, such as working with learners on developing an ESOL curriculum unit about Green Jobs, or designing a distance learning, computer-based program for learners who cannot attend face-to-face classes. This will provide members an opportunity to work creatively and responsively with learners. At host sites offering Citizenship Services, members will assist legal immigrants and refugees to navigate the complex naturalization process through small group civic instruction, one-on-one naturalization application assistance and exam preparation. At sites providing social services, members will provide educational workshops and support to clients in understanding and navigating mainstream services and local resources under the supervision of professionals in the field of ESOL and social services.

Members will gain skills and experience providing these services, and will be involved in volunteer development. Members focusing on ESOL will provide ESOL instruction four days per week (for example, Monday-Thursday), two hours per day (in addition to one hour of prep time per day), for two 18-week cycles. Members providing Civics instruction will do so four hours per week (for example, on Tuesday and Thursday afternoons) for three 12-week cycles. ESOL and Civics instruction will be offered according to client needs and host site hours of operation, weekdays and/or evenings. Members providing Community and Interpreter Services will do so during agencies' typical 9-5 hours. All members will allocate one day per week (for example, Fridays) to development of their host site's volunteer program. They will be involved in all aspects of the volunteer program, including planning, recruiting, orientation and on-going training, and scheduling. They will attend weekly supervision on Fridays as well.

AmeriCorps members will accompany clients to appointments, follow up on referrals, and organize workshops, and other services based on client need. Members serving in community organizations with youth programs will engage youth in service-learning. Often children in immigrant and refugee families acculturate quickly and serve as ambassadors to U.S. culture for their families. Members will

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help youth to access higher education, youth programs, and other community resources offering academic support, violence/drug prevention and recreation. Members will also outreach to adult family members of participating youth to connect them to services and education about resources.

c) AmeriCorps Member Selection, Training, and Supervision

Member Recruitment: AmeriCorps members will develop skills, experience, and passion for working in immigrant and refugee communities, specifically in helping legal immigrants improve English skills, prepare for the naturalization process, and gain access to services, employment, and educational opportunities. The host site supervisors will be responsible for recruitment, under the guidance of the NAIP program staff. NAIP program staff will assist site supervisors to develop their own plans for recruitment, will consult with site supervisors during the selection process, and will have final approval of selection of members. Outreach to recruit members will take place at community-based ethnic organizations; via job and internship fairs; placement offices at colleges, community colleges and high schools in Greater Boston, the South Coastal Area, and the North Shore; requests for referrals from adult education and social service agencies; outreach through places of worship; and ethnic media. Community organizations that will act as host sites will also recruit among refugees participating in services offered at the site. Desired qualities will include prior experience working in or being a member of an immigrant community; prior studies or experience in education; prior community service experience; strong organizational and communication skills; and a commitment to serve. Teacher, employer, and/or clergy recommendations, and current participation in community service will be required as part of the review process. Language and cultural skills will be taken into consideration, depending on the needs of the host site organization.

Member Development, Training and Supervision

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Orientation: All 30 members will receive 5 weeks of training by a team of highly qualified trainers. 30 members will begin with 37.5 hours (5 days) of orientation, team-building, introduction to refugee communities, civics instruction/citizenship and community services training. During the orientation, members will learn about the history of the AmeriCorps program, member roles and responsibilities. During the introduction to refugee communities, members will learn about particular ethnic communities with whom they will work, and the history and services of the site organization with which they have been matched. 12 members will participate in an intensive, 130 hour (20 days) ESOL training leading to a TESOL certificate. On-site supervision and weekly training/reflection sessions will be complemented by quarterly statewide trainings. 18 members will participate in an ESOL "Best Practices" training for 65 hours (10 days).

Upfront ESOL training will be provided by the widely esteemed World Learning's SIT (formerly the School for International Training Graduate Institute). Trainings will provide participants with professional knowledge and skills in teaching English as well as tools for personal growth as teachers. Focus areas are learning styles, teaching methodologies and hands-on classroom practice with immigrant learners. Ongoing ESOL training throughout the year will be provided by Lee Haller, ENB Program Manager. Citizenship training will be provided by MIRA policy staff. Community Services training will be provided by ORI and staff at partner host sites, and will include confidentiality, record keeping, and case management skills. Twenty bilingual members will also receive Interpreter training through UMass Medical Center. The interpreter training will be 48 hours and will take place in November at a central location. All members, regardless of which service they will be providing, will have participated in the September orientation and team building activities. Any members that start at a later date will receive orientation from NAIP program staff, and will immediately begin participating in all regional and multi-regional team trainings and activities.

On-site supervision and weekly training/reflection sessions will be complemented by monthly

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regional meetings and quarterly multi-regional trainings. Training and skill building will continue throughout the year, with monthly meetings and regular in-service sessions, covering topics such as: Federal Immigration policy; State Immigration policy; The New Americans Agenda; ESOL Advocacy--National, State and local perspectives; Completing N-400s; Training for Group processing; Careers in Adult Education; Public Policy and Immigrant Advocacy; Working in immigrant communities; Developing sustainable volunteer programs; Teaching multi-level ESOL classes and assessing learner progress; Health Care Access; and "Know Your Rights" training.

There will be a daily online forum where members and site coordinators can discuss personal reflections, challenges faced and lessons learned. At the host site, each member will have a direct supervisor, as identified by the host site's Executive Director, who will work with the member to develop a service activity plan and guide and oversee her/his daily responsibilities. The supervisor will ensure the member is fully integrated into the organizational culture and has a positive service experience. Each member will attend monthly regional meetings led by NAIP Program Coordinators to reflect on and discuss their experiences. Quarterly multi-regional meetings and an annual retreat for all members will provide an opportunity for individual and group reflection on lessons learned throughout the year. These site experiences will enable members to acquire a lifelong ethic of service within communities learning English as a second language.

NAIP Program staff will meet monthly on an individual basis and quarterly as a group with site supervisors to guide them in their supervision of members. Program staff will provide supervisors with technical assistance and evaluation of supervision.

Member recognition: Members will receive recognition for their service and achievements in a variety of settings. ORI holds an annual Refugee Day at the State House, which brings together hundreds of refugees to recognize the contributions that they make to the Commonwealth. Recognition of AmeriCorps members at this event will give them the opportunity to view their contributions in the

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context of the wider Massachusetts refugee community. Members will also be honored at MIRA's annual Give Liberty a Hand event, which is attended by elected officials, community members, business owners, and philanthropic leaders and honors those in Massachusetts who work to protect and promote the rights and opportunities of immigrants and refugees.

d) Outcome: Performance Measures: ORI, MIRA, and ENB staff surveyed community partners to determine the outcomes that they wish to achieve with the program. Annually, NAIP will achieve the following outcomes:

Impact: The overall desired change for the proposed program can be summarized as: "the full integration of new Americans into the social, economic and civic life of the Commonwealth." In order to achieve this goal, new Americans need English skills, Civics instruction, naturalization assistance and culturally appropriate/ linguistically accessible information and assistance regarding health, education and social service systems. Therefore, the impact of the program will be measured primarily by evidence that the service recipients have developed the necessary skills to participate more fully in the civic and economic life of the U.S. and the Commonwealth, including stronger English language proficiency; skills to achieve citizenship; and ability to access and navigate mainstream service systems.

Using a combination of existing program data collection, quarterly program reporting and newly developed reporting tools, NAIP will measure the impact of the proposed program on not only the defined service needs, but also on the success of the program in a) providing orientation, training, supervision, management and overall support of AmeriCorps members; and b) strengthening the capacity of the target communities. Specific program targets in each of these areas are described below:

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Service Needs:

ESOL -- 30 AmeriCorps members will provide ESOL instruction, including one-on-one tutoring, small group facilitation and classroom instruction to 450 adult learners annually to strengthen their English language skills. Targets represent new Americans in need of increased ability to use the English language. (A total of 1,350 over the 3-year project period. 20% of slots during the second and third year will be reserved for those with very low levels of English after finishing the previous year).

Citizenship -- AmeriCorps members will provide Civic Instruction and citizenship applications assistance to help 1200 newcomers annually (3,600 over the 3-year project period) with the naturalization process.

Community Services -- Outreach, community support services, educational workshops and interpreter/translation services provided by AmeriCorps members will assist 825 newcomers annually (2,475 over the 3-year project period) to understand and access a range of health and human services.

Impact in the service need areas will be measured by: 1) the percent of adult learners who demonstrate integration as measured by employment placement; skills training/further education records; and learner surveys; 2) progress in the citizenship process as measured by learner surveys; citizenship applications filed; citizenship test results and naturalization documentation; 3) access to mainstream health, education and other social service systems as demonstrated by program/service referrals; service applications completed and enrollments.

Member Development

A total of 30 AmeriCorps members will be chosen based on aptitude and interest in developing skills

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and experience working in immigrant and refugee communities, helping legal immigrants improve their English skills, prepare for the naturalization process, and gain access to services, employment, and educational opportunities. A primary goal of our member recruitment and training will be to expand the base of Massachusetts young people and others who have both the passion and the skills to help strengthen immigrant and refugee communities. With 30 members, or up to 90 members over three years, the New American Integration Program will have a significant and lasting impact on building professional commitment--among native- and foreign-born Members--to the field. In teaching an English class, for example, one has only to spend a few days in the classroom in order to understand the challenges immigrant parents face in supporting their children in school, in communicating during doctor's appointment and needing a translator, in dealing with discrimination and immigration concerns, or of balancing two or three jobs to make ends meet at home and still be able to send money to their home country. Through regular member supervision and monthly professional development trainings, NAIP program staff will help members connect these eye-opening lessons together with the personal recognition that making a difference is possible and that many opportunities exist. Our own organizational experience has shown us that this mix of immersion and training often results in individual career decisions to continue working within or for immigrant communities.

All 30 members will receive initial orientation, as well as on-going training by a team of highly qualified trainers. 30 members will begin with 37.5 hours (5 days) of orientation, team building and orientation to immigrant communities/services, and civics instruction/citizenship. 12 AmeriCorps Members will participate in an intensive, 150 hour (20 days) ESOL training leading to a TESOL certificate. On-site supervision and weekly training/reflection sessions will be complemented by quarterly statewide trainings. 18 AmeriCorps members will participate in an ESOL "Best Practices" training for 75 hours (10 days) AND 65 hours (10 days) on community services, outreach work and

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provision of interpreter/translation. On-site supervision and weekly training/reflection sessions will be complemented by monthly regional and quarterly multi-regional trainings.

Members will gain skills in: teaching others and designing curriculum based on student need; assisting others with the citizenship process; encouraging civic engagement; and, community outreach, casework and interpreting. Impact will be measured by:

1) percent of members who successfully complete orientation and on-going training; 2) percent of members who increase their understanding of issues faced by new immigrants and strategies to help them integrate economically and socially into American society as demonstrated by surveys and observation; and 3) percent of members who enter careers, pursue further education in related field, or continue as volunteers for ESOL or citizenship education beyond the service year, as demonstrated by exit interviews and alumni follow-up records.

Community Strengthening

A total of 30 trained AmeriCorps members will strengthen the capacity of partner organizations to promote the full integration of their communities through the provision of ESOL, Citizenship and Community Support Services, as well as a range of program development activities such as educational workshops, ESOL curriculum development and volunteer recruitment. Results of these activities include the following:

Partnering community-based organizations will increase capacity to assist in the integration of their communities through the recruitment of 150 volunteers annually (450 over the 3-year project period). A total of 19,800 hours of service per year (150 volunteers providing 3 hours of service per week for 44 weeks) will be provided to newcomers by volunteers recruited or supported by AmeriCorps members.

Partner organizations will have enhanced systems for conducting community outreach and

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recruiting volunteers to provide ESOL training and citizenship related services, thereby increasing the number of new legal immigrants served by these agencies over the long term. Impact will be measured by the number of members and volunteers recruited, and the identification of effective strategies for community outreach, and recruitment of volunteers as demonstrated by member and volunteer recruitment records.

e) Volunteer Generation

Volunteer Recruitment and Support: NAIP aims to create a highly visible volunteer "brigade" that engages volunteers on a large scale to address an urgent educational and social need within the Commonwealth. In meetings held during 2008-09 between community members and the Governor's Advisory Council on Refugees and Immigrants to draft the state's New Americans Agenda, participants suggested the creation of a statewide volunteer or service program based on models such as City Year or AmeriCorps to help solve the need for ESOL classes and increase access to social services. NAIP will build on successful program delivery models to create a centrally coordinated/locally implemented ESOL/Naturalization/ Community/Interpreter Service Brigade. Members' and volunteers' activities will be designed to complement services delivered by professional ESOL and site agency staff. NAIP staff will involve members in recruiting and training volunteers, building new program elements, identifying additional needs and strategies, and gaining media attention and momentum. Going forward, the goal is to create a statewide program that captures the hearts and minds of college graduates, retirees, new Americans and others with an interest in being volunteers and/or AmeriCorps members to serve diverse immigrant communities.

Capacity Building: AmeriCorps members will help expand the capacity of the host sites to provide ESOL, citizenship assistance and community services in their communities by enhancing systems and

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processes for recruiting and supporting community volunteers that can sustain these initiatives over the long term. A core member responsibility built into each member's weekly schedule will be to work with site staff to further enhance volunteer recruitment capacity to develop and expand services. Members will provide outreach and informational sessions to potential volunteer pools, and will assist with orientation of volunteers. Members will also develop the structure for partner organizations to increase their volunteer recruitment and participation. Volunteer recruitment will be undertaken within the new immigrant communities themselves in order to increase the capacity of refugee and immigrant communities to meet their own needs. Potential host sites are uniquely positioned to recruit from within these communities, given their language and cultural capacity and their location within the communities being served.

f) Partnerships and Collaboration

NAIP builds on successful, pre-existing networks and collaborative relationships designed to maximize efficiency, quality, and cultural and linguistic competency in serving the state's diverse immigrant and refugee communities.

ORI has strong relationships with its statewide network of more than 35 providers serving refugees and immigrants, including ESOL, Citizenship and refugee service providers, faith-based organizations, other state agencies, as well as federal and local government entities. The agency regularly convenes refugee service providers to discuss the state's refugee resettlement plan, gaps in services, and updates on services. ORI is a state agency that works with the Governor's Advisory Council for Refugees and Immigrants (GACRI) to serve in an advisory role to the Governor's Office and all other state agencies regarding refugee and immigrant policies and services. Since 2008, ORI has been working with MIRA and GACRI to develop, deliver, and implement a set of 131 policy recommendations that emphasizes the positive integration of refugee and immigrant communities into the economic and civic life of the

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Commonwealth.

MIRA, in addition to its extensive training and advocacy, works with its members to create service and outreach networks. This year, for example, MIRA created a Census Initiative to conduct outreach and educate over 6000 immigrants about the importance of completing Census forms.

ENB is a public-private-community collaboration, originally founded by the Mayor's Office for New Bostonians and now housed at the MIRA Coalition. ENB's partnership model draws on the strength and expertise of community, philanthropic, and city leaders, and all services are provided by diverse community-based, immigrant-serving organizations.

Community Stakeholders:

The community-based organizations with which ORI, MIRA and ENB will partner have emerged from within immigrant and refugee communities and are located in those neighborhoods. These organizations have a unique capacity to reach specific populations, understand the needs of those populations, and address their needs in ways that promote individual self-sufficiency and strengthen the overall stability and long-term integration of immigrant communities. In preparation for this application, ORI, MIRA and ENB conducted email and phone surveys of ESOL, Citizenship, and Refugee and Immigrant Service providers in New Bedford, Lynn and Boston to determine their interest in hosting AmeriCorps members, beginning in the fall of 2011. The initial survey asked about interest, supervisory capacity, possible projects, and opportunities for volunteer development.

In response to a survey of 39 organizations, providers requested more than 30 members to develop new and existing programs and build the organizations' capacity in a variety of ways. Seventeen programs already have existing volunteer components.

Selection of host sites

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Host sites will be selected from within target cities that propose to host an AmeriCorps member through a competitive Request for Proposal (RFP) process. ORI and ENB both have many years of experience with Request for Proposal processes for publicly and/or privately-funded programs. The request will go out to ORI, MIRA, and ENB's networks of refugee and immigrant service providers. All proposals will be reviewed by a joint team representing MORI, MIRA and ENB. Selected host sites will be notified in July, 2011. To be eligible, each host organization must: a) be a non-profit 501(c)3 organization operating in Massachusetts; b) have been operational for at least one year with at least one staff member and the capacity to host a member; c) have a clear plan for the project on which the member will serve and how the member's services will be utilized; d) develop a statement regarding the member's treatment as an integral part of the organizational team; e) assign one designated host site supervisor who will provide weekly supervision and support to the member and attend monthly mandatory meetings at their agency led by the ORI program coordinator and attend quarterly regional meetings led by ORI and partners; f) provide a cash match to defray a portion of the member benefit costs. (see Budget Adequacy section); g) provide funds for the cost of travel incurred by the member for travel related to assigned duties.

Applicants must describe their organization's capacity to become a host site for an AmeriCorps member, answering a set of questions, such as: Why does your organization wish to host an AmeriCorps member?; Please describe AmeriCorps general service activities plan, with specific attention to how this is not duplicating or replacing staff roles or responsibilities in other programs; Who will supervise the member? (Include a resume of the supervisor); How will they ensure that member evaluation is conducted consistent with the grant guidelines and service description?; Please describe how the member will work with volunteers and recruit more volunteers to your organization; What experience do you anticipate your member to leave with?; and How will you acknowledge the member's time at your organization when their term is up?

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Orientation of Host Sites

ORI and NAIP partners will hold two full-day mandatory meetings with host sites--one an orientation session during late August/first week of September, and the other in Nov/December for supervisors. The orientation session will include an overview of AmeriCorps, goals of the NAIP, requirements of AmeriCorps host sites, reporting, and individual service activity plans. All supervisors will have an opportunity to share their service activity plans in small groups, and to discuss how each host site and the initiative overall will ensure the best outcomes for communities, host organizations and members. At the supervisors' meeting in November/December we will provide training on supervision, and review success and challenges of member placements.

f. Sustainability

The New American Integration Program will endure beyond the presence of AmeriCorps members in the host sites and communities. First, each member will invest some of their time in program development and volunteer recruitment. At one site, for example, a member will help to develop an ESOL technology or distance learning component by helping to select appropriate on-line teaching tools, creating a pre- and post-test assessment process, and acquiring donated web-cams to ensure teacher-learner contact while the student is studying at home. At another site, a member will help to recruit a corps of volunteers to assist with citizenship classes and group processing days, who would be trained and available for on-call service during and beyond the duration of the AmeriCorps program. AmeriCorps members will have a lasting impact on the ability of immigrant and refugee community organizations to meet constituent needs by creating programs, assisting host agencies in strengthening systems and processes for providing and evaluating high quality client services, or increasing agencies' human resources through effective volunteer engagement.

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Organizational Capability

Organizational Capacity

Organizational Background: ORI will serve as the lead agency, closely partnering with MIRA and ENB. Regional partners will include the Community Economic Development Center (CEDC) of Southeastern MA in New Bedford and the Massachusetts Mutual Assistance Association Coalition (MAAC), a partnership of 10 ethnic community-based organizations, six of which are based at the New American Center in Lynn, while the others are in Boston. ORI's Executive Director serves as the State Refugee Coordinator pursuant to the Refugee Act of 1980 and has done so since 1985. ORI's federally-funded Refugee Resettlement Program provides services to refugees and asylees through its network of more than 35 refugee service providers, including cash and medical assistance, case management, employment services, English language training for employment, and vocational skills training. The total ORI budget is approximately \$13,000,000, of which the overall NAIP budget (\$640,100) would make up 5%. ORI has a fiscal unit responsible for oversight of all contracts and payroll. ORI administers the state Citizenship for New Americans Program (CNAP). ORI's former Citizenship Assistance Program included an extensive statewide volunteer recruitment, training and placement component. In 2005-2007, ORI administered a federally-funded statewide volunteer program to provide intensive case management/mentoring and family life skills/literacy training to African clients.

MIRA works closely with over 138 organizational members and 300 individual members statewide. The majority of MIRA's members are grassroots organizations struggling to provide direct services to diverse constituencies. With an overall budget of \$1.15 million, MIRA provides these community groups with training in areas including Citizenship Services (MIRA provides training and technical assistance to 24 Citizenship Services providers statewide), legal assistance, and outreach and communications. MIRA also provides policy analysis, organizing, and advocacy to ensure immigrants

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and immigrant groups have a voice in determining public policies that best serve their needs and rights.

ENB's overall budget is also \$1.15 million, with which the organization provides grants and training to 23 Boston ESOL programs. ENB selects grantees through a competitive process; runs professional development workshops for ESOL teachers and coordinators; provides on-site technical assistance and peer mentoring; gathers input from sites; and manages payments to grantees, staff, consultants and vendors. ENB conducts public outreach and has alliances with state and city officials, foundations, businesses, unions, and community groups.

ORI will be primarily responsible for overall coordination of the program, including training, recruitment and administration. ORI will monitor each host site throughout the year; provide technical assistance as needed; and coordinate monthly regional meetings and quarterly multi-regional meetings/trainings for members and their supervisors.

MIRA will provide training and technical assistance for citizenship services, including civics and naturalization assistance. ENB will act as liaison to their network sites (ESOL providers) and will assist in coordinating the ESOL training components. All three partners will work together to provide recruitment, screening of host sites, preparation training and other member support activities, under ORI's coordination.

The program will be based at 30 community organizations throughout three regions (New Bedford, Boston, and Lynn). Host organizations will contribute on average \$6720 for a full-time member who will serve a minimum of 1700 hours over their 10 month term of service. The site contribution will be dependent on the size of the organization's operating budget. This cash match, coupled with the grant from the Corporation, will meet the cost of the program. ORI, MIRA, and ENB will also seek funding from private foundations to further enhance the program.

Staffing

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As a state agency, ORI has no board of directors, but is part of the Commonwealth's Executive Office for Health and Human Services and is overseen by its Executive Director, Richard Chacón, who reports directly to the Governor. The AmeriCorps New American Integration Program (NAIP) will be managed by Carol Chandler-Rourke, ORI'S Director of Programs and Partnerships. Carol has a wealth of experience, including nearly three decades managing ESOL, citizenship assistance, and community services programs at statewide and local levels. She will supervise the NAIP Program Coordinator (1 FTE) at ORI. The ORI Program Coordinator will be responsible for: a) coordination to ensure smooth/competitive procurement of the contracting and the re-contracting process by participating in the design and development of the Program's Request For Response and providing potential host sites with information regarding response submissions; b) coordination of Orientation for Site Supervisors;

c) supervision of Site Supervisors at Mutual Assistance Associations; d) coordination of Recruitment of AmeriCorps members;

e) orientation and community service training for members;

f) coordination and monitoring of program activities in order to ensure effective operations and compliance with established standards;

g) review and analysis of data regarding the member and partner sites' collaboration in order to determine progress and effectiveness, to work with the external evaluator, and to make recommendations for changes in procedures and guidelines and to devise methods of accomplishing program objectives; h) provision of technical assistance and advice to MAA agency personnel and AmeriCorps members concerning assigned programs in order to exchange information, resolve problems and ensure compliance with established policies, procedures and standards; i) coordination of meetings, workshops and conferences; and j) maintenance of records and preparation of reports.

An ENB NAIP Program Coordinator (.5 FTE), will be supervised by ENB Director Claudia Green,

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who has extensive experience in ESOL, workforce development and leading multi-stakeholder initiatives, and has led ENB since January 2006. The ENB Program Coordinator will work closely with MIRA policy staff (MIRA and ENB share office space) in designing and delivering training and technical assistance tailored to the NAIP program. MIRA staff includes Sarang Sekhvat, MIRA's Federal Policy Director, and Nicole Tambouret, MIRA's State Policy Director. The ENB Program Coordinator will be responsible for: a) design and implementation of ESOL and civic education components of member training, workshops, meetings and conferences; b) supervision of site supervisors at partners from the ENB and MIRA networks; c) assistance to network partners on member recruitment; d) review and analysis of data regarding the member and ENB/MIRA partner sites' collaboration in order to determine progress and effectiveness, work with evaluator, and to make recommendations for changes in procedures and guidelines and to devise methods of accomplishing program objectives; and e) provision of technical assistance and advice to MIRA/ENB network agency personnel and AmeriCorps members concerning assigned programs in order to exchange information, resolve problems and ensure compliance with established policies, procedures and standards.

At each of the 30 selected host organizations, program staff will demonstrate experience working with volunteers, including ability to recruit qualified individuals with bilingual/bicultural capacity as well as additional resources to match program needs. Partner organizations will demonstrate that program structures are in place through which members will receive appropriate assignments, supervision and training. Partners will establish learning objectives, and clearly delineate roles and responsibilities for members as distinct from staff. All partners will have strong capacity and experience in providing ESOL and either citizenship or community services.

Cost Effectiveness and Budget Adequacy

Cost Effectiveness and Budget Adequacy

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Cost Effectiveness: The ORI , MIRA and ENB leadership team have crafted an AmeriCorps Program that draws on their existing funding models of leveraging public and private resources, and have initiated an aggressive fundraising campaign to help support the program. The three agencies bring their own resources to bear as in-kind support totaling \$39,498 to include a portion of the program's staffing, facilities, and training expenses. Host sites will also provide \$201,600 in monetary contribution for the Member stipends. They will also be responsible for ensuring that all Members and volunteers have had the proper background checks.

In addition, ORI , MIRA and ENB are drawing on long-standing relationships to raise dedicated funds to be used to partially defray host site fees (depending on host sites' ability to pay) and for additional program enhancements including regional site coordinators in the three cities, more sustained member training and full-time AmeriCorps program staff at MIRA/ENB. The partners are making requests to Mayors Lang, Kennedy and Menino of New Bedford, Lynn and Boston, respectively, to help support Immigrant Integration Services in these cities. ORI Executive Director Richard Chacón and MIRA Executive Director Eva Millona have also begun discussions with the Executive Office of Health and Human Services to include an allocation in the FY2012 state budget. Private contributions are being sought through the regional community foundations (the Community Foundation of Southeastern MA, the Boston Foundation, and the Essex County Community Foundation), as well as other private foundations including the Knight Foundation, the Fish Family Foundation, and the J.M. Kaplan Fund.

Budget Adequacy: The NAIP proposed budget is sufficient to properly support the training, development and supervision of 30 AmeriCorps members and host sites across three cities. Budget priorities have been established, making the investment in member training a centerpiece of the program. This priority is consistent with the partner organizations' belief in expanding the immigrant-

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and refugee-serving workforce and enhancing the skills and experience of refugee and immigrant communities themselves.

The combination of Corporation grant, partner in-kind contributions, and host site contributions will meet the needs of the program for member stipends and fringe benefits, staffing and other administrative expenses, orientation and training, and transportation. The partners are providing substantial in-kind support to the Program to ensure successful planning and implementation of the program. Travel expenses that will enable Coordinators to properly monitor the program and provide technical support have been included in the budget, as well as enabling two program staff to attend a yearly AmeriCorps conference in Washington D.C. The program supports 30 full-time members who will receive ample up-front training, ongoing training throughout the program year, and on-site supervision. Member transportation to program meetings has also been included in the budget. Fringe benefits, including health insurance, FICA, and workman's compensation have been budgeted as well. The budget caters for an external evaluator to provide program evaluation.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

Programmatic Clarification Items:

Please make the following changes in the eGrants narrative field labeled "Clarification Summary".

(1) Please remove number of members from your executive summary and provide a more general overview of the program.

The Massachusetts Office for Refugees and Immigrants (ORI) will partner with the Massachusetts Immigrant and Refugee Advocacy Coalition (MIRA) and English for New Bostonians (ENB) to

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match AmeriCorps Members with community-based refugee and immigrant service providers in Boston, Lynn, and New Bedford. Members will support the following services: 1) English for Speakers of Other Languages instruction; 2) Civic Education and Citizenship Assistance; and/or 3) Provision of Community Services; and will work with program site staff to enhance volunteer recruitment capacity to develop ongoing expanded services.

(2) Please explain why only 12/30 members are receiving Teaching of English to Speakers of Other Languages (TESOL) training leading to a TESOL certificate when the narrative indicates that all 30 members will be leading TESOL services. While all 30 members will receive TESOL training and will lead TESOL services, we anticipate that 12 of the 30 will provide only TESOL instruction and will not provide Interpreter and Community Services as well. These 12 will have high level English skills, will most likely have an interest in pursuing a career in TESOL, and will be capable of completing the intensive training leading to a TESOL certificate.

(3) Please explain why only 18/30 members are receiving the TESOL "Best Practices" training when the narrative indicates that all 30 members will be leading TESOL services. While all 30 members will receive TESOL training and will lead TESOL services, we anticipate that 18 of the 30 will have the bilingual/bicultural skills necessary to provide Interpreting and Community Services as well as leading TESOL services. These 18 will lead TESOL conversation groups or study circles that students participate in along with their ESOL classes in order to further improve their English language skills. The 18 will receive a slightly less intensive TESOL "best practices" training that will not lead to a TESOL certificate, which will be complemented by the Interpreter and Community Services trainings.

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(4) Please explain why only 20/30 members are receiving Interpreter training.

Members receiving Interpreter Training will need to be bilingual and also have an adequate level of English Language skills to pass the training requirements to earn an interpreter certificate. We anticipate two-thirds of those recruited will meet these requirements.

(5) Please align your response to the above with the performance measurement section where you indicate how many members will serve under what activity.

Responses are aligned with performance measures. Volunteer and member development measures were removed from the performance measurement section.

(6) Please clarify that members will not be acting in staff roles.

Members will not be acting in staff roles; rather, they will assist immigrant and refugee communities to increase their English language skills, their understanding of citizenship and civic engagement, and their access to mainstream services. They will also focus on long-term organizational capacity by helping each organization to develop a sustainability plan and develop its volunteer pool.

(7) Please clarify that your training requirements for members will not exceed the 20% of total service hours aggregate maximum allowable amount for an AmeriCorps program.

Within the service year, Members will receive 25-30 days of initial orientation and training, depending on the focus of their activity. They will also receive 1 day per month of professional development training. While training will enable Members to gain new skills and prepare for the activities in which they will be involved, it will not exceed 20% of the total service hours (Maximum 240 hours annually).

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(8) Please provide detail about your organization's past outcomes addressing the identified community need.

In FY2010, ENB served 1206 learners across 23 sites. Of these students, 73 percent were pre- and post- tested using the BEST Plus Test and 50 percent made English language learning gains, moving from one level to the next. (Programs with at least 50% learning gains are considered in the advanced, or high-performing, category by the Massachusetts Department of Elementary and Secondary Education, Adult and Community Learning Services.)

ORI has a longstanding record of administering interpreter services for refugees in Massachusetts. Annually, ORI contracted agencies serve approximately 400 refugees providing 8000 hrs of interpreting in Amharic, Arabic, Bosnian, Burmese, Croatian, Farsi, French, Haitian Creole, Karen, Kayah, Karenni, Kirundi, Lingala, Nepali, Russian, Somali, Swahili, Tigrinya, and Vietnamese. ORI organizes 3 medical interpreter trainings per year for 60+ refugee clients across the Commonwealth. During each session, refugees -- native speakers of Arabic, Armenian, Burmese, French, Nepali, Russian and other languages -- undergo intensive training in terminology, confidentiality and other aspects of medical interpreting.

For nearly two decades, MORI has administered a highly successful citizenship program with a network of providers throughout the Commonwealth. The Citizenship Assistance Program (CAP) implemented from 1998 to 2002, served over 26,500 Massachusetts residents. Since its inception in 2007, the Citizenship for New Americans Program (CNAP) has provided services for more than 13,303 clients, who are enrolled in ESOL/Civics Instruction up to three years before they are eligible for citizenship. A total of 5,694 CNAP clients who became eligible for citizenship filed applications. 2,806 have completed the process of being sworn in as citizens (which can take up to 8 months). The

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percentage passing the citizenship exam is 97%.

(9) Please clarify why AmeriCorps will be a particularly effective way to address the identified community problem.

The proposed AmeriCorps New American Integration Program will provide a model for civic engagement that may be new for many newcomer communities while providing services that promote economic self-sufficiency, educational achievement and independence (ESOL) as well as civic participation (Citizenship) and understanding of/access to an array of mainstream services (Interpreter and Community Services). In addition, the proposed AmeriCorps New American Integration Program will build a diverse Corps by recruiting and training Members from immigrant and refugee communities and will build service delivery and civic engagement capacity within culturally and linguistically diverse communities. Furthermore, as Members engage in collective planning and organizing both at the local and statewide level, they will help partnerships that promote collaboration and cooperation across linguistically and culturally diverse groups.

Budget Clarification Items:

Please make the following changes directly in the application budget in eGrants:

1. Section 1. C Staff Travel: Please include costs for travel to CNCS Sponsored meeting.

Cost for staff to attend CNCS conference was included in the initial budget, but was on the wrong line.

It is now in the proper place.

Please see Budget Narrative.

2. Section 1.C. Staff and Member Travel: Member Travel - The calculation is not clear - what does the 10 times represent? Please explain.

The 10 times represent travel to 6 one-day trainings and 4 quarterly meetings (total of 10).

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3. Section 1.G Staff and Member Training: Please identify and itemize the costs that make up the ESOL training for 12 members, the ESOL training for 18 members, the Citizenship training for 30 members, the Interpreter's training for 20 members, and the Annual retreat.

ESOL Intensive Training provided by World Learning SIT for 12 Members x 20 days (130 hours).

Consultant (1 ESOL instructor) rate is \$600/day.

Consultant rate includes:

ESOL Instruction--6 hours/day.

ESOL instructional materials (textbooks, instructional CDs, visual aids)

ESOL Best Practices Training provided by World Learning SIT for 18 Members x 10 days (65 hours).

Consultant (2 ESOL instructors) rate per consultant is \$750/day.

Consultant rate includes:

ESOL Instruction--6.5 hours/day.

ESOL instructional materials (textbooks, instructional CDs visual aids)

Citizenship Training provided by the Massachusetts Immigrant and Refugee Advocacy Coalition's Policy staff for 30 Members X 3 days (15 hours). Consultant (3 Citizenship/Civics specialists) rate per consultant is \$666/day.

Consultant rate includes:

Citizenship/Civics Instruction--5 hours/day.

Citizenship instructional materials (USCIS citizenship guide, visual aids)

N-400 application guide

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Interpreter Training provided by the University of Massachusetts Medical School for 20 Members X 6 days (48 hours). Consultant (1 interpreting skills instructor) rate is \$600/day. 4 native language instructors rate is \$66/hour.

Consultant rate includes:

Interpreting skills instruction (types of interpreting, confidentiality, communication skills)--4 hours/day.

Language Instruction (vocabulary in native language)--8 hours/day.

Interpreting/translation materials (textbooks, handouts, visual aids).

Annual Retreat facilitated by NAIP staff for 30 Members X 1 day (6 hours).

Retreat rate per Member is \$50, which includes:

Facilitator--\$200

Meeting space--\$500

Materials (Handouts, Visual Aids)--\$800 (\$26/Member)

4. Section I.I. Other Program Operating Costs: Please pro-rate the utilities to the usage for the program.

30 Members will be located at 30 NAIP sites. Average utilization of facilities per site per Member is \$400 per project period (11 months), or \$36/month, 12% of overall facility utilization.

5. Section 3.PART B: MATCH & SOURCE OF FUNDS: Please confirm that the in-kind federal can be used as match.

In-kind Federal income comes from the federal Office of Refugee Resettlement Confirmation of Permission is on file at the Office of Refugees and Immigrants.

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Continuation Changes

N/A

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 0

Service Categories

Other Community and Economic Development Primary Secondary

ESOL instruction & Adult Education

Service Category: Other Community and Economic Development

Measure Category: Not Applicable

Strategy to Achieve Results

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

ESOL: AmeriCorps members trained by qualified trainers from the School for International Training's Graduate Certificate Program will offer high-quality ESOL classes, conversation groups, and study circles to limited English proficient adult learners. The MA AmeriCorps Newcomer Integration Program will assist 450 adult learners to improve their English skills.

Results

Result: Output

Output 1: 450 students will receive ESOL services from 30 AmeriCorps Members as follows: 180 will receive classroom instruction from 12 AmeriCorps Members. 270 will receive instruction from 18 AmeriCorps Members in conversation groups and study circles.

Output 2: All 450 ESOL students will complete at least 10 hours of instruction and up to 100 hours

Result: Output

or more of instruction.

Indicator: adult beneficiaries

Target: 450 adult learners in need of ESOL instruction.

Target Value: 450

Instruments: Intake, enrollment, attendance records.
Member service logs; client intake/registration forms

PM Statement: 450 adult learners in need of ESOL instruction will receive at least 10 hours and up to 100 hours of ESOL services (classroom instruction, conversation groups and study circles) from 30 AmeriCorps Members.

Prev. Yrs. Data:

Result: Intermediate Outcome

Outcome 1: 80% (360) of 450 adult learners will complete 100 hours of instructions. Of these, 50% (180) of learners will demonstrate English language learning gains as per the standardized test, and 90% (324) will demonstrate gains as shown through additional teacher evaluations and student portfolios.

Indicator: adult beneficiaries

Target: 360 adult learners in need of ESOL instruction.

Target Value: 360

Instruments: Attendance records, standardized test scores, alternate measures including teacher evaluations and student portfolios. All NAIP sites will be required to pre- and post-test learners. Of 450 students, 90 percent will be pre-tested using a standardized test (BEST Plus or TABE Clas-E), and 80 percent be post-tested. Alternative pre- and post-tests (for example for very low-literate learners) will be subject to approval by NAIP staff.

PM Statement: 360 of 450 adult learners in need of ESOL instruction will complete 100 hours of instruction. 50% of these will be tested using standardized tests, while 90% will be evaluated using alternative means, including teacher evaluations and student portfolios.

Prev. Yrs. Data:

Result: End Outcome

90% (405) of 450 ESOL students will improve English proficiency.

Indicator: adult beneficiaries

Target: 405 adult learners in need of ESOL instruction.

Target Value: 405

Instruments: Standardized test scores (BEST Plus or TABE Clas-E), teacher evaluations, student portfolios.

PM Statement: 405 (90%) of 450 adult learners in need of ESOL instruction will demonstrate gains in English language learning, either through standardized testing or alternative measures (teacher evaluations, student portfolios). 90% (405) of the 450 adult learners in need of ESOL instruction will demonstrate improved English proficiency.

Prev. Yrs. Data:

Citizenship Assistance and Civic Instruction

Service Category: Other Community and Economic Development

Measure Category: Not Applicable

Strategy to Achieve Results

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

CITIZENSHIP: AmeriCorps Members will develop the skills and expertise to provide competent citizenship assistance in partner agencies. Qualified trainers will provide the AmeriCorps Members with Adult Education/Civic Instruction & Citizenship training.

Results

Result: Output

1200 clients will be assisted by 30 AmeriCorps Members with the naturalization process (including application assistance, civics instruction, interview preparation, etc.), including 250 enrolled in ESOL/ civics classes.

Indicator: adult beneficiaries

Target: 1,200 clients in need of assistance on the path to American citizenship. (950 of these will receive only application assistance, while 250 will participate in ESOL/civics instruction.)

Target Value: 1200

Instruments: Intake, enrollment, attendance records.

Member service logs; client intake/registration forms; client surveys, copies of N-400 citizenship application.

PM Statement: 1200 refugee and legal immigrant clients will receive citizenship assistance and/or civics instruction.

Prev. Yrs. Data:

Result: Intermediate Outcome

Citizenship and Civics Assistance: 80% of 1200 clients eligible to apply for citizenship will file citizenship applications. Of the 250 students enrolled in ESOL/civics classes, 90% will demonstrate improved knowledge of US history and civics.

Indicator: adult beneficiaries

Target: 960 clients eligible for and in need of assistance on the path to American citizenship.

Target Value: 960

Instruments: Pre- and post-testing; teacher feedback, learner/client surveys, number of N-400 citizenship applications prepared. Clients' knowledge of US history and civics will be tested upon intake, then again upon completion of each cycle of ESOL/civics classes. Test results, along with the teachers' feedback, will be collected and analyzed.

PM Statement: Out of 1200 clients in need of citizenship assistance on the path to American citizenship and eligible to apply, 960 (80%) will file citizenship applications.

Prev. Yrs. Data:

Result: End Outcome

Citizenship and Civics Assistance: 768 (80%) of the 960 clients will be called for the citizenship interview. Of these, 691 (90%) will pass the citizenship exam, which will be verified by follow-up

Result: End Outcome

confirmation and/or copy of naturalization documentation in client file.

Indicator: adult beneficiaries

Target: 960 clients in need of assistance on the path to American citizenship.

Target Value: 960

Instruments: Intake logs, copies of N-400 applications, class attendance sheets, teacher evaluations, copies of USCIS letters calling clients for interviews, verification of citizenship status.

PM Statement: 90% of clients called in for a USCIS interview, will pass the citizenship exam, which will be verified by follow-up confirmation and/or copy of naturalization documentation in client file.

Prev. Yrs. Data:

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable