

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction	
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)			
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE:  05-JAN-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID:  11AC122410		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:  09ACHOR0010002
<b>5. APPLICATION INFORMATION</b>			
LEGAL NAME: American Red Cross Oregon Trail Chapter DUNS NUMBER: 010742195		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Mark Johnson TELEPHONE NUMBER: 503-528-5622 FAX NUMBER: 503-284-4247 INTERNET E-MAIL ADDRESS: johnsonm@redcross-pdx.org	
ADDRESS (give street address, city, state, zip code and county): 3131 North Vancouver Ave. Portland OR 97227 - 1560 County:			
6. EMPLOYER IDENTIFICATION NUMBER (EIN):  930386784		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization Local Affiliate of National Organization State Education Agency Statewide Association	
8. TYPE OF APPLICATION (Check appropriate box).  <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION        B. BUDGET REVISION C. NO COST EXTENSION    D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Oregon State Service Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): State of Oregon		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 08/29/11      END DATE: 07/31/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="OR 003"/> b.Program <input type="text" value="OR 003"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?	
a. FEDERAL	\$ 744,584.00	<input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE:  <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
b. APPLICANT	\$ 559,021.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 0.00		
e. OTHER	\$ 0.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 1,303,605.00		
17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO			
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.			
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Mark Johnson		b. TITLE: AmeriCorps Specialist	c. TELEPHONE NUMBER: 503-528-5622
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:			e. DATE SIGNED: 01/04/11

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### Executive Summary

The Oregon State Service Corps (OSSC) is a statewide AmeriCorps program administered by and housed at the American Red Cross Oregon Trail Chapter. OSSC serves as an intermediary, placing 63 AmeriCorps members individually or in small teams at faith and community based organizations, government agencies and schools across Oregon. OSSC members provide direct service in the focus areas of disaster preparedness, public safety, education, public health and other human needs.

### Rationale and Approach

The Oregon State Service Corps (OSSC) is a statewide, individual placement AmeriCorps program, serving 25,000-30,000 people a year, administered by and housed at the American Red Cross Oregon Trail Chapter. OSSC serves as an intermediary, placing AmeriCorps members individually or in small teams at faith and community based organizations, government agencies and schools across Oregon. OSSC directs member service to four statewide priorities: community disaster preparedness training; safe and structured out-of-school activities; educational support in reading, math, science and writing; and social support services for young people and adults. OSSC members also recruit and support community volunteers, multiplying the impact of their direct service in each of these areas. To continue this service, OSSC is requesting the equivalent of 50 full-time positions for each of the next three years, to be supported by three full time OSSC staff as well as the resources of the sponsoring organization.

### Compelling Community Need

Oregon is the ninth largest state in the country: 360 miles long and 261 miles wide. The population is centered in two metropolitan areas situated on the western side of the Cascade Mountain Range that runs north to south through Oregon. The vast majority of the state is rural. In both urban areas (like Portland in Northwest Oregon with a population of 568,380) and rural areas (like Fossil in Central Oregon with a population of 469), communities in Oregon have common needs to be addressed.

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Disaster Preparedness: Oregon's geography makes it susceptible to several types of natural disasters. According to the Oregon Department of Geology and Mineral Industries, earthquakes in Oregon arising from the Cascadia Subduction Zone can reach 9.0 on the Richter scale. According to geologists, we are due for one of these quakes. Tsunamis from earthquakes in the Pacific Ocean are a threat to low-lying coastal communities. Floods, landslides and winter ice storms are other possible disasters. Wildfires ignite in the forests during our dry summers and these sometimes encroach on communities. Finally, the most common disasters are house and apartment fires, ignited by faulty wiring, human carelessness and other causes. The American Red Cross Oregon Trail Chapter responds to these disasters, on average, once every 32 hours. According to a 2007 Moore Information survey of residents in seven Oregon counties, 47% have not assembled a disaster supplies kit for work, home or to keep in their car and 58% do not have a family emergency plan.

Public Safety: according to the Afterschool Alliance's report, America after 3 PM, in Oregon, 30% of K-12 youth are responsible for taking care of themselves during afterschool hours. According to this study, if afterschool programs were available, more than 20% of these youth in self-care would participate in them. Unfortunately, it is during these unsupervised hours that children are most likely to commit crimes and experiment with drugs, alcohol, cigarettes and sex.

Education: Oregon is falling short on the majority of its education targets. According to the Oregon Progress Board, an independent state planning and oversight agency, in their 2007 report, only 80% of kindergarteners entered school ready to learn and only 81% of third graders met targets for reading skills. At the eighth grade level, only 68% met the target for reading and only 70% met the target for math.

Human Needs for Youth: Children First for Oregon, an independent child advocacy organization, gave

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Oregon a D in its annual publication, Report Card 2007: The Status of Children in Oregon. According to their data, 16.8% of Oregon children under age 18 live in poverty, which limits their access to basic needs for a healthy start, 12.6% are uninsured and 24.7% are not properly immunized. In addition, 31.9% of eighth graders use alcohol and 15.7% use illegal drugs.

Human Needs for Adults: According to the 2007 the Oregon Progress Board, report, 11.9% of all Oregonians live in poverty and 20.4% of individuals with disabilities live in poverty which impacts their ability to find safe and affordable housing, adequate food and healthcare. Oregon ranks 45th in the nation for homelessness, 33rd in the nation for food insecurity with hunger and 28th for food insecurity without hunger.

### Description of Activities and Member Roles

Because of its intermediary design, OSSC is uniquely able to serve diverse communities and needs, and provide widespread support across the state. We provide Oregon organizations and schools of varied sizes, budgets and locations, the ability to better serve their communities by sponsoring an AmeriCorps member. This is particularly important in rural areas, where there is limited budget and capacity to start or extend needed services. OSSC AmeriCorps members provide direct service to address these critical community needs, and they mobilize community volunteers to amplify their efforts. Their service directly responds to the needs facing Oregon's local communities as identified by those communities.

OSSC members address four statewide priorities: 1. Community disaster preparedness training; 2. Safe and structured out-of-school activities; 3. Educational support in reading, math, science and writing; and 4. Social support services for young people and adults. OSSC uses a Request for Proposal process to identify these needs at the local level. In their written proposal, partner organizations explain the needs that members will respond to, and explain how those needs are identified.

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OSSC is requesting 47 full-time (1700-hour) and 6 part-time (900-hour) AmeriCorps members to place, individually and in small teams, with faith and community based organizations, and schools throughout the state for the 09-10, 10-11 and 11-12 program years. The majority of our placement sites request full-time members. However, in order to meet the needs of organizations that may not have the need or the capacity to sponsor full-time members, we are offering part-time positions as well.

1. Community disaster preparedness: OSSC will place five AmeriCorps members at the American Red Cross Oregon Trail Chapter. These members will conduct community disaster education presentations and emergency skills trainings for 8,500-10,000 youth and adults. This includes the coordination of mitigation projects which mobilize Red Cross staff and volunteers in an effort to provide information on disaster preparedness to communities determined to be the most at-risk for a disaster.

07-08 PM Results: Members conducted education presentations and emergency skills trainings for 8,787 youth and adults.

2. Safe and structured out-of-school activities: OSSC will place sixteen members to coordinate after school programs at low-income housing communities, schools with high concentrations of children receiving free and reduced lunches and community centers. Members will provide 2,000 activities for 5,000-6,500 young people. Between 3 pm and 5 pm, members will lead activities including homework help, computer clubs, sports and recreation, puzzles and games, storytelling and community service projects. They will also recruit, train and supervise community volunteers to help in this work. Field trips will provide safe and fun activities during school breaks.

07-08 PM Results: Members completed work with 1,965 safe and structured out-of-school activities

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benefiting 5,092 youth.

3. Educational Support: To make progress on Oregon's education benchmarks, OSSC will place eight members to provide in-school or after-school tutoring and homework help for 800-1,000 students in need of extra support in reading, math, science and writing. These members will establish regular and one-on-one tutoring sessions with students and work with students in after-school homework clubs. This will lead to significant progress in targeted areas for 70% of the students, as measured by teacher surveys and standardized tests. Members will also recruit and support volunteers to work with more students.

07-08 PM Results: Members provided in-school and out-of-school tutoring and homework help for 833 students, leading to 73% of the students showing signs of improved progress in targeted area.

Members tutoring outside a school must have a high school diploma or equivalent (as required by AmeriCorps tutoring requirements). If the organization where a member is tutoring is a school, the school must demonstrate in their application how their proposed education project is in compliance with No Child Left Behind regulations. This includes appropriate curricula (must be high-quality and research based), tutor training (also must be high-quality and researched based, consistent with the activities the tutor will perform), supervision (with expertise in tutoring such as a principal or faculty member), outcomes and standards. How these regulations are specifically met can vary at each organization, because placement of members occurs in different school districts throughout the state (each district has its own way of meeting these regulations). OSSC will monitor the tutoring requirements (including verification at a visit with each site), to be sure requirements are being met.

4. Social Support for youth and adults: OSSC will place fourteen members to provide social support

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services to 4,000-5,500 young people, providing mentoring, linkages with health care resources, health education, post-secondary preparation, life skills training and inclusive support, among other things. As a result of this service, 90% of agencies will report their member increased the ability of youth to access their services, as measured by community partner agency surveys. Members will also recruit and support volunteers to increase this service.

07-08 PM Results: Members provided social support service to 4,452 young people. As a result, 93% of agencies reported their member increased the ability of youth to access their services.

OSSC will place twelve members to provide additional support services to 2,000-3,500 adults, in the areas of housing, employment, healthcare, health education, hunger, independent living and other needs. As a result of this service, 90% of agencies will indicate their member provided critical social support services to adults, helped adult clients to access social support services or increased the number served, as measured by community partner agency surveys. Members will also recruit and support volunteers to increase this service.

07-08 PM Results: Members provided support services to 2,171 adults. 95% of community partner agencies surveyed indicated the efforts of their AmeriCorps member provided critical social support services to adults, helped adult clients to access social support services or increased the number served.

### Prohibited Activities

We have established several checks to ensure members are not engaged in prohibited activities. The site application includes a complete list of the prohibited activities and we carefully screen placement site proposals and position descriptions for prohibited activities. Prohibited activities are discussed in detail during mandatory trainings for new site supervisors and are listed in the site contract and handbook.

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We make it clear to sites that a violation of the prohibited activity policy could result in the loss of a member.

Members receive similar training in prohibited activities at the member orientation and they are listed in the member contract and handbook. If members willingly perform any of these activities, they are subject to disciplinary action. During the year and at site visits, member activities are reviewed for prohibited activities and any possible violations are investigated and addressed.

### Self-Assessment and Improvement

Based on Oregon Trail Chapter policy, OSSC staff complete an annual self-assessment, which is followed by an assessment from their supervisor. This review includes an assessment of training and professional development goals, as well as determining key service and development goals for the upcoming year, that align an individual's contributions with the overall strategic initiatives of the program and the organization as a whole.

In striving for continuous improvement, OSSC incorporates suggestions provided by the Oregon Commission following their annual site visit as well as input from members and sites. The program also reviews evaluations from members following trainings, suggestions made by site supervisors and members during site visits, challenges identified in the Oregon Commission's annual member survey and feedback provided in our end of year site survey.

### Community Involvement

Each January, OSSC sends information about our program, placement opportunities and the upcoming request for proposal (RFP) process to over 1,100 organizations across the state. In February, OSSC (in collaboration with Clara Barton VISTA Corps) hosts regional informational meetings to introduce



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organizations to AmeriCorps, our RFP process and to provide technical assistance. These meetings take place in eight locations across the state including the Oregon coast, southern Oregon, eastern Oregon, central Oregon and Portland.

OSSC has developed a statewide AmeriCorps Advisory Committee, a group of community members (including former OSSC members) from across the state, to provide input to program design and to review applications for site placements. OSSC uses the input from the Committee to select a diverse and dispersed portfolio of placement sites with strong and effective projects. Committee members also help identify organizations in their community that could best utilize an AmeriCorps member, brainstorm ideas of where to recruit members in their community and help us localize our support for members.

### Collaboration with Other Programs

For OSSC, building relationships to other National and Community Service Programs is a priority. We share best practices, program documents and ideas, as well as work through challenges with other AmeriCorps programs. This past year, OSSC collaborated with a number of other national and community service programs for events such as: five regional trainings on Conflict Resolution and Effective Communication around the state, a Life After AmeriCorps Day and a comprehensive member training on "Planning to use your Education Award." OSSC and the Clara Barton VISTA Corps (A VISTA program also administered through our sponsor American Red Cross Oregon Trail Chapter) collaborated on outreach meetings around the state, with a goal of informing potential sites about our programs and the application process. OSSC also worked with the National Service Coordinator from Idealist.org to bring a six-week series of Career Transitions Workshops to AmeriCorps and VISTA members throughout the Portland area, including members from OSSC, Clara Barton VISTA Corps and five other AmeriCorps programs.

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### Designed for Replication

One small agency looking to start an intermediary program in the future is using our program as a model and has recently requested copies of our Request for Proposal, as well as member and site supervisor handbooks.

Full-time OSSC members are trained as disaster responders. There is the potential for this structure to be replicated in other states: in fact, the Red Cross in New York is currently looking at the possibility of starting a service corps of their own, using OSSC as a model.

Other parts of our program with potential for replication include the intermediary design of our program (which works in economically distressed states), our program's ability to reach rural communities and our program's regional training design which ensures that our members are supported, even when placed individually.

### Organizational Capability

#### Sound Organizational Structure

##### 1) Ability to provide sound programmatic oversight

OSSC is administered by the American Red Cross Oregon Trail Chapter. The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for and respond to emergencies. The American Red Cross Oregon Trail Chapter was chartered as a Red Cross unit in 1917. The Chapter directly serves seven counties in Northwest Oregon and recently began administering four counties in North Central Oregon and five counties in Eastern Oregon. It also serves as the Lead Regional Chapter for the state, providing financial and program oversight of the other four Chapters in Oregon. Approximately 45 full-time staff support the work of more than 900 volunteers who work on disaster planning, preparedness and education, provide relief to victims of disasters, facilitate emergency communications between members of local and

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national U.S. Armed Forces and their families and teach first aid, CPR and other safety courses. The Chapter understands volunteerism and service and relies on volunteers to fulfill its mission of disaster preparedness and response. The Red Cross is a leading trainer of volunteer disaster responders and community first aid/CPR responders.

The Oregon Trail Chapter is one of the largest Red Cross chapters in the nation. Last fiscal year, the Chapter helped 586 families receive immediate comfort and relief from a local disaster. The Chapter trained 9,000 people in disaster preparedness, as well as training 9,000 additional youth in lifesaving skills. The Chapter also provided over 36,000 rides to seniors and people living with disabilities.

The Chapter's annual operating budget is nearly seven million dollars and the Chapter has six million dollars in reserves. The Chapter receives less than 1% of funding from United Way and close to 90 percent comes from generous individual and corporate donations, foundation giving and fee-for-service programs. The balance is investment income, rents and royalties. For 15 years, the Chapter has administered a \$50,000 annual state grant to manage congregate preparedness for the Chemical Stockpile Emergency Preparedness Plan.

Since September 1, 2000, the Chapter has successfully managed the OSSC AmeriCorps grant (currently \$608,707 in federal funds). In 2003-2004, the Chapter began managing the Clara Barton VISTA\*Corps, a partnership between the Oregon Trail Chapter and the Corporation for National and Community Service, which brings the service of 20 AmeriCorps VISTA placements to rural communities across Oregon.

Chapter accounting staff are knowledgeable in the Web-Based Reporting Systems (WBRS), E-Grants, the MyAmeriCorps system and the records and reports required by Corporation for National and Community Service (CNCS). The department follows standard accounting practices using general

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ledgers supported by source documents thus establishing a clear audit trail. They maintain sound cost allocation procedures using cost centers and project codes to track AmeriCorps revenue, expenditures, member stipends and benefits by grant year.

OSSC has a 100% on-time track record for all required reports, documents and other requested information. The Oregon Commission has noted no compliance concerns in program and financial site visit reports. The A-133 audits for 2001-2008 likewise had no material findings.

### Additional Information as Multi-Site Program

OSSC distributes member stipends, manages member benefits, selects placement sites, oversees the grievance process and coordinates the Advisory Committee. OSSC ensures compliance with CNCS policies (including criminal background checks), oversees the budget, maintains member files, creates site and member contracts and reports on performance measures and finances. Placement sites are responsible for creating and implementing member projects.

In its role as an intermediary, OSSC collaborates with organizations throughout the state to place AmeriCorps members in community-identified, meaningful, direct service positions. The majority of OSSC placement sites are small community organizations and the program's outreach efforts specifically target faith and community based organizations. Placement sites are selected through an RFP (request for proposal) process. In the winter, brochures and emails are sent to over 1,100 organizations throughout the state. The RFP is available at informational meetings, on our Web site and by request (by mail or electronically) starting in February. Technical assistance is available at the informational meetings and one-on-one by phone or e-mail between the meetings up until the RFP due date in the first week of April. Each proposal is reviewed by at least three Advisory Committee Members or Community Readers. Proposals are evaluated using a proposal rating form that assesses proposals on established

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criteria, including past performance, sustainability, geographic distribution and whether the proposal outlines a service project that addresses OSSC performance measures and meets critical community needs. All proposals are also reviewed by at least two OSSC program staff.

To ensure each site has adequate financial capability and that the community is invested in the AmeriCorps resource, placement organizations are required to provide a cash match for each position. OSSC has three levels of cash match, which increases depending on the number of years the position has existed at the site. This match is requested via an invoice before service starts: if needed, sites can request to pay 1/3 or 1/2 of the match up front and the rest on a payment plan. Sites then send the cash match directly to our Accounting department, who credits it to our program.

Site responsibilities are outlined in the request for proposal instructions. Site supervisors are provided with an in-depth training during the summer. The site supervisor training includes an introduction to AmeriCorps and OSSC, ideas for member recruitment, information on the importance of orientation and site/position specific training, tips for supervising members, prohibited activities review, reporting requirements and the contract. The site supervisor handbook includes copies of the member and site contract, reporting forms, AmeriCorps/OSSC policies, code of conduct and disciplinary process and the OSSC calendar.

OSSC staff (either the Program Manager or the Member Support Specialist) conduct at least one site visit to each placement site annually, which includes a one-on-one meeting with the member and the supervisor, an observation of the member's service and a tour. If the visit uncovers any concerns or challenges, OSSC staff work to resolve the problem. If a compliance issue is identified at a site visit (or at any other time), a compliance report outlining the issues, the needed changes and a time line for enacting the changes is completed by OSSC staff. OSSC staff then follow up to ensure that the needed

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changes have been made.

Members submit monthly progress reports on their progress toward their project goals (which align with our performance measures). OSSC staff also reviews placement evaluations submitted by members and supervisors twice during the term of service and follows up regarding any issues that are discovered as a result of that process. Continual contact is maintained.

Connections are cultivated between placement sites at the regional site supervisor trainings and through the members. Since our members' efforts are focused on four basic compelling needs, there are similarities between placement sites and points of connection. Members develop collaborations and work together toward common goals. For example, a group of members in Portland providing after-school activities to grade-school youth met to share resources and brainstorm activities. OSSC works to be responsive to local needs and flexible enough to cultivate different strategies that work in different communities.

### 2) Board of Directors, Administrators and Staff

The Oregon Trail Chapter of the Red Cross has 45 staff working in 12 departments: Accounting and Finance; AmeriCorps; AmeriCorps\*VISTA; Chapter Administration; Client Services; Disaster Preparedness; Emergency Services; Financial Development; Health, Safety and Community Services; Human Resources; Information Technology; Communications; Transportation and Volunteer Services. The Chapter also has a 21-member volunteer Board of Directors and a 31-member volunteer Board of Advisors. The Board reviews and approves the budget and OSSC staff report on the progress of the program on an annual basis.

The Director of Health, Safety and Community Services serves as a 2% AmeriCorps Program Director

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and supervises a full-time AmeriCorps Program Manager. OSSC also has a full time Member Support Specialist and Program Assistant supporting the AmeriCorps program.

The OSSC Program Director supports the Program Manager, facilitates internal support for the program and provides overall direction to the program.

The OSSC Program Manager provides technical support to sites, leads the site visits, manages reporting, directs compliance with the federal grant, develops and implements a plan for identifying and selecting placement sites, supports the Advisory Committee, creates the program budget, prepares for audit and works with the Program Director on determining the overall direction of the program. The current Program Manager, Mark Johnson, was a former AmeriCorps member and has been on the staff of OSSC for six years (the last three in the Program Manager role).

The OSSC Member Support Specialist creates the member recruitment plan, designs and implements the member orientation, works with members to plan four regional meetings for each regional team, supports the members in their member development projects, provides supervision around member hours and other AmeriCorps requirements, helps members plan service projects and fosters an esprit de corps. The current Specialist, Jen Sedell, was a former OSSC AmeriCorps member and is in her third year in the Specialist role.

The OSSC Program Assistant is responsible for general administrative support, oversight of member online communications (including Google Group) and outreach to assist site and member recruitment efforts. The current Program Assistant, Tony Camacho, was a former member of the Clara Barton VISTA Corps and is beginning his first year with OSSC as program staff.

The Chapter's financial department has two financial accountants who report to the Controller, who in

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turn reports to the Chief Operations Officer. Financial reports are prepared monthly by the Controller and distributed to the OSSC Program Manager. The Controller is also responsible for monitoring the AmeriCorps budget. Financial Accountants are responsible for preparation and delivery of checks for OSSC staff, as well as for OSSC members. There is coding in the accounting software specifically for AmeriCorps revenue and expenditures, so they can be isolated.

### 3) Plan for Self-Assessment or Improvement

The Oregon Trail Chapter recently went through an organization-wide Strategic Planning process. This included looking at the previous strategic plan and its outcomes, then developing high level outcomes, strategies and measures that would help the Chapter chart its course for 2009-2013. The Chapter has mandatory trainings in Cultural Competency as well as First Aid/CPR/AED.

All Chapter staff complete an annual self-assessment, which is followed by an assessment from their supervisor. This review includes an assessment of training and professional development goals, as well as determining key service and development goals for the upcoming year, that align an individual's contributions with the overall strategic initiatives of the organization.

### 4) Plan for Effective Technical Assistance

The Chapter supports the AmeriCorps program by providing accessible office space, website support and administrative support. Human Resources provides technical assistance with hiring staff and serves as a resource for member issues. Accounting provides technical assistance with disbursement of member stipend checks, reporting to the Commission and overall budget management. The Information Technology Manager provides technical support for the program with website updates.

The Chapter offers a number of training opportunities for staff, particularly in the areas of CPR and First



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Aid, cultural competency and volunteer recruitment and management. During the past program year, members of OSSC staff have attended the National Conference on Volunteering and Service, the Northwest Network training for AmeriCorps site staff, the National Inclusion Project training, and the Red Cross Cultural Competency Training.

OSSC provides technical assistance to placement sites during the service year via phone, email or in person. This includes assistance with the site application process, member recruitment, member performance issues and annual site visits.

### Sound Record of Accomplishment as an Organization

#### 1) Volunteer Generation and Support

The Chapter is a volunteer-led organization and supports over 900 volunteers. With only 45 staff at the Chapter, this is a 20:1 volunteer to staff ratio. The majority of volunteers are disaster responders, expanding the Chapter's ability to respond to local emergencies, as well as large out-of-state disasters. A number of volunteers also assist with Accounting, Administration, Health and Safety and Financial Development functions. The Chapter also has a 21-member volunteer Board of Directors and 31-member volunteer Board of Advisors, who are committed to the Chapter's mission of saving and rebuilding lives.

#### 2) Organizational and Community Leadership

The Chapter serves as the Lead Regional Chapter for Red Cross in Oregon, providing financial and programmatic oversight.

The Chapter launched the innovative Prepare Oregon campaign to educate and energize people to become more prepared for emergencies. This campaign was adopted by the National Red Cross and

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distributed across the country. The Chapter has also created an online CPR course and several disaster preparedness products that have also received national recognition.

In 2007, the City of Portland asked the Chapter to take the lead on opening emergency warming centers for the city's homeless. OSSC members who directly serve the Chapter took the lead in organizing and leading volunteers for this first year. These shelters were a big success, serving 2,290 people over the winter.

Chapter CEO Thomas Bruner is a nationally recognized non-profit leader. He was named Regional Executive for Oregon, with leadership and oversight responsibilities for all five American Red Cross Chapters in the state. Bruner serves on the Oregon Government Ethics Commission, Portland Parks and Recreation Board, and Oregon Chalkboard Project's Citizen Corps. He served on the Nonprofit Association of Oregon's Steering Committee, Junior League of Portland's Community Advisory Board and numerous other boards. Bruner is a graduate of both Leadership Portland and Leadership Fort Worth and is the recipient of many honors, including the Administrators Achievement Award from the U.S. Health Care Financing Administration.

CPO Bert Kile is a member of the Oregon Seismic Safety Policy Advisory Commission. OSSC Program Director Stephanie Morgan is a member of the Portland Business Alliance 2009 Leadership Portland.

### 3) Success in Securing Match Resources

Since 2001, OSSC has been 100% successful in securing match resources. Our ability to secure matching funds from our sites along with the support we receive from the sponsor has ensured our success in meeting and exceeding match levels.

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### Success in Securing Community Support

#### 1) Collaboration

The Chapter partners with: local branches of the Office of Emergency Management and the Salvation Army among others, to provide a disaster preparedness plan for the state; with local fire bureaus to provide disaster response to local in-state fires; with Armed Forces like the National Guard to provide communications to family members that have lost contact with a military person in their family; with diverse organizations like Africa House and the Balthazar Ortiz Center in Portland for the purpose of getting information on Red Cross' mission to an ever-widening group of people; and with the other Red Cross chapters in the state, in order to provide First Aid/CPR and disaster training to OSSC members.

The Chapter administers a statewide AmeriCorps\*VISTA program called the Clara Barton VISTA Corps. The offices for the two programs are co-located and the programs work and plan together whenever possible (including co-hosting informational meetings). AmeriCorps and VISTA staff also hold monthly meetings to discuss current activities and plan for the future.

#### 2) Local Financial and In-Kind Contributions

The Chapter's programs and services are made possible primarily through the generosity of individuals, businesses and foundations who give voluntary gifts of time and money. Individual and corporate donations, foundation giving, product sales and fee-for-service programs provide the majority of the Chapter's funding. The Chapter has healthy direct-mail, telephone fundraising campaigns, as well as a strong and secure on-line giving program. The Chapter designs and sells several safety products through our walk-in store and through our online store.

As the world's largest volunteer organization, the Red Cross is able to stretch its resources even further

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and be the best possible steward of financial gifts. The Chapter's Financial Development department cultivates in-kind donations as well as cash contributions. Examples of in-kind donations the Chapter receives include: services from companies such as printing; services from professionals such as trainers; bulk donations -- large donations of a single product; donated goods such as cell phones, office supplies, food and beverages, meeting and event facilities.

The Chapter is always exploring new and creative revenue streams. The Chapter and the Portland Firefighters Association partnered to develop a calendar that supports local Red Cross services and the Firefighters Charitable Fund. The Chapter hosts an annual Breakfast of Champions to honor local heroes.

### 3) Wide Range of Community Stakeholders

Stakeholders are people who receive services from the Chapter, such as Hurricane Katrina evacuees, fire clients, class participants and those that utilize the Chapter's transportation program. They are the heart attack victim who is assisted by someone trained by the Chapter in First Aid/CPR until help arrives. They are also the people who have not needed OTC services, but may someday need assistance.

Government and local communities are also stakeholders. Local communities do not open and operate shelters. Rather, they are dependent on the Chapter to fulfill this function. The City of Portland is dependent on the Chapter to provide Emergency Warming Shelters during the winter months. The Oregon Department of Transportation relies on the Chapter's transportation program to serve the needy and to bring new services into underserved communities. Organizations that are required to have trained responders on-site depend on the Chapter to train their staff in lifesaving skills.

### **Cost Effectiveness and Budget Adequacy**

Cost Effectiveness

## Narratives

### 1) Corporation Cost per Member Service Year (MSY)

OSSC is designed to be cost effective both in terms of the federal dollars we receive and in terms of the resources we bring to local communities. The ability of OSSC to provide fully supported members to small local community organizations allows them to expand their services in the most cost effective manner. OSSC's proposed Corporation cost per MSY is \$12,010. OSSC is investing a higher level of its resources in order to maintain the same high quality programming. Because Oregon is a large geographic state, transportation costs for members and staff now require an increased level of funding. Additionally, health care costs for members are higher. Despite these issues we have been able to keep our cost per MSY low. Another sign of our cost effectiveness is our ability to propose grant sponsor match levels that are 41% of the program's total operating costs, which is 3% more than the required 38% (and a 2% increase from OSSC's current grant year).

OSSC is currently in its eighth year as an AmeriCorps program. Over that time the program has worked diligently to broaden our reach across the state to bring on new sites. As an intermediary we judge our success partially in our ability to reach many organizations and communities in need. To date we have provided AmeriCorps members to 142 different placement sites throughout the state.

According to the 2005 census, 23 of Oregon's 36 counties have more than 14% of their population meeting the definition of living in poverty. Additionally, 17 of Oregon's 36 counties have a Beale Code of 6 or higher (defined as having an urban population of 20,000 residents or less), with 5 counties receiving a 9 on the scale (defined as completely rural or fewer than 2,500 residents), according to the Department of Agriculture's 2003 report. These two statistics support the fact that Oregon is a rural state with very real poverty and limited resources.

OSSC has higher costs due to serving difficult-to-reach populations. As a statewide intermediary

## Narratives

program, it is necessary for OSSC staff to travel throughout the state to provide regional meetings, informational meetings (as part of site recruitment) and site visits. Also, member training often brings members to Portland, which requires a significant budget for member travel.

### 2) Diverse Non-Federal Support

Matching funds include cash matches from placement sites and in-kind donation of member workspace. Together with the CNCS grant match, this covers all costs in the OSSC budget. In addition, OSSC secures additional commitments from members, sites and partners, which help to lower budget costs.

Many AmeriCorps events in the state occur in northwestern Oregon (mainly in Portland). However, OSSC has members as far east as Ontario (a 376-mile drive from Portland) and as far south as Medford (a 272-mile drive from Portland). We encourage members to carpool with each other as much as possible, which helps to decrease the expenses needed for member transportation to events in Portland such as Member Orientation, AmeriCorps Kickoff, and the NW Service Symposium. Carpooling also decreases the costs of member regional travel, such as to the quarterly regional meetings and regional disaster training.

The majority of the training provided at member orientation is donated by community trainers (including current members), including volunteer management training and evening workshops.

Partnering with other state AmeriCorps programs for quarterly regional trainings leads to increased efficiency and a sharing of training costs.

Community organizations, including but not limited to placement sites, provide OSSC with free meeting space for quarterly regional team meetings, informational meetings, site supervisor trainings and other

## Narratives

events.

The OSSC Advisory Committee donates all of their time for reviewing proposals and performing other functions that strengthen the program.

All placement sites assume responsibility for expenses related to successfully completing the AmeriCorps project. Sponsoring placement sites are required to cover member related expenses which include supervision, training, office space and equipment, travel reimbursement, supplies and outreach expenses. This ensures that members receive strong support while helping to reduce Federal costs.

### Budget Adequacy

The proposed budget adequately supports our program design by covering appropriate member costs and program support. We have not reduced member training but continue to ensure that members receive comprehensive training. The budget includes funds for training AmeriCorps members in cultural competency, First Aid/CPR and disaster training, as well as registration for members to attend the NW Service Symposium. The budget includes all direct member expenses, including stipend, FICA, health care and workers' compensation.

The size and breadth of OSSC requires a strong administrative team to ensure that sites and members have the support and technical assistance necessary to be successful. Our budget includes the salaries of three full-time program staff (AmeriCorps Manager, Member Support Specialist and Program Assistant), as well as a 2% Program Director.

Despite an increase in the cost of transportation, the OSSC budget continues to include the funding for site staff to travel to regional site supervisor trainings, regional member meetings, informational

## Narratives

meetings (for site recruitment) and site visits. It also includes the costs of members traveling to Portland from around the state to Orientation, Kickoff, and the NW Service Symposium, as well as regional member meetings and disaster training.

The budget includes the cost of member gear, office and training supplies, preliminary evaluation work, office rent, processing of member stipend checks, background checks, postage, printing, photocopying and telephone use.

OSSC charges each placement site a cash match for each member placed there. The cash match requirements for 900-hour members is \$4,000 per member service year. The match for full-time members ranges from \$6,600 to \$7,800 per member service year, depending on how many years the member position has existed. Our outreach across Oregon helps us to continue to bring on new sites; as word of our success spreads we are able to bring AmeriCorps to new communities each year. Over the past eight years OSSC has brought AmeriCorps to 142 placement sites and currently places members in 18 counties throughout Oregon.

In closing, the Oregon State Service Corps strives to be a model statewide, intermediary program. We provide the support our sites and members need to succeed. At the same time, we are responsive to local needs and flexible enough to cultivate different strategies that work in different communities. We feel fortunate to be a part of AmeriCorps and to be able to devote our program's time, energy and resources to strengthening local communities, expanding opportunities and generally "getting things done".

### **Evaluation Summary or Plan**

Evaluation report from Points of Light Institute has been sent electronically to CNCS.

### **Amendment Justification**

N/A



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### Clarification Summary

Clarification Items: Year 3 Summary

1. Background Check -- Oregon State Service Corps acknowledges the changes required by the Serve America Act and all three components (NSOPR, state registry and FBI) of the background check are being administered for required staff and members.
2. The Disaster Training expenses have been removed from the budget (training will be provided without cost by Red Cross).
3. Lawyer costs -- The American Red Cross Oregon Trail Chapter (OTC) requires a lawyer to review contracts annually to ensure accuracy and compliance.
4. Budget changes made due to the decreased budget amount being considered: health insurance decreased to cover 42 members based on costs for current program year (all full-time members will be covered if they request), disaster training has been cut completely (Red Cross will provide without cost), mileage reimbursement for staff's site visit travel has been decreased to 2,500 miles, the member travel for Kickoff lodging has been raised from \$250 to \$282, the amount of total site cash match raised has increased by \$1,000, and the OTC portion of the budget has increased from 42% to 43%.

Clarification Items: Year 2 Summary

1. Compliance with tutoring requirements. Site application must indicate proper tutoring curriculum and supervision by a person with expertise in tutoring. Prospective members for these positions are required to meet basic tutoring qualifications. At first site visit, OSSC staff checks to ensure that

## Narratives

requirements are being met.

2. Specific Sites. As an intermediary, OSSC holds a statewide RFP process to allow communities across the state to request a member. At this time, no more than 30% of placements can be in the Portland area to ensure rural communities access to member placements. However, placement decisions for the coming year are in process and have not been determined.

3. 55 members in narrative; 53 in budget. The 55 positions described in the Rationale and Approach section of the narrative reflect that some members will be addressing more than one service priority.

4. Half-time members and First Aid/CPR and disaster response training. Half-time members do complete First Aid and CPR training. They do not complete disaster response training, due to their inability to then serve as disaster responders (part-time members are not generally able to do up to three weeks of full-time disaster response).

Budget Items are included in the budget narrative except for two items below (due to the length of the answers):

1. Travel. Oregon is the 9th largest state. Members must travel to the Portland area for two major events -- Orientation and the Kick Off. Using 2008-09 as an example: for just one member from Medford (272 to PDX); Bend (160) Fossil (125) and Coos Bay (212) to drive round trip = 1538 miles for just 4 members. This team has 53 members from across the state.

2. Background checks for staff. All staff employed through the OSSC have received a background check and an NSOPR check. This is verified by Oregon Volunteers at site visit. Because these checks occurred

## Narratives

in the past and are still valid they cannot be shown as a current cost in the budget.

Start and End dates: The Facesheet has been updated to note the correct start and end dates for the 09-10 service year.

### Continuation Changes

YEAR 3 -- PROPOSED CHANGES

#### NOTES REGARDING THE BUDGET:

The Oregon State Service Corps is proposing an increase in the current cost per member, from \$12,410 to \$12,762. This would pay for the required \$300 increase in member stipend, as well as most of the cost of moving from last year's member background checks (budgeted at \$14 per member) to the newly required FBI Background Checks (budgeted at \$77 per member).

#### NOTES REGARDING THE PERFORMANCE MEASURES:

The Oregon State Service Corps met 8 of its 11 performance measures for 2009-1010. For both Tutoring and Child Literacy and Human Needs--Youth, target numbers were determined shortly before our placement sites were selected, so we had to make best estimates. In the end, we had more placement sites than expected select this performance measure, but the sites targeted a smaller number of youth to be served than we originally estimated. For Disaster Response, there were fewer opportunities for disaster response during 2009-2010 in the state in comparison to past years.

The OSSC Performance Measures have been updated to reflect Year 3 targets.

## Narratives

### NOTES REGARDING ENROLLMENT AND RETENTION:

The Oregon State Service Corps enrolled 100% of slots received in the during our last full year of program operation (based on the E-grants Enrollment Rate Calculator) and had a 98% retention rate that year (based on the E-grants Retention Rate Calculator). The one member who exited without an education award left under compelling circumstances, but before completing 15% of her hours.

### YEAR 2 -- PROPOSED CHANGES

The Oregon State Service Corps is requesting an expansion of their 09-10 Continuation Grant program, from 50 FTE to 60 FTE. This expansion will provide needed sustainability to our first year ARRA efforts, and will also help local community agencies meet the growing needs of Oregonians during these difficult economic times.

The member activities of the Oregon State Service Corps' ARRA program, the Oregon Community Action Corps, are focused on employment and skills training, financial literacy, home foreclosure and housing assistance, housing rehabilitation and access, health care access and delivery, volunteer generation and management and non-profit capacity building (with a special focus on food insecurity). These activities will continue to be supported within the current performance measures for the Oregon State Service Corps (which includes health and other human needs).

An expansion of the Oregon State Service Corps will improve program support through two major changes. First, a restructuring of staff positions will increase the effectiveness and availability of

## Narratives

support for individual members. Currently, a Program Director provides site support, one Field Coordinator provides support for all 50 members, and an Administrative/Communications Specialist performs program outreach (website content, presentations at community meetings) and administrative tasks such as timesheets and monthly reports. In order to increase direct support for our 60 members, we will restructure the team by eliminating the Administrative/Communications Specialist position and adding another Field Coordinator position. Each Field Coordinator will support a team of approximately 30 members, and will be responsible for the administrative/communication duties for their respective teams. The site support for all of these positions will continue to be provided by the OSSC Program Director, under the supervision of the Health & Safety and Community Programs Director for the American Red Cross Oregon Trail Chapter.

Secondly, to increase program support, we will strategically connect members doing similar service through separate service tracks, such as education, public safety, disaster preparedness and response, health and other human needs. Members will connect with others in their service track through specialized training, team-building and networking activities at Orientation. Members will continue to stay connected to others in their service track through Google Groups, increasing the ability of these members to share resources and generally support each other throughout the year.

Although this small expansion is derived from ARRA programming, we will not continue the Oregon Community Action Corps as a separate Corps for a number of reasons. A few sites will better fit other AmeriCorps programs; some sites will be requesting a VISTA position, due to the desired amount of indirect service; and other sites are unsure about their ability to meet the OSSC cash match. However, the positions created under ARRA that are a successful and good fit for the Oregon State Service Corps would be able to transition.

## Narratives

### NOTES REGARDING THE BUDGET

The budgeted cost per OSSC member for the 09-10 service year is \$12,010. The one significant change in expenses for the 10-11 service year is a \$400 increase in member stipend.

In developing our budget request we considered including a \$400 increase to the cash match that each OSSC site pays. However, we recognize that increasing the site cash match would likely decrease the number of current OSSC sites that would be able to continue with our program and limit the ability of other struggling non-profits to consider a placement. An increase in the OSSC cash match would also make it more challenging for the current ARRA sites in the Oregon Community Action Corps to be able to transition over to our program next year.

For this reason, we are proposing a \$400 increase in the current cost per member, to \$12,410 to cover the increased living allowance. This increase keeps the Oregon State Service Corps well below the maximum cost per member of \$13,000. The local matching funds will be raised through a three-tiered site cash match (based on how many years a site has had an OSSC member), as well as an in-kind match from each site of at least \$200 (covering the member's workspace).

### ADDITIONAL NOTES

1) The Oregon State Service Corps enrolled 100% of slots received in the current year and has retained 50 of its 51 members (98% retention rate). The member who exited had to move away from her placement site due to her husband relocating for work. Oregon State Service Corps' ARRA program, the

## Narratives

Oregon Community Action Corps, also enrolled 100% of slots received in the current year and has maintained 100% retention to date.

2) The OSSC Performance Measures have been updated.

## Performance Measures

### SAA Characteristics

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

### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 40.5

### Service Categories

- |  |                                  |   |
|--|----------------------------------|---|
| Disaster Preparation   | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |
| Disaster Mitigation including Fire Prevention and Firefighting | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Disaster Response  | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Disaster Recovery  | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Other Disaster   | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Adult Education and Literacy (including ESL and GED)           | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Afterschool Programs   | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Computer Literacy  | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Cultural Heritage  | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| ESL  | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| GED/Dropouts   | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| School Readiness/Head Start/Early Childhood Education          | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |
| Job Preparedness/School to Work/Vocational Education/Youth ESL | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/>            |



## Performance Measures

### Service Categories and GED

Pre-Elementary Day Care	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Secondary Education	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Service-Learning	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Tutoring and Child (Elementary) Literacy	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Tutoring and Child (High Sch.) Literacy	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Vocational Education	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Leadership Development	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Other Education	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Community Revitalization/Improvement	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Community-Based Volunteer Programs	Primary <input checked="" type="checkbox"/>	Secondary <input type="checkbox"/>
Community Gardens	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Job Development/Placement	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Social Services Planning & Delivery Systems/Community Organization	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Technology Access	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Other Community and Economic Development	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Hospital and Clinical Support Services including Rehabilitation	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Food Security	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Health Education	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Health Screening	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
HIV/AIDS	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Mental Health	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Substance Abuse	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Other Health/Nutrition	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Homeless Services	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Other Housing	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Health and Mental Health Crisis Intervention	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>

## Performance Measures

### Service Categories

Mentoring	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Intensive Mentoring (at least 1 hour weekly for 9 months)	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Other Human Needs	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Adult Offender/Ex-offender Services & Rehabilitation	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Children and Youth Safety Programs	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Community Policing/Community Patrol	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Crime Awareness/Crime Avoidance	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Juvenile Justice, Delinquency/Gangs	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Neighborhood Watch/Block Watch	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Safety/Fire Prevention/Accident Prevention	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Other Public Safety	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>

### Public Safety: afterschool and out-of-school activities

**Service Category:** Children and Youth Safety Programs

**Measure Category:** Needs and Service Activities

### Strategy to Achieve Results

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

16 AmeriCorps members will provide out-of-school activities for youth.

### Results

#### Result: Output

More youth are engaged in safe activities during out-of-school time.

Indicator: Number of activities

Target: 5,000 youth will be provided safe and structured out-of-school activities.

Target Value: 5000

Instruments: Sign-in sheets

PM Statement: 16 AmeriCorps members will provide safe and structured out-of-school activities for 5,000 youth.

Prev. Yrs. Data

#### Result: Intermediate Outcome

More youth are able to reflect on what they've learned in the out-of-school environment.

Indicator: % of activities including a reflection component

Target: 85% of the activities will include a reflection component that meets the standard set by the

Forum for Youth Investment "Learning in After-School Principles".

Target Value: 85%

**Result: Intermediate Outcome**

Instruments: Member reports.

PM Statement: 16 AmeriCorps members will provide safe and structured out-of-school activities for 5,000 youth. 85% of the activities will include a reflection component that meets the standard set by the Forum for Youth Investment "Learning in After-School Principles", as measured by member reports.

Prev. Yrs. Data

**Capacity Building Resources**

**Service Category:** Other Human Needs

**Measure Category:** Not Applicable

**Strategy to Achieve Results**

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

AmeriCorps members will develop capacity building resources (curriculum, outreach materials, resource or training manuals, web pages, newsletters, service learning programs, etc.) which community organizations will continue utilizing after the term of service is complete.

**Results**

**Result: Output**

Community organizations will gain capacity building resources that will help them sustain member projects after the term of service is complete.

Indicator: Number of materials developed

Target: 55 members will develop 150 resources for the organizations they serve.

Target Value: 150

Instruments: Resource Development Survey

PM Statement: 55 members will develop 150 resources for the organizations they serve, enabling the organizations to gain capacity building resources that will help them sustain member projects after the term of service is complete.

Prev. Yrs. Data

**Result: Intermediate Outcome**

Organizations will continue to utilize 90% of member developed resources after member's term is complete.

Indicator: % of resources organizations indicate they will reuse after the member's term of

Target: 55 members will develop 150 resources for the community organizations where they serve.

Community organizations will continue utilizing 90% of these resources after the member has completed service.

Target Value: 90%

Instruments: Resource Development Survey

PM Statement: 55 members will develop 150 capacity building resources (curriculum, outreach materials, resource or training manuals, web pages, newsletters, service learning programs, etc). Resource Development Surveys will indicate that community organizations continue utilizing 90% of these resources after the member has completed service.

**Result: Intermediate Outcome**

service is complete.

Prev. Yrs. Data

**Education: Support in reading, math, science or writing**

**Service Category:** Tutoring and Child (Elementary) Literacy

**Measure Category:** Needs and Service Activities

**Strategy to Achieve Results**

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

AmeriCorps members will provide in-school or out-of-school tutoring and homework help for students identified as needing extra support help in reading, math, science or writing, leading to students showing signs of improved progress in targeted area, as indicated by teacher surveys, standardized tests, or another approved measurement tool.

**Results**

**Result: Intermediate Outcome**

AmeriCorps members will provide in-school or out-of-school support for students identified as needing extra help in reading, math, science or writing. Students will show significant progress in targeted areas.

Indicator: # of students showing significant progress.

Target: Teachers will indicate that 640 students showed significant progress in targeted areas.

Target Value: 640

Instruments: Teacher surveys or standardized tests.

PM Statement: 8 AmeriCorps members will provide in-school or out-of-school support for 800 students identified as needing extra help in reading, math, science or writing. 640 students will show significant progress in targeted areas, as indicated by teacher surveys or standardized tests.

Prev. Yrs. Data

**Result: Output**

Members will provide support to targeted students.

Indicator: # of students served

Target: 8 members will provide additional educational support to 800 students in reading, math, science or writing.

Target Value: 800

Instruments: Student roster

PM Statement: 8 members will provide additional educational support to 800 students in reading, math, science or writing, resulting in increased support to targeted students.

Prev. Yrs. Data

**Homeland Security: Community disaster education and emergency training**

**Service Category:** Disaster Preparation

**Measure Category:** Needs and Service Activities

### Strategy to Achieve Results

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

5 members will conduct community disaster education presentations, emergency skills trainings for youth and adults.

### Results

**Result: Intermediate Outcome**

Community members surveyed will be more knowledgeable about disasters and emergency situations.

Indicator: # of youth and adults who demonstrate emergency skill mastery

Target: 1,200 youth and adults will demonstrate emergency skill mastery.

Target Value: 1200

Instruments: Red Cross Emergency Skills Test.

PM Statement: 5 members will conduct emergency skills trainings (fire, earthquake and winter safety preparedness) for 1,500 youth and adults with 1,200 demonstrating skill mastery, as shown by Red Cross Emergency Skills Tests.

Prev. Yrs. Data

**Result: Output**

Youth and adults will learn how to better prepare for disaster and emergencies.

Indicator: # of youth and adults taking classes

Target: 5 members will conduct emergency skills trainings for 1,500 youth and adults.

Target Value: 1500

Instruments: Class rosters

PM Statement: 5 members will conduct emergency skills trainings (fire, earthquake and winter safety preparedness) for 1,500 youth and adults, as shown by class rosters.

Prev. Yrs. Data

## Required Documents

**Document Name**

**Status**

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable