

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 07-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC125236	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHMA0010008														
5. APPLICATION INFORMATION																
LEGAL NAME: ROCA, Inc. DUNS NUMBER: 781034160	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Anisha Chablani TELEPHONE NUMBER: 617/889-5210x257 FAX NUMBER: 617/889-2145 INTERNET E-MAIL ADDRESS: anicha@rocainc.com															
ADDRESS (give street address, city, state, zip code and county): 101 Park Street Chelsea MA 02150 - 2771 County: Suffolk																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 223223641	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Service/Civic Organization Community-Based Organization															
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: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Youth Star															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Chelsea, Revere, and East Boston, Massachusetts--Suffolk County	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 10/01/11 END DATE: 10/01/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>MA 008</u> b.Program <u>MA 008</u>															
15. ESTIMATED FUNDING: Year #: <u>2</u>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <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															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 324,959.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 482,935.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 807,894.00</td> </tr> </table>	a. FEDERAL	\$ 324,959.00	b. APPLICANT	\$ 482,935.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 807,894.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 324,959.00															
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g. TOTAL	\$ 807,894.00															
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: John Ward	b. TITLE: Development, Roca	c. TELEPHONE NUMBER: (617) 885-5210 255														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 01/07/11														

Narratives

Executive Summary

Roca's Youth Star program is an innovative, high-risk youth leadership and civic action corps, engaging 25 young adults in a year of service and organizing around the most critical issues in our communities. Members focus on leadership development and effective citizenry to promote violence prevention and health education/access through their service. Youth Star creates pathways for young adults to lead by getting them directly involved in addressing community's most vital issues.

Rationale and Approach

COMPELLING COMMUNITY NEED: Building upon its 17 year history of successfully engaging high-risk young adults as AmeriCorps members who lead positive change in their communities, Roca is seeking to expand its innovative, high risk youth AmeriCorps model called Youth Star to engage 25 young parents and young adults (ages 16-24) for the promotion of public safety and strategic health education/access for high risk youth and young adults. Roca believes that all young people have the capacity for positive change and that everyone has something to contribute, even the most disconnected and disengaged youth and young adults. It is this premise upon which all of Roca's programs, including Youth Star, are based. Roca's Youth Star Corp Members will work to engage high risk, minority young men and woman, ages 14-24, in the Greater Boston communities of Chelsea, Revere, and East Boston, Massachusetts in positive alternatives to violence, health education and connection to resources, and volunteer opportunities to create positive civic participation. This group of young people imposes significant societal costs including criminal activity and the use of expensive government resources (Wald W and Martinez T. Connected by 25: Improving the Life Chances of the Country's Most Vulnerable 14-24 Year Olds. Hewlett Foundation Working Paper, Stanford University, November 2003).

Approximately 16 percent of young men between the ages of 18 and 24 without a high school degree or GED are either incarcerated or on parole. The overwhelming majorities of young women who have not

Narratives

transitioned to independent adulthood have started families and often face parenthood alone and poorly prepared (Ibid). Additionally, drug abuse and addiction and other serious health risks, including HIV, are among the most pressing health and social issues facing our communities highest risk young adults, draining families and communities of resources, human capital, and potential.

An estimated 15% of the total U.S. youth population will reach the age of 24 completely disconnected from education and employment and face a lifetime of hardship (Freeland and Tucci, 2003). The percentages of disconnected young people in the communities of Chelsea, Revere and East Boston are likely much higher than the national average, given the risk indicators present in these communities.

For example, in Chelsea, the high school drop-out rate is 20% and the 4-year cohort completion rate is only 54% (Massachusetts Department of Elementary and Secondary Education, 2008). Disconnected and disengaged, these young people exist on the fringes of society without the skills to lead to self-sufficient, productive lives.

In all of the communities that Roca serves, teen pregnancy, gang and street influences, substance abuse, court involvement, teen prostitution and violence are marking the coming of age of many young people. Committed to re-engaging our community's most high-risk young people in opportunities that support economic independence and living out of harm's way, Youth Star members will target and engage young adults ages 14-24 from the communities of Chelsea, Revere, and East Boston, who are most accurately described as "very high-risk." They are individuals who often do not participate and/or cannot succeed in other programs as their needs are beyond the scope of most existing services. These young adults are in need of a model that literally intervenes in their lives over time in order to re-shift their life trajectories toward living out of harm's way. Many of these young adults have dropped out of school, are gang members, have extensive criminal records, are young parents and/or immigrants, and cannot support basic living requirements. They have "aged out", or have fallen between the cracks of the very systems that were designed to help and protect them.

Roca is located in the City of Chelsea, which borders Boston to the north and has a population of just

Narratives

over 35,000 (U.S. Census, 2000). Chelsea is a gateway for thousands of immigrants and refugees, many of whom have fled wars, poverty and political unrest in their countries of origin. Over 50% of Chelsea's residents are Hispanic/Latino, 38% are White, 7% are African American, 5% are Asian, and the remaining residents are emerging populations from Bosnia, Somalia, Brazil, and Central and South American countries. Many newcomer families do not escape the poverty in which they lived when they begin new lives in Chelsea. Chelsea has the lowest per capita income of any city in the Commonwealth (\$13,633), with 23.3% of its population living below the poverty line, and 40% of persons 25 and older without a high school diploma or GED (Chelsea Department of Health and Human Services, 2006). Teen pregnancy is also significantly higher than the state average, with a teen birth rate of 79 per 1,000 for Chelsea in 2006, compared to 21 per 1,000 for the state (Massachusetts Alliance on Teen Pregnancy website).

The City of Revere lies north of Chelsea and has a population of approximately 47,000 (U.S. Census, 2000). Revere is also home to a large immigrant population. Thirty-nine percent of the population is Hispanic, living next to the 3,000 plus Cambodian refugees, a growing number of African immigrants, as well as recent newcomers from Bosnia, Somalia and Nigeria. The youth and families of Revere live in a community where the per capita income is nearly 20% lower than the Commonwealth's median per capita income, 6.1% of the population is unemployed, and 12% of the population lives in poverty and/or receives public assistance. Revere is in the 91% percentile rank in the state for high violent crime (a rate of 661 incidents per 100,000 people) and it is in the 84% percentile rank nationally. In addition to issues of poverty and violence, there are also significant public health problems in this city. The AIDS case rate is in the highest 90th percentile in the Commonwealth, reported STD rates are among the highest in the Commonwealth and the nation, and teen pregnancy rates are 200% higher than the state's rate. The East Boston neighborhood of the City of Boston, which borders Chelsea and Revere to the south, has always been home to immigrants, and, in recent years, has experienced the most dramatic change in terms of a newcomer population. East Boston is home to many recent immigrants and

Narratives

refugees from throughout South and Central America, as well as Southeast Asia, Haiti and Eastern Europe. And, like Chelsea, these neighborhoods and their families face many economic challenges. East Boston's socioeconomic indicators reveal that 40% of its residents have not achieved a high school diploma or GED equivalent, and approximately 30% of East Boston's children live below the poverty level. Frustrated with school and lacking a sense of belonging, many young people are driven to become involved with street gangs, substance abuse, and other high-risk behavior.

Roca understands that an individual's social network is critical to understanding their individual risk behaviors, and that young people respond directly to their peers. This is particularly true in communities of color and in immigrant/refugee communities as evidenced through Social Networking theories and as experienced at Roca over our 20 years of working with high-risk young people of color. To effectively conduct outreach and engage very high risk young adults in the diverse communities we serve, it is important to take into account their important social networks including: the attitudes of their social networks towards high risk behaviors; the likelihood that their existing social networks will provide the necessary support to provide change; and whether particular people within the network are likely to put others at risk. Therefore, Roca will focus its recruitment on current participants who have been engaged in our programming for at least one year and have made significant progress in their own change process to serve as Youth Star members. In recruiting from this population of high-risk young adults, Youth Star is able to provide leadership opportunities for participants to strive towards. Once they become Youth Star members, these young adults, who are well-known and well-respected by other young people at Roca, use their own examples of change to lead and create opportunities for other young people to do the same.

DESCRIPTION OF ACTIVITIES AND MEMBER ROLES: To increase opportunities that support positive alternatives and development for very high-risk youth and young adults, and to build the capacity for young adult leadership in our communities, Youth Star Members will partner with adults

Narratives

and community volunteers to help lead and champion change for themselves, for other young people who follow them, and for the communities in which they serve.

The Youth Star Members will provide positive alternatives to violence, health education, connection to resources, and volunteer opportunities to create positive civic participation to very high risk young adults. All 25 full time Youth Star members will serve at Roca and will be responsible for the planning and implementation of programming, activities, and events. These activities will include: physical wellness, creative arts, health education workshops, benefits enrollment and extensive outreach for the MGH/Roca Teen Health Clinic, peacemaking circles, and outreach and support for engagement in educational and pre-vocational programming. Members will also plan and lead community-wide activities and events which address critical community needs including health awareness and education, food pantries, community clean ups, and diversity events designed to bridge the gaps between the various ethnic and racial groups in our communities. Additionally, members will recruit a diverse base of community volunteers to participate in community service and ongoing change efforts including violence prevention/intervention and drop-out prevention. Youth Star members will provide leadership in key community forums and partnerships for change efforts in the City of Chelsea. Youth Star members will have the opportunity to examine community issues, identify root causes, evaluate their efforts and develop additional service activities that promote public safety and public health in their communities.

Seven to ten of the Youth Star Members will serve as young adult leaders assigned to support and implement a specific programming component within one of Roca's Programs. Roca has four main programs, not including Youth Star: Via, Project SOL, Young Parents Program, and KEY Project. Via serves street, court and gang-involved young people; Project SOL serves in-school youth at-risk of dropping out; Young Parents Program targets high-risk young parents; and KEY Project provides transition employment for out-of-school street-involved young people. Within the programs, these members support and lead activities designed to re-engage these groups of young people, support social

Narratives

and emotional life skill development, promote alternatives to violence and health education activities, work with adult staff to outreach to new program participants, and lead one-time and on-going Peacemaking Circle processes for individuals and groups of young people who are struggling in some way. Roca's method of Peacemaking Circles teaches young people and families an alternative communication method that allows them to deal with extremely painful and difficult issues, how to manage their own healing process, and how to make agreements that promote safety so they can live in a healthy way. Circles are effective for identifying real issues and seeking appropriate solutions when there are conflict situations, when there is a need for healing or understanding, or a desire to reach consensus.

The remaining Youth Star members will be assigned to one of two teams focused on public safety or health education/access and will provide services across all of the communities. These members will provide alternatives to violence and health education activities for high-risk youth outside of Roca. For example, once a week the Health Education Team members may provide health education workshops at an after-school program for high-risk middle school students. These members will also run several food pantries for economically disadvantaged individuals and families in Chelsea and Revere. The Public Safety Team may lead graffiti removal activities in collaboration with Chelsea city officials, including the city's community service liaison. Both teams will also be responsible for planning and implementing large-scale special events that bring together Roca participants and community members for celebration, awareness and education. These annual special events will include World AIDS Day, MLK Day, International Women's Day, an Annual Health Fair, and a Peace Day Talent Show. Like the members assigned to Roca programs, the members assigned to these teams will also help lead Peacemaking circles for individuals and groups of young people who may be struggling with difficult issues. All of the Youth Star Members will also be engaged to lead and participate in Peacemaking Circles for community youth and adults outside of Roca.

Youth Star members will lead and/or support the recruitment of community volunteers to serve in one-time and ongoing community service projects. Youth Star members will recruit high-risk youth from

Narratives

Roca programs, as well as parents of Roca participants, professionals from the community, local government officials, recent immigrants and refugees, school personnel, members of the criminal justice system, and local business people, to serve as volunteers in community service projects and activities. Additionally, to ensure that the voices of young people are represented at community meetings when community problems are discussed, one or more members will participate in all community meetings that Roca staff convene or are invited to, to the fullest extent possible. Examples of such meetings may include community-based drop-out prevention strategy sessions; the Chelsea, Revere, East Boston High-Risk Youth network planning sessions; and the Chelsea Hunger Network planning meetings. Youth Star members have a lot to offer as well as to gain from participating in these meetings. Through their participation, members will have the opportunity to examine issues that deter safety and wellness in their communities, identify root causes and develop service activities that promote alternatives to violence.

MEASURABLE OUTPUTS AND OUTCOMES: Committed to ensuring sustained long term impact, Youth Star's goal is to support positive behavior change for very high risk youth and young adults by providing high quality violence prevention and health education/access services. Youth Star members will work to engage 350 high risk youth and young adults in alternative to violence activities and to increase their weekly participation in programming; distribute health education information and materials to 20,000 youth and young adults through intensive outreach on the street, door to door, and at social/community based events and provide 40 health and anti-violence workshops for youth and young adults to support knowledge gains for young people in the community; conduct targeted outreach to 500 young people to provide specific MGH/Roca Health Clinic information with intentional follow up to ensure that a minimum of 300 young people access the MGH/Roca Clinic; and will plan and lead a minimum of 3 community wide events, recruiting a minimum of 200 volunteers to participate in those events as well as other service projects and on-going community change efforts. Additionally, Youth

Narratives

Star members will attend community meetings and participate in community based collaborative interventions to address critical incidents with individuals and groups of youth and young adults. Members will be responsible for continuous improvement efforts and understanding their impact through tracking key performance indicators, outputs and outcomes including: activities attendance sheets, outreach tally sheets, clinic outreach tally sheets, documentation of events, tracking of member attendance at community events; young people's attendance and on-going participation in activities and programming, workshop pre and post tests, recorded numbers of clinic visits, and the volunteer database and tracking tools. Roca's Youth Star Program will utilize CNCS National Performance Measures for tracking its work related to the Health and Opportunity Priority areas.

PLAN FOR SELF ASSESSMENT AND IMPROVEMENT: To ensure that the activities are moving in a positive direction toward the intended outcomes, Youth Star members will be responsible for tracking and using data for continuous improvement and assessment of goal attainment. Youth Star members will measure their success toward these outcomes by tracking the enrollment of high-risk youth and young adults in programming, tracking participant attendance, and supporting Roca participants in achieving positive gains on their Participant Development Plans. Participant Development Plans are individualized plans that are developed collaboratively between Roca staff and participants and identify areas of targeted behavior change. Progress toward goals is tracked on the Plan. Members will document health outreach encounters, clinic outreach numbers, numbers of workshops conducted, numbers of events, and member attendance at community events. Additionally, Youth Star members will track volunteer participation through a volunteer tracking database. Youth Star member development will be tracked and monitored using Member Development Plans, which, similar to the Participant Development Plans, are individualized plans used to track progress toward identified personal and professional goals.

Narratives

COMMUNITY INVOLVEMENT: Roca has an extensive history of community work and has established key partnerships with local community agencies to identify and address the needs of high-risk young people including the Chelsea City Manager, the Chelsea Chief of Police, the Mayor of Revere, the Revere Chief of Police, the Chelsea Courts and Probation Department, the Department of Children and Families, Chelsea Public Schools, the Department of Youth Services, St Luke's Church, St. Rose Church, Massachusetts General Hospital, North Suffolk Mental Health Association, Community Action Programs Inter City (CAPIC), and Employment Resources Inc. Working collaboratively with these partners has allowed Roca to join together its youth development strategies with experts from the various systems to plan for and provide appropriate and comprehensive interventions and services to very high-risk young people in our communities. Roca is also a member of the Chelsea Hunger Network, which is a group of community partners engaged in relief efforts for the community's most economically disadvantaged families.

Roca hosts a High Risk Youth Network, which brings together youth serving community partners in Chelsea, Revere and East Boston to work on developing, improving and implementing high-risk youth intervention strategies. This model engages all of the key institutions in the lives of young people (police, courts, probation, schools, child welfare, and health providers) to develop more effective collaborative strategies to intervene with high-risk youth to reduce incidents of gang violence, tackle the problem of youth and young adult substance abuse, address the drop-out crisis in Chelsea, and prevent the spread of HIV/AIDS. Youth Star members are involved and will continue to be involved with the High Risk Youth Network and other community conversations, events, and meetings where they provide the often-absent young adult voice in order to increase the ability of appropriate responses to critical community issues.

RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS: Youth Star is a unique project that combines individual and community development into a service learning program

Narratives

that provides opportunity for its members to become leaders in their own lives and in the community. Youth Star has partnered with and provided support to other AmeriCorps programs trying to engage similar young people in service in their communities and has participated regularly in AmeriCorps Opening Day celebrations. Roca has provided technical assistance and training on our methodologies for engaging high risk youth and young adults, relentless outreach, programming design and transformational relationships with young people to over 150 youth serving organizations and schools in the past year. Youth Star adds a critical component to the overall collection of National and Community Service Programs by supporting collaborations of individuals and programs that represent and model the power of internal and external human resources that really do contribute to long term individual and community change and development.

POTENTIAL FOR REPLICATION: Roca's Youth Star program is an innovative, high-risk youth leadership model entering its 18th year that engages its young adults in a year of collaborative community service. Unique from other service programs that invest in bringing outside leaders into communities, Roca supports some of the highest-risk young adults--non-traditional leaders and youth who have had very few opportunities--in stepping up, engaging with their own communities, organizing, and finding solutions to some of the most critical social issues. At Roca, Youth Star members participate to create a life path away from the violence and poverty they know too well. Given the successful history of the Roca Youth Star Program, we believe that the methodology and approach could be used as an effective model for other high risk youth AmeriCorps Programs.

Organizational Capability

Sound Organizational Structure

ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT: Founded in 1988, Roca is an outcomes-driven, high performing youth development organization in Chelsea, Revere, and East Boston, serving very high-risk young people and young parents ages 14 -- 24. Based on a belief that every one belongs and can succeed in the world, Roca deliberately seeks out young people who other

Narratives

people, organizations, and institutions have left out, given up on, or turned away. Roca means rock in Spanish. We are creating a foundation as solid as a rock for young people to change their lives through: Truth - We are truthful about everything that is going on with young people, the challenges in their lives, and that change is hard but possible; Trust - We are committed to building trust through relationships and stay in them over long periods of time; Transformation - We provide opportunities for participation in life skills, education and employment. Most importantly, we are hopeful no matter what. Roca's mission is to help disengaged and disenfranchised young people move out of violence and poverty. Roca has years of experience and relationships with Federal funders, including: the Department of Health and Human Services -- Public Health Service (SAMHSA -- Center for Substance Abuse and Mental Health Services); Office of Public Health and Science (OPHS - Adolescent Family Life Demonstration Projects); Federal funds passed through Brookline Community Health Center (Federal Runaway Center Program and Federal Runaway Street Outreach Program); and Federal Funds passed through Massachusetts Service Alliance (AmeriCorps). The federal grants are tracked separately within the accounting system and are available for immediate review upon request. Roca has also been funded by the following state institutions: the Massachusetts Executive Office of Public Safety, the Massachusetts Department of Elementary and Secondary Education as a sub-grantee, the Massachusetts Department of Public Health, and the Massachusetts Department of Children and Families.

Currently, Roca manages a \$6.9 million annual budget that includes resources from the federal, state and local governments as well as resources from a variety of private foundations, corporations and individuals. In our most recent fiscal years, FY08 & FY09, 82% of our overall organizational budget went directly to program versus 18% going to administrative costs. Roca's funds are managed by its CFO and overseen by the organization's Executive Director and volunteer Board of Directors, who bring extensive business, community, non-profit, education, and evaluation expertise to the organization. Roca has a strong financial record and solid internal controls for allocating, spending, and monitoring

Narratives

funds. Roca has a successful track record for managing large state, federal and private grants and also has recently completed a comprehensive five-year growth plan designed to move the organization to a higher level of excellence, depth and sustainability.

BOARD OF DIRECTORS, ADMINISTRATORS, AND STAFF: Roca has a strong Board of Directors with extensive management, leadership, and fundraising capacity. Roca's board is comprised of 15 individuals from varying fields of expertise, including development, communications, human services and finance. Roca has a strong team of diverse leadership that will provide training, management, oversight and leadership to the proposed program. This management team has extensive combined experience in management, non-profit finance, youth development, workforce development, high risk youth work, corrections and community organizing, and helps guide a team of 51 full-time and 20 part-time staff members. The team includes: Molly Baldwin, Executive Director and founder of Roca and Youth Star; Anisha Chablani, Deputy Director and former Youth Star Coordinator; Jacob Sauerborn, Chief Fiscal Officer; Christian Calvo, Director of Business Development; and Lissette Gil-Sanchez, Youth Star Coordinator.

PLAN FOR SELF ASSESSMENT OR IMPROVEMENT: Over its almost 21 year history, Roca has established a national and international reputation for successful multi-cultural work with high-risk young people. The rigor of this model necessitates a strong organizational culture where learning, personal experience, leading with values, and having deep faith are essential to achieve bold goals with disenfranchised young people. Roca utilizes a performance-based management system that is directly linked to the theory of change and doing whatever it takes to get young people to the outcomes. Roca is committed to being a high performing and an adaptive organization that uses real-time data for continuous improvement and evaluating our impact.

PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE: Roca is very successful at securing technical assistance for the Youth Star Program. The Youth Star Coordinator receives weekly supervision, participates in an organizational team meeting once a week, participates in a range of on-going training,

Narratives

and accesses additional technical assistance for community service and member development as appropriate to the work. The CFO provides support to the Youth Star Coordinator on budgeting and monitoring expenses. The Roca Executive Director and Development Team work with the Youth Star staff to raise match funds and long-term support for the program. The Youth Star Coordinator accesses Massachusetts Service Alliance training and technical assistance related to finances and fundraising. Roca's partners are willing to provide technical assistance and consultation in different areas impacting the community service work. Roca is fortunate to have access to technical assistance on many different levels for the organization. This includes: management and leadership development; fundraising and board development; clinical consultation and training of staff in intervention techniques; curriculum development for educational programming; program development for workforce development; and staff development for specific issues. For example, we enlist the support of several of our community partners to deliver specific training components for Youth Star members including financial literacy, HIV/AIDS and STD Prevention Trainings, benefits enrollment trainings, etc. Roca is very clear about the help it needs and aggressively pursues help and assistance as needed.

Sound Record of Accomplishment as an Organization

VOLUNTEER GENERATION AND SUPPORT: Roca wishes to increase the sustainability of impact through the on-going development and recruitment of volunteers in activities to address both the organization's capacity to serve very high-risk young people and the increasing need in the community due to lack of resources having further diminished in this current economic climate. The communities of Chelsea, Revere, and East Boston already face numerous challenges with violence, poverty, poor health indicators and hunger. Given these challenging times, we are seeing increases in all of these areas exacerbated by diminishing resources. Roca feels a moral obligation to the communities it serves to be able to address and support young people and their families to the best of our capacity. We believe that Roca's successful history of volunteerism with Youth Star, strong connections to the community and diverse groups of people, a building, and a reputation for quality will increase our capacity to do so. In

Narratives

spite of the lack of resources and declining economy, Roca is also witnessing an increased desire by people of all ages to give back, participate in the community, and to help people. This sense of community is inspiring and will allow Roca to take its capacity to another level and support people of diverse backgrounds to serve as volunteers, ultimately engaging in solutions that address community needs over long periods of time.

ORGANIZATIONAL AND COMMUNITY LEADERSHIP: Roca works intensively with 635 young people a year and provides less intensive services to over 150 young people. These young people: are in gangs, on the streets and in and out of prison; have dropped out of school or are close to it; are young parents, some as young as 12 and others with several children; and many are immigrants, far from home, left with memories of unspeakable violence. Launched from a single grant from the Teen Challenge Fund of Massachusetts, a passionate group of young people and adults started Roca to address teen pregnancy prevention and violence in Chelsea. Roca has helped more than 15,000 young people make positive, profound changes in their lives, creating a nationally acclaimed model of transformational relationships as a vehicle for youth development, and pioneering effective local, regional, and national relationships with government, state, religious, health, and community partners. Roca's work has elicited national attention from a variety of organizations seeking to serve and/or fund programming for high-risk youth. Roca receives on-going requests for information about program design and implementation. Roca has been touted as a national best practice in youth transitional employment by many governments, advocates and services providers, including the National Transitional Jobs Network, and has been sought after regionally, nationally and internationally for its intervention model.

Roca is an effective and active institution in Chelsea and the immediate surrounding areas providing leadership on challenging issues, implementing innovative projects to tackle them, and bringing people together for hard and necessary conversations in the community. Roca staff and youth leaders facilitate and sit on a range of community boards and task forces addressing a range of community issues including: health promotion, intervention, public safety, violence prevention, adult education, young

Narratives

adult development, employment, and leveraging resources for young people and their families. Roca provides training and coaching to young people, parents, residents and professionals (locally and nationally) in restorative justice peacemaking circles.

Executive Director and founder Molly Baldwin has received recognition for her work at Roca including: The Service to Newcomer Americans Award, The Boston 10 Point Coalition Award, The Unsung Hero Award from Rosie's Place, The City of Chelsea Award, and others. The National Crime Prevention Council recognized Roca's program in Revere as one of three national "Best Practices" for youth--led health promotion efforts and Youth Star community service projects. Additionally, a number of former Corps members have received Chelsea's Youth Leadership Award over the past few years.

SUCCESS IN SECURING MATCH RESOURCES: Roca has been very successful at leveraging the AmeriCorps grant to secure matching resources for prior grant awards, and has successfully raised the full amount each year for our match requirements. The sources for the matching funds have included: the United Way of Massachusetts Bay, Bushrod H. Campbell and Adah F. Hall Charity Fund, TJX Foundation, The Anthony Spinazzola Foundation, Project Bread, Demoulas Foundation, Harvard Pilgrim Health Care, other Foundations that prefer to remain Anonymous, and individual donations. Roca also receives generous local financial and in-kind contributions.

Success in Securing Community Support

COLLABORATION: In order to best serve our young people, Roca has built creative collaborations with a wide variety of engaged institutions that affect young people's lives and infused them with hope and energy to increase our shared capacity for long-term positive change. Roca shares resources and builds trust to effect informal and formal changes in practices, procedures and policies. Roca's collaborations with these engaged institutions has allowed us to develop deep and rich local, regional, national and international partnerships. Our collaborators include government, state, education, religious, health, criminal justice and community organizations.

Specific examples of this collaborative work include: finding a counselor for a young adult who has

Narratives

slipped through the cracks; accessing medical coverage for an uninsured young person; clearing warrants in court; or developing pathways for success for young people in long-term suspension or expulsions. More complex examples with multiple layers include: gang intervention and public safety; positively impacting youth with CHINS (Children in Need of Services) cases; the challenge of youth and young adult employment; addressing the barriers facing refugees and immigrants; drop-out rates; intervention for high risk young adults; alternatives to suspension; youth courts; re-entry for ex-offenders; teen prostitution; and youth participation in governance and policy change. Interesting outcomes of these collaborative efforts include: dramatically improved relationship between Roca and the Chelsea Police Department; a strong working relationship with Chelsea Public Schools; partnership with the Chelsea District Court; the use of Peacemaking Circles in the Department of Children and Families; a stronger working relationship with the City of Chelsea; and the use of Peacemaking Circles for Alternative Sentencing with young people in the community.

LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS: There is significant support from the City Government, Police Department, Public Schools, Health Partners and other community organizations to deepen our collaborations to more effectively and efficiently serve our young people. This support is through both funding and in-kind contributions of time and resource sharing. Due to the high level of investment from and engagement with local partners through these innovative collaborations, Roca has been able to leverage funding and resources to support collective work and support the organizational capacity of our partner organizations.

WIDE RANGE OF COMMUNITY STAKEHOLDERS: Among Roca's partners are: The Cities of Chelsea, Revere and Boston; Chelsea and Revere Public Schools; Chelsea and Revere Police Departments; Bunker Hill Community College; North Shore Community College; The Massachusetts Department of Youth Services; The Massachusetts Department of Children and Families; The Suffolk County House of Corrections; The Chelsea/Revere District Court; Massachusetts General Hospital; Employment Resources Inc.; Father Young Industries; and a wide array of non-profits and other organizations.

Narratives

SPECIAL CIRCUMSTANCES: Roca intentionally recruits high-risk young adults for Youth Star, which we believe constitutes a special circumstance. Members have made significant changes in their lives and have demonstrated considerable resiliency; however, the risk factors that surround them, including poverty, dysfunctional families, and high rates of substance abuse and community violence can interfere with their ability to consistently "show up" for service. Additionally, Chelsea, Revere and East Boston are known as gateway cities and are home to refugees and immigrants from all over the world, and although this brings richness in diversity and culture, it brings socio-economic challenges that many communities are unable to address. While some members often struggle with showing up consistently throughout the service year, we are relentless in our support and belief in their ability to succeed.

Cost Effectiveness and Budget Adequacy

Cost Effectiveness

CORPORATION COST PER MEMBER SERVICE YEAR (MSY): The corporation cost per member service year (MSY) is \$13,000. Roca has been extremely successful over the years in obtaining diverse non-federal resources for program implementation and sustainability. The total proposed budget for the Youth Star Program is \$792,563. Roca is requesting a grant of \$324,960 from CNCS. If awarded, Roca will use the AmeriCorps funding as leverage to raise the additional \$467,603.00 from private, corporate and state dollars each year.

DIVERSE NON-FEDERAL SUPPORT: Roca has a long history of securing diversified funding streams to support its work with these groups of high risk young people. The breakdown of revenue sources in FY09 (July 08-June 09) included: 25% Government Contracts (Fed & State); 44% Foundation & Corporate Revenue; 5% Work Contracts for TEP; 5% Endowment Match; 2% Interest & Dividend Income; 15% Private & Event Revenues; and 4% Donated Services.

DECREASED RELIANCE ON FEDERAL SUPPORT: Despite a challenging economic climate, Roca is poised to meet its performance goals in the upcoming fiscal years. Roca's Board of Directors has vastly increased its capacity and is deeply committed to Roca's mission and strategic plan going forward. Roca

Narratives

has dramatically expanded our relationships with potential individual, foundation and corporate donors. In FY '09 alone, Roca was awarded its first \$1M donation from a private donor (not public to date), met its \$2M endowment challenge from the W.K. Kellogg Foundation, and completed a \$680K capital campaign for renovations to max out current space.

BUDGET ADEQUACY: The budget has been developed with careful consideration to capacity, deliverables, internal and external requirements. Roca has a solid understanding of costs related to design, service, outputs and outcomes. Additionally, Roca is careful to take into consideration the member support needs of its very high-risk participants. Roca has a financially conservative approach to budgeting and funding. We operate break-even budgets and do not engage in deficit spending.

Evaluation Summary or Plan

Roca is committed to demonstrating outcomes and evaluating its work with high-risk young people. Youth Star members' Member Development Plans will be tracked in Roca's Efforts to Outcomes (ETO) Database. ETO is a web-based data entry system that Roca has uniquely customized to track each participant, including Youth Star members, through their own process of change and to gauge the success of our model in supporting young people in achieving measurable positive changes. ETO captures measurable data related to a young person's self sufficiency/movement towards economic independence through recording attendance records, academic skill gains, job placement, advancements, and retention rates. ETO captures an individual's movement towards living out of harm's way through tracking progress related to specific behavior change outcomes including: increasing educational engagement; increasing employment engagement; decreasing unhealthy relationships; increasing positive behaviors; and accessing additional services. This data, over time, helps ensure that each young person's individual needs can be appropriately addressed.

Amendment Justification

N/A

Clarification Summary

Narratives

Youth Star 2011-2012 Application Clarification Items

ROCA, Inc, Application ID 11AC125236

This application is under consideration for a grant in the amount of \$324,960, 25 Member Service Years (MSYs) and 25 member positions.

Budget Clarification Items:

(1) Please revise your budget to equal the funding and MSY amount listed above.

See revised Budget for 2011-2012 Cycle

(2) E. Supplies: Itemize program supplies/materials at \$30,000 and itemize food pantry supplies at \$7,700

The estimated monthly costs for program supplies and materials are \$2500/month/12 months .

Supplies and materials each month vary according to service activities being delivered and include but are not limited to: banners, paints, informational/promotional materials, paper, markers, presentation boards, props for skits and workshops, etc...

The members run a food pantry twice a week for eleven months of the year as a part of their service activities which is also used to engage community volunteers. The cost is \$350 per day. Roca receives funding for the food from USDA, United Way and private sources. 11 months, 22 days, @ \$350/day.

(3) F. Contractual and Consultant Services: Define clinical supervision at \$3,300

The supervision is being provided to the Youth Star Program Coordinator once a month for two hours a month. During supervision the coordinator receives clinical coaching to support the Coordinator's

Narratives

capacity to supervise and assist the members in their own personal and professional development as the members are themselves often actively involved in intensive change processes in their lives. The coordinator is able to learn additional methods to help the members continue in their change processes in a healthy and positive manner. Roca invests in this activity for all Program Coordinators and assumes 100% of this cost.

To provide coaching and consulting to Program Coordinator, Program Manager 2 hours/month for 11 months @\$150/hr.

(4) H. Evaluation: Provide justification and itemize database price of \$17,000.

The ETO Data Base is a web-based system used to track program outcomes for performance measures, including participant / member development measures. The annual fee for this database is \$17,000 of which, 0045% of the total cost is being allocated to AmeriCorps, with Roca assuming 100% of the cost as match.

(5) I. Other Program Operating Costs: Criminal history checks must be conducted on all members, employees or other individuals who receive a salary, education award, living allowance, stipend or similar payment from the grant, regardless of whether these costs are coming from federal or non-federal share. Criminal history background checks include a search of statewide criminal history repositories and the National Sex Offender Public website for all members and employees as described above. And FBI check is also required for members, employees or other individuals with recurring access to vulnerable populations. A detailed description of the requirements can be found at <http://www.nationalservice.org/criminal-history>. Please verify that criminal history checks will be conducted on all members, employees and other individuals described above. You may revise the budget to include these costs, if necessary but may not exceed the level of funding for which you are

Narratives

under consideration.

Roca pulls CORI and SORI records for all staff and all AmeriCorps members through free websites: during the hiring process. The websites are--CORI Records: coriweb.chs.state.ma.us and SORI Records: nsopw.gov Additional information is provided by the police as needed.

(6) Identify source of match in the budget narrative field.

Total Committed: \$132,500

Pathways Out of Poverty-- \$25, 000

United Way of Mass Bay-- \$65,000

Klarman Family Fund --\$25,000

New England Biolabs-- \$2,500

Attorney General's Office--\$15,000

Total Pending: \$395,000

Campbell & Hall Charity Fund--\$15,000

Janes Trust--\$75,000

Schrafft--\$15,000

Mellon--\$30,000

BJ's--\$5,000

KLCC--\$20,000

Rowland Family Fund--\$50,000

Eastern Bank--\$50,000

Sovereign Bank--\$20,000

Narratives

Jenjo Foundation--\$20,000

Foundation To Be Named Later--\$50,000

Boston Scientific--\$25,000

Clipper Ship Foundation--\$10,000

Dominion Foundation--\$10,000

Programmatic Clarification Items:

No programmatic clarification items identified.

Performance Measure Clarification Items:

Clarification items for national performance measures reflect our assessment of the following criteria:

- *measures align with the need, activities and outcomes described in the narrative
- *outputs and outcomes are correctly aligned as directed in the NOFO background document
- *measures utilize rigorous methodologies to demonstrate significant impacts

Please make the following changes in the Performance Measures screens in eGrants:

1. Community-Based Volunteer Program Performance Measure: When volunteer generation isn't the primary focus of a program, we are directing applicants to remove these measures from their application. Volunteer generation outputs are captured in the annual progress report. Understandably a commission may find it valuable for its programs to collect volunteer generation data even if these measures aren't part of the AmeriCorps grant application and subsequent award.

This performance measure was removed as requested. The program will still continue to recruit and track volunteers

Narratives

2. Alternatives to Violence Performance Measure: No clarification items identified.

3. Healthy Futures National Performance Measure H2-Number of clients to whom information on health insurance, health care access, and health benefits programs is delivered: Please create an intermediate outcome to accompany the output.

The intermediate outcomes was created in the initial renewal proposal but appeared as a separate measure in e-grants. The measures are now aligned and the intermediate outcomes for this measure are: H3- Number of Clients enrolled in health insurance, health services, and health benefits programs; and,

H4-Number of clients participating in health education programs

4. Opportunity Performance Measure O6: Create an intermediate outcome to accompany the output.

Emergency Food distribution only has an Output Measure.

5. Healthy Futures Performance Measure H3- Number of Clients enrolled in health insurance, health services, and health benefits programs. Please create an output and clarify instruments identified in the intermediate outcome.

The output for this measure was created in the initial renewal proposal but appeared as a separate measure in e-grants. The measures are now aligned and the output is:

H2-Number of clients to whom information on health insurance, health care access, and health benefits programs is delivered.

Narratives

Members will utilize a tracking tool to record basic information on individuals who are directly supported in benefits enrollment, health/clinic services access, and health benefits programs.

6. Healthy Futures Performance Measure H4-Number of clients participating in health education programs: Create an intermediate outcome to accompany the output.

This is an intermediate outcome for the program.

The output for this measure was created in the initial renewal proposal but appeared as a separate measure in e-grants. The measures are now aligned and the output is:

Healthy Futures measure H2-Number of clients to whom information on health insurance, health care access, and health benefits programs is delivered

7. Opportunity Performance Measure O12: Number of economically disadvantaged AmeriCorps members who are unemployed prior to their term of service. Create an intermediate outcome to accompany the output.

The intermediate outcome was created in the initial renewal proposal but appeared as a separate measure in e-grants. The measures are now aligned and the intermediate outcome for this measure is Opportunity Performance Measure O15: Number of economically disadvantaged AmeriCorps members that secure employment during their term of service or within one year after finishing AmeriCorps Performance Measure

8. Opportunity Performance Measure O13: Number of economically disadvantaged AmeriCorps

Narratives

members who have not obtained their high school diploma or equivalent prior to the start of their term of service Performance Measure: Create an intermediate outcome to accompany the output.

The intermediate outcomes were created in the initial renewal proposal but appeared as a separate measure in e-grants. The measures are now aligned and the intermediate outcomes for this measure are: Opportunity Performance Measure O16-: Number of members that obtain a GED/diploma while serving in AmeriCorps or within one year of finishing AmeriCorps Performance Measure:
Opportunity Performance Measure O17: Number of members that complete a college course within one year after finishing AmeriCorps Performance Measure

9. Opportunity Performance Measure O15: Number of economically disadvantaged AmeriCorps members that secure employment during their term of service or within one year after finishing AmeriCorps Performance Measure: Provide an output.

The output for this measure was created in the initial renewal proposal but appeared as a separate measure in e-grants. The measures are now aligned and the output is: Opportunity Performance Measure O12: Number of economically disadvantaged AmeriCorps members who are unemployed prior to their term of service.

10. Opportunity Performance Measure O16: Number of members that obtain a GED/diploma while serving in AmeriCorps or within one year of finishing AmeriCorps Performance Measure: Create an intermediate outcome to accompany the output.

This is an intermediate outcome for the program.

Narratives

The output for this measure was created in the initial renewal proposal but appeared as a separate measure in e-grants. The measures are now aligned and the output is: Opportunity Performance Measure O13: Number of economically disadvantaged AmeriCorps members who have not obtained their high school diploma or equivalent prior to the start of their term of service

11. Opportunity Performance Measure O17: Number of members that complete a college course within one year after finishing AmeriCorps Performance Measure. Provide an output.

The output for this measure was created in the initial renewal proposal but appeared as a separate measure in e-grants. The measures are now aligned and the output is: Opportunity Performance Measure O13: Number of economically disadvantaged AmeriCorps members who have not obtained their high school diploma or equivalent prior to the start of their term of service

Continuation Changes

IV. Budget

There is an increase in the cost for MSY this year. This reflects an increase in the living allowance to \$272 per week, which is an annual stipend of \$13,328.00 per member. We are requesting a \$5,000 increase in Corporation share from \$180,000 to \$185,000.00 for the 2011-2012 Program Year.

Additionally, there is an increase in personnel costs to reflect the 4% annual increase for staff members.

The cost for these increases totals \$8,763.60 which is being absorbed in the grantee share and will be covered through matching funds.

V. Increasing Grantee Overall Share of Total Budgeted Costs

Roca has a long history of securing diversified funding streams to support its work with these groups of

Narratives

high risk young people. The breakdown of revenue sources in FY10 (July 09-June 10) included: 39% Government Contracts (Fed & State); 54% Private Grants & Contributions; 5% Income from Investments; and 2% Donated Services. Roca met its 49% match for the Youth Star Program in the 2009-2010 program year.

Despite a challenging economic climate, Roca is poised to meet its performance goals in the upcoming fiscal years. Roca's Board of Directors has vastly increased its capacity and is deeply committed to Roca's mission and strategic plan going forward. Roca has dramatically expanded our relationships with potential individual, foundation and corporate donors.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 25

Service Categories

- | | | |
|------------------------------------|---------------------------------------------|-----------------------------------------------|
| Leadership Development | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/> |
| Community-Based Volunteer Programs | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/> |
| Food Security | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |
| Health Education | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |
| Children and Youth Safety Programs | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/> |

Alternatives to Violence

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.)

Youth Star members will engage very high risk youth and young adults in alternative to violence programming through outreach, relationship development, programming, workshops, and community events.

Results

Result: Output

High risk youth are enrolled in programming designed to promote participation in alternatives to violence activities (decreased SA, gang involvement, arrests)

Indicator: Number of young people enrolled in programming

Target: High risk youth and young adults ages 14-24 are enrolled in alternatives to violence programming

Result: Output

Target Value: 350

Instruments: Central Intake/Enrollment Form

PM Statement: 350 high risk youth are enrolled in programming designed to promote participation in alternatives to violence activities (decreased SA, gang involvement, arrests)

Prev. Yrs. Data

Result: Intermediate Outcome

High risk young people enrolled in programming demonstrate decreased substance abuse, arrests, or gang involvement

Indicator: Percent of high risk youth who demonstrate decreased substance abuse, arrests, or

Target: high risk youth and young adults ages 14-24

Target Value: 80%

Instruments: Quarterly Assessment for enrolled participants

PM Statement: 80 % of high risk young people enrolled in programming demonstrate decreased substance abuse, arrests, or gang involvement

Prev. Yrs. Data

Result: Intermediate Outcome
gang involvement

National Performance Measures

Priority Area: Healthy Futures

Performance Measure Title: Number of Clients to whom information on health insurance, health care access, and health benefits programs is delivered

Service Category: Health Education

Strategy to Achieve Results

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

Increase outreach and dissemination of materials to provide critical information and support related to health insurance, health care access, and health benefits programs

Result: Intermediate Outcome

Result.

Young people, ages 14-24 in Chelsea, East Boston, and Revere, targeted through the outreach to receive information on health insurance, health care access and health benefits programs will be engaged and participate in health education programming and health care access to the MGH/Roca Teen Clinic.

Target : Unduplicated 14-24 year old youth and young adults

Target Value: 300

Instruments: Attendance Sheets for health education programming sessions

PM Statement: 300 youth and young adults ages 14-24 will participate in health education.

Result: Intermediate Outcome

Result.

Residents of Chelsea, Revere, and East Boston who receive information on health insurance, health care access and health benefits programs through outreach by the Youth Star members will be directly supported for enrollment in health insurance, health services and health benefits programs

Indicator: H3: Number of residents enrolled in health insurance, health services and health

Target : Unduplicated residents of Chelsea, Revere, and East Boston

Target Value: 500

Instruments: Members will utilize a tracking tool to record basic information on individuals who are directly supported in benefits enrollment, health/clinic services access, and health benefits programs.

PM Statement: 500 residents of Chelsea, Revere, and East Boston will be enrolled in health insurance, health services and health benefits programs

National Performance Measures

Result.

benefits programs

Result: Output

Result.

Through increased outreach, residents of Chelsea, Revere and East Boston will receive information on health insurance, health care access and health benefits.

Indicator: H2: Clients to whom health information is delivered.

Target : Number of clients to whom information on health insurance, health care access and health benefits is delivered

Target Value: 20000

Instruments: Outreach and material distribution logs

PM Statement: 20,000 Residents of Chelsea, Revere and East Boston will receive information on health insurance, health care access and health benefits.

Priority Area: Economic Opportunity

Performance Measure Title: Number of individuals receiving emergency food from food banks, food pantries, or other nonprofit organizations

Service Category: Food Security

Strategy to Achieve Results

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

Youth Star members will run a bi-weekly food pantry to distribute emergency food to individuals in Chelsea and Revere.

Result: Output

Result.

Individuals in Chelsea and Revere will receive emergency food from bi-monthly food pantries.

Indicator: (NOW H10) O6: Individuals receiving emergency food.

Target : Individuals in Chelsea and Revere

Target Value: 500

Instruments: Food Pantry Database

PM Statement: 500 individuals in Chelsea and Revere will receive emergency food from bi-monthly food pantries.

Priority Area: Economic Opportunity

Performance Measure Title: Number of economically disadvantaged AmeriCorps members who have not obtained their high school diploma or GED prior to service

Service Category: Leadership Development

Strategy to Achieve Results

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

Roca will recruit, develop and retain former youth participants and other high risk and/or economically disadvantaged/unemployed young adults ages 16-24, and support their personal and professional growth and

National Performance Measures

Briefly describe how you will achieve this result (Max 4,000 chars.)
development in order to create positive opportunities for other young people.

Result: Intermediate Outcome

Result.

Members who have not obtained their high school diploma or equivalent prior to this term of service will obtain a GED/diploma while serving in AmeriCorps or within one year after finishing AmeriCorps

Indicator: O16: Members that obtain a GED/diploma.

Target : 100% of members enrolled who have not obtained their high school diploma or equivalent prior to this term of service

Target Value: 8

Instruments: GED Certificate/Diploma

PM Statement: 8 members enrolled who have not obtained their high school diploma or equivalent prior to this term of service will obtain a GED/diploma while serving in AmeriCorps or within one year after finishing AmeriCorps

Result: Output

Result.

Youth Star will recruit and enroll economically disadvantaged young adults who have not obtained their high school diploma or equivalent prior to this term of service

Indicator: O13: Members without a high school diploma prior to service.

Target : Economically disadvantaged young adults enrolled in Youth Star who have not obtained their high school diploma or equivalent prior to this term of service

Target Value: 8

Instruments: Member Enrollment Information and Roca Central Intake

PM Statement: Youth Star will recruit and enroll 8 economically disadvantaged young adults who have not obtained their high school diploma or equivalent prior to this term of service

Priority Area: Economic Opportunity

Performance Measure Title: Number of economically disadvantaged AmeriCorps members who are unemployed prior to their term of service

Service Category: Leadership Development

Strategy to Achieve Results

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

Roca will recruit, develop, and retain former youth participants and other high risk and/or economically disadvantaged/unemployed young adults ages 16-24, and support their personal and professional development in order to create positive opportunities for other young people.

Result: Intermediate Outcome

Result.

Economically disadvantaged young adults enrolled in Youth Star who were unemployed prior to their term of service will secure employment during their term of service or within one year after finishing AmeriCorps.

National Performance Measures

Result.

Indicator: O15: Members that secure employment.

Target : 100% of economically disadvantaged young adults enrolled in Youth Star who were unemployed prior to their term of service

Target Value: 25

Instruments: Employment Placement and Retention Tracking Database

PM Statement: 100% of economically disadvantaged young adults enrolled in Youth Star who were unemployed prior to their term of service will secure employment during their term of service or within one year after finishing AmeriCorps.

Result: Output

Result.

Unemployed and/or economically disadvantaged 16-24 year olds will be recruited and enrolled to serve in the Youth Star Program through which they will provide essential community services and enhance their own personal and professional development.

Indicator: O12: Members unemployed prior to service.

Target : Unemployed and/or economically disadvantaged 16-24 year olds

Target Value: 25

Instruments: Member Enrollment and Roca Central Intake

PM Statement: 25 Unemployed and/or economically disadvantaged 16-24 year olds will be recruited and enrolled to serve in the Youth Star Program through which they will provide essential community services and enhance their own personal and professional development.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable