

Narratives

Executive Summary

KCR AmeriCorps members provide services that: Raise the academic level of elementary and junior high students to help them succeed in school and life; Increase employment among low-income residents to reduce reliance on public assistance; Encourages volunteerism and civic involvement that will foster community member engagement in service; Members are CERT qualified to provide first responder backup in emergencies; and, their service experience will encourage a lifelong commitment to service.

Rationale and Approach

(1) COMPELLING COMMUNITY NEED:

(a) Kitsap County is a community isolated on a peninsula located across the Puget Sound from Seattle and surrounded by the vistas of the Olympic and Cascade Mountains. These once thriving communities continue to experience a decrease in income and increase in homelessness centered in the core area of Bremerton and the rural areas of the County. This has led to an increase in joblessness, a marked increase in parents being out of the home leading to less involvement in their children's lives and smaller budgets for local and state agencies to cope with day-to-day operations and emergencies. To address these critical needs we plan to place AmeriCorps members in service to enhance instruction in basic literacy skills, parenting skills, conflict resolution, anger management, engaging youth in service, tutoring elementary aged students, providing employment readiness services and partnering with emergency preparedness agencies to increase community preparedness. We will primarily target low income areas.

(b) WHY WE SELECTED THESE NEEDS: Sixty-Three percent of Kitsap County's economy is based on Department of Defense (DOD) employment. The DOD downsizing in Kitsap County has created a climate of few new self sustaining jobs. The unemployment rate in our county is 10.2%. Bankruptcies are double what they were two years ago and foreclosures in Kitsap County have gone from 1.4% in 2008 to 5.7% in 2009. The breakdown of the homeless population in Kitsap County by community indicated that 38% are within the City of Bremerton. The core of our program's services are centered in Bremerton and

Narratives

are designed to be accessible to low-income residents and the high number of unemployed families and individuals. Although the September 2009 published unemployment rates indicated an improvement in Washington State, the large percentage of homeless and transient population in Kitsap County do not fall into categories that are included in these counts and are not being represented by current unemployment statistics. The impact of large-scale downsizing and a large percentage of our population being young, transient military without the benefit or support of their own families, places heavy reliance on existing community services for assistance.

Elementary school enrollments have decreased and student to teacher ratios have increased with the closure of outdated facilities and inadequate funding for immediate replacement of new schools. There is no budget to increase teaching staff, so struggling students will be at the greatest risk of failure. Kitsap County's resources are over-burdened, under-staffed and underfunded. KCR/AmeriCorps members' service helps provide avenues to improve employment readiness, aid struggling students that do not have additional support in education and address the major issues facing our community. Coupled with wide-scale changes in the local economy there has been an increase in substance abuse (up 7.8% since 2005), domestic violence (increased 6.8% since 2004), family breakups (divorce rates up 7.5% and a higher percentage of households being single parent). There has been a continuing rise in school dropouts and reduced school academic achievement levels (dropouts up 12% county wide and 7.9% in Bremerton since 2005). Reading levels in the schools where we tutor historically ranked 1.3 grade levels below the state average. Ratio of student to teacher in elementary schools has increased 30% on average without sufficient budget to allow staff increases. Classroom sizes are becoming larger and the entry assessment of knowledge of kindergarten students in school year 2009 indicated 34% entered the education system below pre-school levels. Community agencies dealing with low-income residents have seen an ever-increasing number of applicants in need of services. The dynamics created by the needs listed above demonstrate an increasing number of children and youth under 18 that need a constructive support system for both in-school tutoring and after school homework assistance, activities and

Narratives

mentoring.

(c) IDENTIFYING THE NEED AND DOCUMENTATION: KCR/AmeriCorps programs were conceptually based on needs assessment surveys conducted by the following independent community-based organizations: Kitsap Community Resources (KCR) needs assessment of Kitsap County residents (Oct. 2009); "Community Vision for Raising Safe/Healthy Children" survey conducted by Kitsap Community Network (July 2006); Information and experience gained by AmeriCorps Team members and staff while operating programs from 1993 to 2009; Referrals, surveys and interviews completed by clients at the local KCR Employment and Training "Welfare to Work" program (2008/09); Survey's conducted at local Women, Infant & Children offices, YWCA ALIVE programs and The Parenting Place (2008/09). These local assessments of needs and results were compared with U.S. Census national and state averages to ensure member placements can offer assistance and provide or enhance services in the highest need areas identified.

(d) MULTIPLE SITE NEED JUSTIFICATION: The surveys and studies completed above were conducted throughout the communities in which we live. The results identified were representative across the entire county. We have used this as the basis for placement of members in schools and other agencies to address needs that affect low-income and disadvantaged family members. These multiple placements will allow each generation of our families -- from child to adult -- to have access to services that assist a larger number of families and allow them to live in a safer and more stable environment. This will allow them access to support networks and provide the opportunity for them to move toward self-sufficiency.

(2) DESCRIPTION OF ACTIVITIES AND MEMBER ROLES:

(a) ACTIVITIES: We have identified four measurable priority areas where members will perform direct service. We plan to address needs and provide service activities to raise the academic achievement level of elementary students. This will allow them the opportunity to succeed in school and set a solid foundation for the rest of their educational and professional lives. We plan to increase job skills and

Narratives

improve education among low-income residents to help them become employable and reduce reliance on public assistance. We plan to strengthen our community and enhance the capacity of services through volunteer recruitment and management that will address identified needs and augment local services. A trained corps of volunteers and members will be certified in disaster readiness disciplines including Community Emergency Response Teams (CERT) and provide training throughout the county. We plan to provide members the opportunity to realize their full potential during their AmeriCorps service and beyond by facilitating civic engagement training that provides the tools necessary for members to identify community needs and then create and lead service projects that address identified needs. Members will receive training and guidance to prepare them to enlist and manage volunteers to accomplish these goals. Members will also participate in a course of instruction in identification of their education and career plans and goals that will lead them towards fulfilling employment.

(b) CURRENT EFFORTS TO ADDRESS THE NEEDS:

We currently have 36 full-time members this grant cycle serving in agencies throughout our county. They tutor elementary school children, work with families and children in early childhood education programs, facilitate employment readiness classes and provide follow-up case-managed work experience positions, work with domestic violence victims with the YWCA and provide emergency preparedness training via the American Red Cross and other emergency response agencies. During summer when tutors are not engaged in school activities they partner with our 40 minimum-time members conducting summer camp activities and working on environmental projects.

(c) MEMBER'S ROLES IN THESE ACTIVITIES: To broaden our impact in the community we are requesting additional full term slots in this grant cycle. The 40 full-time (FT) and 40 minimum time (MT) members for the 2010 program year will perform service to address these issues as follows:

* Tutor/Mentor Literacy Skills in Elementary Schools: Twelve members will work in cooperation with staff at 10 elementary schools to recruit and train community members as tutors and mentors for students in grades kindergarten through sixth. They support those students at highest risk of failure,

Narratives

most commonly students that are at least one grade level behind academically, with the majority of these students being ESL and low-income. These schools have enrollment in free and reduced lunch programs ranging from 35% up to 60%. Members will assist learning specialists in identifying children who need to be tutored using a state approved school administered pre, quarterly and post assessment test.

Members will also help students prepare for and assist staff to administer the nationally recognized statewide Washington Assessment of Student Learning (WASL) and the new Measurements of Student Progress (MSP) evaluative tests as part of our performance measurement tools. The MSP will be administered starting this school year and has been fully approved by the U.S. Department of Education.

* Early Childhood Education and Assistance (ECEAP) Advocacy: Three members will work with parents of pre-school children in health education, family reading skills, parenting education, and social skills.

They will recruit ECEAP parents to work as volunteers in the classrooms, assist teachers in helping pre-school children learn basic reading and study skills and to develop early conflict resolution skills.

* Welfare to Work Program: Nine members will work with the Work First/KCAREERS program in planning, facilitating, counseling and preparing low-income TANF clients for employment. Three members will facilitate courses in areas such as: interviewing, resume writing, computer skills, financial management, self-esteem, anger and stress management, and overcoming personal barriers. Four of the members will work with local non-profits, government agencies and for-profit companies to place participants and at-risk youth in work-experience positions or education tracks in support of Work First initiatives. Two members will provide resource information and assistance to the increasing numbers of highly skilled or educated families who are experiencing unemployment for the first time and need support in learning what services are available for them.

* Parenting Place Program: One member will facilitate parenting classes, family violence awareness seminars and conduct training for staff and volunteers. They will maintain a resource library and provide additional video and books to parents to augment the training.

* Children of the Nations Ready Relief Program: Two members will work with a national faith-based

Narratives

organization and make presentations in local schools and organizations to enlist children and youth to participate in food packaging events to provide nutritional meals that require minimal storage and are easy to prepare in case of an emergency. Once these rations reach one-half their shelf life of two-years, the AmeriCorps members will then help volunteers package these nutritional meals and supplies for overseas shipment to third world countries.

* YWCA Domestic Violence Awareness Programs: Three members will work with the YWCA ALIVE program facilitating workshops on such topics as parenting skills, life-coping skills and anger management. They will assist survivors in making safety plans and how to utilize local resources. They will make presentations to local community agencies and civic groups about domestic violence awareness. As they work with a number of community outreach programs they liaison between the agencies that are needed to help the survivors and their children accomplish the steps necessary to progress to a secure lifestyle.

* Kitsap Youth In Action: Three members will work with local junior and senior high schools and in low-income community centers to recruit at-risk youth volunteers (ages 11- 17) to perform community service projects throughout Kitsap County. These members will help these students identify, design, implement, and supervise service projects the youth conceptualize. The members incorporate service-learning opportunities in each of the projects and utilize the 40-Developmental Assets model to improve each youth's life and social skills. They will also work with state juvenile justice programs providing service learning opportunities for youth age 14 to 18 in crisis. They will make presentations and partner with local high schools to provide service-learning opportunities for students to fulfill the Washington State senior culminating service project graduation requirement.

* Community Service (CSW) Programs: Four members will work with and coordinate CSW worker activities throughout Kitsap County in cooperation with the City of Bremerton Parks and Kitsap County Public Works divisions. They will assist in planning, coordinating and implementing our community-wide service projects and assist in training and leading all members in planning and executing service

Narratives

projects. These members also assist the Department of Emergency Management with community training in CERT and neighborhood preparedness. The Kitsap County Emergency Preparedness office is designated as one of nine regional coordinators in Washington State to fulfill the requirements for the Homeland Security initiative.

* Emergency Preparedness Coordination: Two members will work with the American Red Cross to assist in planning and implementing CPR and first aid for the community-at-large and emergency preparedness training courses, primarily for children and youth age 6 to 18. They will be certified as instructors, make community presentations about disaster preparedness, assist in disaster planning for Kitsap County and plan for all natural and man-made disasters. They are trained to establish shelters or deploy if an emergency conditions occurs locally or nationally. Members will directly support and establish guidelines for assisting community members while first responders are engaged in higher priority activities. In times of national emergency or disasters, they will support the Kitsap County Emergency Preparedness office by providing refresher training or other assistance to deploy volunteers.

*Health Awareness Assistance: One member will work with local dentists and the County health district in providing dental education using the nationally recognized ABCD Children's Dental program. They will also arrange reduced price or free dental examinations and post-examination work by volunteer dentists.

* Summer Activities: Fifteen of 40 MT summer members will plan, coordinate and work with over 300 youth per week in the Bremerton Parks & Recreation "Playground Express" programs. They will introduce the service learning concept to junior high students by planning and implementing a service day each week where youth clean up parks or perform other service work that instills civic responsibility. In addition, they will conduct games and crafts, chaperone field trips, work with developmentally delayed youth and conduct classes on leadership with teen volunteers. Twenty-five MT summer members will work with Kitsap County Public Works to evaluate and help resolve public safety issues for new and ongoing projects and perform environmental impact studies within parks, preserves

Narratives

and wetlands. These members will tackle the highest impact environmental projects during their 8-12 weeks of service in the County before returning to college.

(d) COMPLIANCE WITH 45 CFR -- 2540.100: We conduct training during initial orientation concerning all prohibited activities under this section and provide members and agency staff a handbook that states these. We also hold a pre-placement briefing for all agencies involved that serve with AmeriCorps members. Prior to member placement, discussions are held with Administrators, Upper Management and Legal Representatives to ensure that no member would displace any of the work force that is experiencing cutbacks. The collective bargaining units in represented agencies determined that member support was consistent with previous year's service and that no challenge to continued placements is warranted. Staff stated that no letters of union conferral were required from any of the entities where members serve. Members' roles were not displacing or duplicating any staff positions. Comments were made that these agencies rely on the members to fill the gaps that provide valued services. We re-enforce and re-evaluate these policies throughout the program year with periodic meetings with host agency staff and at team meetings to ensure our members understand what service is allowable for them while earning hours toward their education award. We maintain an open dialogue so they feel free to bring up any questions when they encounter a new situation.

(e) MEMBER DEVELOPMENT, TRAINING & SUPERVISION PLAN TO CONTRIBUTE IN ACCOMPLISHING OUTCOMES: The initial orientation period at the start of the program year is 2-weeks long and has been constructed to meet the needs of our members and provide a uniform set of tools they can apply where they serve. Each member also receives service-specific training at the host site after the initial orientation period. We re-enforce this training by reviewing our performance measures with members throughout the year and conducting a mid-term training during the December school break. Members are trained to provide monthly statistics from their host site service to track anticipated outputs and outcomes. Members provide critical feedback to AmeriCorps staff on these outputs and changes in program services that occur. One example from prior member's service was an

Narratives

exponential increase in the number of unemployed families seeking services with Employment and Training during the beginning of 2009 while there was a decrease in placement opportunities. Members and staff quickly recalibrated this needs area and have been able to increase the number of people receiving retraining or taking courses in higher education to help them become employable.

(f) ENSURING COMPLIANCE ON PROHIBITED MEMBER SERVICE ACTIVITIES: Every member is trained during the initial 2-week orientation period and signs a member contract acknowledging activities prohibited by AmeriCorps policy. In addition, each host site staff member is fully briefed and provided a printed list of prohibited activities prior to member placement. A minimum of monthly, prohibited activities are reviewed at member team meetings and acknowledged by both staff and members.

(g) RECEIVING AN AMERICORPS GRANT TO ADD VALUE TO EXISTING PROGRAMS: Our programs have been designed to compliment rather than replace existing community services. The escalating jobless rate, decreasing reading levels in local schools, coupled with the pressures of ever increasing budget deficits, both locally and statewide, has placed enormous pressure on our ability to provide community services in the areas we outline in this proposal. The specific placements where members will serve fill voids that help students in education, operate programs that would not exist and provide services to families that could not be served due to limited existing staff and declining budgets. The AmeriCorps members bring that "one-on-one" focus that current services can no longer provide.

(3) MEASURABLE OUTPUTS AND OUTCOMES:

(a) Our primary priority performance measure is in the education corps and is aligned to indicate the number of students tutored, the percentage that complete tutor programs and the increase of academic performance. We intend to participate in the pilot utilizing the National Education Corps measures 1, 2 and 5. We will tutor 1000 elementary students at risk of failing in the Bremerton and Central Kitsap School Districts (Output). Eighty percent of the students tutored by AmeriCorps members and volunteers in a school managed program will complete. Members will operate before and after school

Narratives

homework clubs to provide the support and encouragement these students need to complete homework and improve attendance (Intermediate Outcome). We will help a minimum of 80% of the below standard students -those averaging about one grade level behind and are at risk of failing- that are tutored by AmeriCorps members, or volunteers trained by members, gain at least one grade level in needed academic skills as evaluated by the districts' assessment test tools (End Outcome). The long-term impact on the student body will be demonstrated by an improved work and study ethic in the students that are tutored. This will be evident by an increase in academic achievement and a lower dropout rate as these students progress in school. This will allow continuous improvement for members to apply school-managed tutoring techniques and methods utilizing best practices with future students. Other Outputs and Outcomes that we will achieve: 500 Employment and Training participants receiving TANF will be trained and a minimum of 80% will complete employment and skills training and gain work experience. We will utilize the National pilot Opportunity Corps Measure 2 to evaluate our progress for this secondary priority needs area. Our goal in Volunteer Generation is 6000 community members will be recruited, trained and managed to volunteer with the KCR/AmeriCorps team in service. These volunteers will augment programs by giving an additional 40,000 hours of service to the community. For Member Development, all full time members will receive training and participate in ten sessions of Civic Engagement Curriculum.

(b) SYSTEMS TO TRACK OUTPUTS & OUTCOMES: We conduct pre and post student assessments. We also use the current state testing battery to compare growth in reading, math and writing for students tutored as compared to the state average. We maintain sign-in logs of training and service events to track member completion. Each host site utilizes databases to track clients served and provide us with monthly and quarterly reports on activities performed and status of services provided. AmeriCorps staff aggregate these statistics in a monthly report that is submitted to our State Commission. At mid-term and end-term, all data is analyzed and collated along with published assessments to report on our progress in achieving established outputs and outcomes.

Narratives

(c) WHAT CNS PRIORITY AREAS WE WILL ADDRESS: Our program will address the Education and Opportunity Corps priority areas and we will be using standard performance measures. In addition, although we aren't listing the Veteran's Corps as one of our priority areas, we currently have 20 members that are active duty military dependents, retired military members and dependents and/or disabled military veterans serving as KCR/AmeriCorps program members. Historically, we have averaged a minimum of 10 members each year in this same category. We plan to continue this throughout this program year.

(4) PLAN FOR SELF ASSESSMENT AND IMPROVEMENT: The competitive process required to obtain and continue funding through CNCS is an excellent filtering process. It requires that we establish performance measures, meet them and continuously evaluate where our programs are directed. We also participate in the annual "needs assessment" process conducted locally that identifies, focuses and clarifies the path we take each year. Our fiscal department audits every penny spent via a purchase order system that is checked daily to ensure we are spending in accordance with federal financial guidelines. Our Executive Director meets with the AmeriCorps Director weekly to report on program progress and identify any issues that need attention. The AmeriCorps division staff meets weekly with the director to discuss ongoing projects, members that are excelling or struggling and who will take what steps to address any needs, explore plans and evaluate what is working and what needs improvement. New ideas are generated to strengthen the programs, action steps are formulated to ensure continuous monitoring and strong communication lines are always open. All of these efforts lead to continuous self-assessment and improvement.

(5) COMMUNITY INVOLVEMENT:

(a) HOW WE INVOLVED THE TARGET COMMUNITIES IN IDENTIFYING NEEDS AND ACTIVITIES: Representatives from Puget Sound Naval Shipyard (the County's largest employer), KCR board of directors, members of 28 community-based organizations, local government and school district officials have all been instrumental in developing the proposed AmeriCorps programs. The identification

Narratives

process for selecting host agencies where AmeriCorps members will serve included distribution of RFP's to interested parties and review of those submitted. Selection is then made by an in-house committee of the strongest possible programs that met the identified community needs. The individual communities are involved continuously via a number of methods. First, through host sites, we communicate regularly to ensure we are on target with the performance measurement objectives we have developed. Secondly, we conduct presentations to fraternal, civic, governmental and non-profit agencies throughout the program year to publicize our projects and enlist community support. Thirdly, our diverse 27 member KCR Board of Directors represent our low-income target population, governmental leaders and the population in general. They continuously monitor our progress through monthly operational and budgetary reports, site visits and board meeting presentations. We also conduct focus groups and town meetings to establish whether we are meeting established performance measures and to make course corrections to better achieve the goals we set. Each full time member is given an overview of our performance measurements and in-depth understanding of data we need to collect from their service site. Members collect data and report this monthly. They assist in modifying report forms to help present data more clearly and often identify parallel outcomes during the term. Kitsap Community Resources works closely with other non-profit and faith-based agencies in the County on a daily basis. Placement of members will be in agencies that support the KCR and AmeriCorps mission statements, meet our priority of services to families, children and youth, and promote a strong ethic of service. These agencies include: Bremerton and Central Kitsap School Districts; YWCA/YMCA; Department of Social and Health Services; American Red Cross; Law Enforcement Agencies; Head Start/ECEAP Centers; Kitsap County Housing Authority, County Commission on Children and Youth, Health District Board of Commissioners; and Cities of Port Orchard and Bremerton Mayor's office. A number of these agencies are represented on our Board of Directors along with the Kitsap County Commissioners and State and Federal Congressional Representatives. We have always complemented rather than supplanted the programs that sponsor AmeriCorps projects.

Narratives

(b) ENGAGE COMMUNITY PARTNERS THROUGHOUT THE GRANT PERIOD AND THEIR ROLES:

Community partners are involved daily. Members serve with 15 separate community and local government agencies. They provide the on-site supervision, counsel with our staff weekly on expected outcomes that enable us to make mid-course corrections rather than waiting on end results and review member performance expectations to ensure we are on target.

(6) RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS: Our

AmeriCorps program has supported and networked with National Service Programs in Washington, Oregon, California, Montana, Idaho and beyond since its inception. We conduct a minimum of 10 service projects each year in partnership with programs throughout our area. Our program director has participated in developing National Service programs for the National Service Inclusion Project, has taught classes for the annual NWREL National Service Network Northwest held in Portland, OR each year and facilitated the AmeriCorps recruiting and training at the National Points of Light Conference in June 2006. Our program design and structure has been used as a model to start or strengthen new or struggling programs throughout Washington State.

(7) POTENTIAL FOR REPLICATION: Our program director was a key partner in the research, development and implementation of the National Service Resource website "4CAST" working with NWREL in Portland, OR. He helped develop best practices from a myriad of programs across the Northwest states by vetting the information collected, assisted in the development of the web content for the newly designed and published website and participated in the critique process to provide follow-up on the usefulness of the resource site. We have also been instrumental in providing program specific forms, best practices, operation manuals and online assistance to over 20 programs throughout our state when asked to share our experience by the Washington State Commission on National Service. We maintain records and files on each aspect of our program covering service sites, members' files and forms, grant applications and submissions, budgets, checklists, folders of service projects completed and a myriad of documentation for new or similar programs to reference and utilize on a continual basis.

Narratives

Organizational Capability

(1) ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT:

(a) Kitsap Community Resources (KCR) is a 501.C.3 non-profit Community Action Agency which has administered federal grants and served the residents of Kitsap County since 1967. KCR currently administers 33 federal, state and county grants whose collective budgets total more than \$14.3 million per year, serves more than 12,000 area residents and employs over 200 people. KCR has earned an excellent reputation throughout the community for its fiscal integrity and for its ability to leverage additional resources.

We have successfully operated an AmeriCorps program with full enrollment of members since 1994. During program years 2007/08 and 2008/09 we maintained an average retention level of 97.7% of full and minimum term members. We have exceeded the goals and performance measures we have set each year. One of the most notable accomplishments included raising the academic achievement of over 4,000 elementary school children by an average of 1.3 grade levels each year they were tutored. The second example is employment related. Our members have worked with over 1,500 unemployed clients that had been out of work for a number of years. These were the most difficult to serve members of our population who had significant personal challenges to overcome. Our state agency had an employability placement rate of 35%. Our members, working with an employment readiness program, have increased that to 67%. The presence of the AmeriCorps members and the programs they operate have a real impact on our day-to-day operations. As a Community Action Agency serving over 12,000 clients each year, AmeriCorps members increase our ability to provide more comprehensive services, reach more clients, improve the quality of service through decreased case load for staff and interact with other non-profit agencies within our community. Our fiscal department tracks every financial transaction through a purchase order system that is continuously monitored. Budgets are reviewed monthly with the Executive Director, Program Director and Board of Directors. Each year an external A-133 audit is conducted on the entire company and has not had a single finding for the past 10 years.

Narratives

(b) MULTI-SITE SUPPORT: Partner organization staff and managers provide the day-to-day supervision in cooperation with the AmeriCorps supervisors. They also meet with AmeriCorps supervisors and managers regularly to ascertain progress in meeting our objectives and to discuss future service projects. These meetings provide direct input capacity for program improvement and member counseling and direction. The KCR/AmeriCorps Director monitors and evaluates the status of all current participants on a monthly basis; reviews and submits monthly reports on disbursements and budget status; and reviews and submits monthly reports on team member achievements.

We have been operating programs and establishing relationships with host sites for the past 16 years. They have proven themselves successful in working with members, helping us achieve our performance measures and have provided necessary local income donations in direct support of members. All host sites receive thorough training prior to receiving members and a copy of our member handbook that includes prohibited activities and policies. Frequent site visits from our AmeriCorps supervisors ensures periodic monitoring of the member and host agency activities, that the member training and support is adequate, host site expectations and members' service are aligned, overview of general effectiveness, and review of member statistical data collected monthly. Weekly audits by our company fiscal department ensure accurate and complete compliance requirements are met. We maintain AmeriCorps vision and identity is strongly established during our initial 2-week orientation. We also hold mandatory twice-monthly team meetings to reinforce AmeriCorps identity and teach members about other service placements in our area. These include: Senior Corps, formula program placed tutors, conservation corps AmeriCorps, National Direct and Vista members. Over the last two service years our members have found ways to collaborate with these members at their service site, included them in our service projects and joined them in other outside service. We continually review our goals internally and ensure our vision remains on track. Frequent site visits and personal counseling sessions identify issues early to allow quicker resolution.

(2) BOARD OF DIRECTORS, ADMINISTRATORS AND STAFF:

Narratives

(a) ORGANIZATIONS MANAGEMENT AND STAFF: KCR/AmeriCorps has been under the same management since its inception in 1993 as a Defense Conversion Assistance Program (DCAP). KCR manages several direct federal grants annually and more than a dozen pass-through grants of federal, state and local funds.

KCR's is governed by a 27 member board of directors. They represent government officials, service providers within our county and state, and consumers. They take an active role in site visits, guidance on meeting community needs, and providing direction to help us keep focused on and identifying critical need areas and providing resources or guidance toward achieving our performance measures.

(b) KEY STAFF MEMBERS & THEIR EXPERIENCE - Russ Donahue, KCR/AmeriCorps Program Director, has over 35 years management experience. He has been the AmeriCorps Director since its inception. He has over 12,000 hours experience as a trainer and teacher and has administered federal grants and budgets for the past 35 years. He is also certified as a CERT Team trainer and Civic Engagement Instructor. He is responsible for overall operational and fiscal oversight of our programs. Beverly Keogh, KCR/AmeriCorps Team Supervisor, has over 25 years supervisory experience that include multi-project management of teams, oversight of administrative personnel, and direct supervision and training of diverse populations. She has also served two terms as a KCR/AmeriCorps member. She is responsible for training, scheduling, monitoring and counseling members during daily operations.

Larry Eyer has served as KCR's Executive Director for 30 years. Mr. Eyer holds a Masters Degree in Public Administration, has over 30 years of social service management experience and serves on many human services boards, committees and coalitions in Kitsap County and Washington State. He is a past President of the Washington State Association of Community Action Agencies.

Irmgard Davis, Fiscal Officer, has over 25 years experience in private and non-profit financial management. Ms. Davis holds an MBA degree and is a certified and bonded public accountant.

(3) PLAN FOR SELF ASSESSMENT AND IMPROVEMENT: KCR/AmeriCorps has designed controls

Narratives

that allow us to continuously assess and improve our programs. The program director and AmeriCorps supervisor make frequent site visits to ensure program integrity. The program director meets with the executive director weekly and reports on progress towards meeting established performance measures. Each year, KCR management conduct specific project planning meetings. These include strategic planning over a five-year projection of programs, visions for our future and re-organization when needed. All directors are involved and bring years of experience that is combined to provide continual improvement and the vision necessary to keep on track while meeting the needs of our community. Members of our board of directors monitor and receive reports monthly on the fiscal and programmatic progress of specific performance measures. A host agency training/briefing is conducted before any members are placed to ensure prohibited activities and AmeriCorps policies are known and followed. Site supervisors have continual availability to electronic, phone and face-to-face contact with AmeriCorps staff to clarify issues, provide support for members and assist in resolving personal or professional issues with members. We also collect data each month, collate a report and submit it to our state commission that documents our efforts. Regular site visits from our state commission staff provide insight and potential improvement suggestions for our operations.

(4) PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE -- Over the past fifteen-plus years of operation we have recruited over 450 local business executives, government officials, college professors and leaders in the non-profit community to provide their time and knowledge in training both our AmeriCorps staff and members. We have also participated in Washington State Commission sponsored trainings and networking opportunities to further staff development. We have used local community civic, governmental, and business leaders to supply initial and continuing training, generate additional funding and give technical support for our programs and members. Our staff are trained as CPR/First Aid instructors, Community Emergency Response Team (CERT) trainers, HIV/Blood borne Pathogen Instructors, Civic Engagement Instructors and in computer system applications and operations. We have also used Project STAR and ENCORE to help us define and refine our performance measures,

Narratives

NWREL to provide training and insight into measuring outcomes and continuing program development and NSLI to obtain and utilize a wide variety of resource materials for program improvement. We thoroughly research directives, read initiatives and keep ourselves updated on goals of our state and national alliances.

E. SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION:

(1) VOLUNTEER GENERATION AND SUPPORT - We have used the strategy of community education to both empower and encourage community members to participate and value lifelong service. We make frequent presentations to governmental, civic, fraternal and non-profit organizations about civic engagement. We publicize our projects via articles in the local newspaper, on the United Way VolunteerUp website and public access television station and repeatedly have reporters documenting our successes with articles about the service we provide. We have appeared on a weekly local radio broadcast and our local public broadcast station in segments that covered community service opportunities throughout our county to spread the word about service. We participate in community forums and boards as volunteers and organizers. We factor in time for each of our service projects that allows us to train volunteers and use community experts to provide advanced skills necessary to accomplish complex tasks. One of the strongest factors in recruiting volunteers is the excellent reputation we have developed over the years as always meeting our commitments.

(2) ORGANIZATIONAL AND COMMUNITY LEADERSHIP: The KCR/AmeriCorps program has received 16 awards for excellence in service from the United Way, City of Bremerton Rotary, Bremerton Main Street Association, Bremerton Blackberry Festival, West Point Military Academy, City of Port Orchard and Kitsap County government. Our program director is a volunteer clerk for his church, has been involved in youth programs for 28 years, is a founding member of the Kitsap County Citizen Corps Council, is a volunteer instructor for the County Emergency Management Program in firefighting and emergency preparedness and has been a past member of the Habitat for Humanity (H4H) board of directors. Our AmeriCorps supervisor has been a volunteer for H4H for 8 years, is a district leader for

Narratives

her religious group, a member of Consortium for Care to address homelessness for 3 years, a Citizen Corps Council member for 4 years, and a member of the Volunteer Center of Kitsap County Steering Committee.

(3) SUCCESS IN SECURING MATCH RESOURCES: We have exceeded the required cash and in-kind match every year of our program operation. This has been primarily due to the partnerships we have formed within our community and State and the direct investment they provide in the form of cash and in-kind match. These partnerships also provide us with a method to leverage the resources we bring to the table through increased volunteerism and mutually identified goals that dramatically increases the impact on our community.

We currently have commitments from community partners for 100% of the required cash match for the next three year cycle. All cash match is procured by commitments from local non-profits, governmental, private and fraternal organizations. In-kind match is documented monthly and provides the necessary training and resources for members and volunteers to expand existing projects or create new programs.

F. SUCCESS IN SECURING COMMUNITY SUPPORT:

(1) COLLABORATION --The KCR/AmeriCorps program member's work closely with other non-profit and faith-based agencies in the County on a daily basis. Placement and partnerships that interact directly with members will be in agencies that support the KCR and AmeriCorps mission statements, meet our priority for services to families, children and youth, and promote a strong ethic of service.

These agencies include but are not limited to: YMCA/YWCA, Lutheran Community Services, Salvation Army; The Church of Jesus Christ of Latter-Day Saints, Kitsap County Habitat for Humanity; seven local food banks; Low-Income Housing Authorities; Washington State Department of Social and Health Services; Bremerton and Central Kitsap School Districts; Law Enforcement agencies; Head Start/ECEAP Centers; United Way of Kitsap County; Tribal Councils of the Suquamish and S'Klallam tribes; Bangor U.S. Submarine Base and Puget Sound Naval Shipyard; and the Cities of Bremerton and Port Orchard Mayor's office. A number of these agencies are represented on our Board of Directors

Narratives

along with the Kitsap County Commissioners and State and Federal Congressional Representatives. We have always complemented rather than supplanted the programs that sponsor service projects. Some of our partnerships have included working together on 35 community identified and designed service projects, assisting in the construction of six Habitat for Humanity homes, teaching parenting classes to parents that are domestic violence perpetrators and have been court-ordered to attend, and assisting in over 100 separate community festivals, fairs and other sponsored events to encourage community involvement. The program model we use partners our members in service with community agency host sites that fosters increased collaboration and community support.

(2) LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS -- KCR/AmeriCorps has always enjoyed full community support through cash and in-kind donations. From our starting budget years, our local community share has increased from 15% cash match and 25% overall match to our current year budget of 20% cash match and 42% overall match. This has allowed us to decrease the amount of federal funding required and indicates increased community support and buy-in. The contribution base has diversified from six contributors initially to 17 non-profit, governmental, community-based, faith-based and fraternal organizations, currently.

(3) WIDE RANGE OF COMMUNITY STAKEHOLDERS -- Our parent organization, Kitsap Community Resources, is a community action agency that has a wide-range of stakeholders at the local, County, State, Regional, and National level. These organizations have supported us in a number of non-financial ways. They provide the needs assessment necessary for us to continually address constantly evolving community issues. They provide a cadre of experienced professionals that have their finger on the pulse of the community. These same organizations also use their experience and skills to teach classes during our member orientation and other member development courses and certifications during the term. They are always available for us to consult with when an unusual situation arises that we need assistance in resolving. The network they form allows us inroads into arenas where we would not normally have access. These partners include: faith-based organizations, school districts, non-profit social service

Narratives

agencies, local, county and state governmental agencies, governmental elected officials, military commands, fraternal and civic organizations. This base of partners is constantly evolving and increases with each year of operation.

Cost Effectiveness and Budget Adequacy

(1) COST EFFECTIVENESS

a) CORPORATION COST PER MEMBER SERVICE YEAR (MSY): KCR/AmeriCorps has remained below or at the cost per MSY every year of its operation. The MSY cost for the 2010/11 program year is \$13,000 which is at the required maximum established in the CNCS application guidelines.

(2) DIVERSE NON-FEDERAL SUPPORT:

(a) We have exceeded our cash and in-kind support every year of our operation as an AmeriCorps program. Our parent company uses a fund developer on staff that has raised over nine million dollars for all the programs under the KCR umbrella. We have written commitments from local, county and state governments, non-profit social service agencies, school districts, faith-based organizations and private donations for 100% of the required match for the 2010/11 program year, currently scheduled at 38%. We anticipate that our match will exceed the scheduled requirement again from local, non-Federal support. More specific donation information is listed in the budget section of this proposal.

c) DECREASED RELIANCE ON FEDERAL SUPPORT -- We have consistently increased our local share of costs each year of operation. As our local community share is currently 42%, well above the required 34% overall match our program is required to commit. This has significantly decreased reliance on federal dollars and increased the performance in the community. This has caused our programs to rely more heavily on community partnerships to achieve our goals and has strengthened this relationship. A number of the programs we started have evolved into community supported venues and we have transferred the operation over to other organizations to address needs as they evolve.

(3) BUDGET ADEQUACY -- Each year we have operated within the budget constraints of our CNCS and local funding. We have never requested an increase in funding or exceeded the funding awarded by

Narratives

CNCS. While meeting the budget constraints we have met or exceeded our espoused performance measures every year. Our partner agencies have continually provided upgraded training, support and resources to ensure members can provide services safely and effectively. We have sufficient cash and in-kind donations from local sources that augment our budget to conduct service projects, recognize our members, hold an end-of-term recognition ceremony each year and meet unexpected financial situations. In unanticipated situations, such as the gas price increase in 2008, the agencies where members serve and AmeriCorps staff worked together to create cost sharing and more efficient transportation ideas to ensure summer program objectives were met. Using these local resources has allowed us to provide the structure necessary for our members to succeed.

SPECIAL CIRCUMSTANCES -- Our program is sixteen years old and has the infrastructure, community support and necessary financial backing to allow our members to achieve our goals. We live in a small community where social services are taxed to the limit and we augment programs that would not be as successful or cease to exist without KCR/AmeriCorps member contributions.

H. EVALUATION SUMMARY OR PLAN: A copy of our aligned external evaluation will be submitted with this proposal.

Evaluation Summary or Plan

Our independent external evaluation for the 2008/09 program year is submitted with this proposal.

Amendment Justification

N/A

Clarification Summary

2011/12 Kitsap Community Resources -- KCR AmeriCorps: 11AC122697 received from Brian Lock on 4/26/2011:

This application is currently under consideration for a continuation grant in the amount of \$630,005, 48.47 Member Service Years (MSYs) and 80 member positions.

Narratives

All of the areas requiring clarification identified below via the email from CNCS via the Washington Commission for National and Community Service have been edited in the budget section. The Volunteer and Member Development performance measures were deleted as requested by CNCS. The CNCS provided funds remain the same as originally submitted. The local income sections have been updated.

Requested Budget Clarification Items:

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

* Section 1-I Other Program Operating Costs - Criminal history checks are not budgeted for members or grant funded staff, and FBI checks are included for 15 members only. Please confirm that criminal history checks are conducted on all members and grant funded staff through separate funds, or add all necessary costs to the budget. THIS WAS NOT FROM OUR GRANT AS IT WAS ENTERED FOR 20 MEMBERS, NOT 15 AS STATED THAT MAY SERVE IN AN UNSUPERVISED CAPACITY WITH YOUTH. WE DID CLAIIFY THIS IN THE BUDGET SECTION>

*Section 1-C -- Staff Travel: Travel to non-local CNCS sponsored events does not appear to be budgeted. Please provide more information or add costs as necessary. BUDGETED AND INCLUDED IN THE STAFF TRAVEL SECTION

*Section 1-C -- Staff Travel: Clarify calculation, specifically the host site in-kind vehicles. CLAIPIED IN THE BUDGET SECTION

*Section 1-G -- Member Training: Costs include 120 sessions at \$475 per member. Please confirm that 120 is the correct number, as this number appears high and did not correspond to any information presented in the application narrative. VERIFIED AND UPDATED IN THE BUDGET SECTION

*Section 1-G - Member Training: What costs are budgeted for the host agency trainings? CLARIFIED IN THE BUDGET SECTION

*Section 1-G - Member Training: Please confirm the maximum daily rate is not exceeded. CONFIRMED AND UNDER THE MAXIMUM DAILY RATE

Narratives

*Section 1-I: Other Program Operating Costs: Please confirm criminal history background checks are provided for all staff supported by this grant and that FBI checks are provided for members and staff serving vulnerable populations. CONFIRMED AND CLARIFIED

*Section 1-I: Other Program Operating Costs: Please describe what is included in AmeriCorps member recognition events and volunteer recognition supplies to show that these costs are reasonable and allowable, per the application budget instructions. CLARIFIED

*Section 1-I: Other Program Operating Costs: Also please move consumable supplies (service project supplies) to Section 1-E-Supplies. MOVED

Programmatic Clarification Items:

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

*No programmatic issued identified.

Performance Measurements:

*Volunteer Generation Measure

oAlthough volunteer generation is an important aspect of your program, this information is captured in the Grantee Progress Report. Please remove this measure. DELETED

*Member Development Measure

oMember development- member training is required of all AmeriCorps programs.

oPlease remove this measure, unless explanation can be offered showing it is central to the program design and needs to be tracked through eGrants. DELETED

Narratives

2010/11 Clarification responses from correspondence received from CNS review via WCNCS Assistant Director Brian Lock on 27 April, 2010:

Question #1: Some of the program activities described in the application did not appear to align clearly with the community needs described particularly the environmental, dentistry, and emergency response activities. Please provide rationale as to the connection of these program activities to the community need as defined in the project narrative.

Question #1 response: Under the Rationale and Approach section of narrative in section (1), (a), we outlined some of these areas. The underlying premise for AmeriCorps is to encourage life-long civic engagement. The environmental areas we describe in the program narrative are an integral part of our teaching the CNS required Civic Engagement instruction. The members are involved in projects that they identify, research, plan, conduct and critique through their daily activities and encounters with community members. This prepares them for post-AmeriCorps civic engagement.

The children's dental program is an education based program that complements our tutoring programs. It has been identified locally as one of the major issues facing our young children and is a barrier in allowing children to learn and grow. A majority of the children we serve are low-income, don't have access to dental education or dentistry and require this education and volunteer efforts of local dentists to enable them to be successful.

The emergency preparedness section comes from our understanding that AmeriCorps members were available for disaster response teams in case of a national or local emergency. It also helps our schools and low-income community members gain access and education about how to better prepare for an emergency.

Question #2: The international food packing project is likely non-allowable because AmeriCorps members can only support domestic needs. Please provide a statement in the clarification section to ensure the program will not engage members in this proposed activity.

Question #2 response: This is an emergency preparedness program for the schools in our area and does

Narratives

align with our local needs. Children of the Nation's have a number of facets to their organization. The section where our members serve is called "Ready Relief". Washington State requires each school to have a minimum of 3 days of food for every child in school. Our members train the children to package the emergency rations and then conduct the packaging operation. This involves education of the children about what and where the rations will be used. The members do not ship the rations at the halfway point of their shelf life nor do the members go overseas. Children of the Nations have actual employees that conduct this overseas operation.

Question #3: Please provide a rationale for engaging members in administering Washington Assessment of Student Learning and Measurements of Student Progress evaluative tests. How does this member activity align with the program needs?

Question #3 response: Since we submitted our grant proposal the Washington Assessment of Student Learning has been dropped and is no longer used to assess student learning objectives. A Measurement of Student Progress is the current tool used for this and is what we use as the measurement tool to assess the progress we are making with students we tutor. This process lets members assist certified teachers in preparing students and recording the information necessary for our performance measurement objectives.

Question #4: Please provide information on how the program ensures non-duplication of efforts with other programs placing members at same sites.

Question #4 response: We currently do not serve at any site where we know there are other national service members serving. As a part of the identification of sites where we place members, we pre-identify if there are other agencies placing members and contact them to ensure we are not duplicating efforts.

Question #5: Please provide additional detail on involvement and/or collaboration with the Washington Reading Corps.

Question #5 response: Washington Reading Corps has restricted their tutoring efforts to reading alone.

Narratives

Our members tutor in reading, math and science plus operate home work clubs, after-school activities and extracurricular outings. We have invited Washington Reading Corps members placed locally to participate in our monthly service projects, become involved in our tutor training activities and to notify us if they have projects that need extra "people power".

Question #6: The project narrative indicates members serving in tutoring roles. Please provide information to address all Serve America Act tutoring program requirement under Title I, Subtitle C, Sec. 1302 (h) requirements for tutors and (i) requirements for tutoring programs.

Question #6 response: All tutors/mentors have high school diplomas or higher education. Every tutor/mentor works directly under the supervision of the school's learning specialist, utilizing school-managed programs as noted in the grant. Currently over 50% of members serving in elementary schools have Associates or Bachelor Degrees. Two have certified as para-educators.

Question #7: The application narrative indicates that some members are recruited from existing volunteers at the schools. Please provide information on the volunteer roles these members held prior to recruitment as members in the program.

Question #7 response: The volunteers were recruited by AmeriCorps members or local school staff to tutor children that are performing below established educational standards. Personal relationships develop between members and volunteers and a lot of questions are asked about AmeriCorps. This has led to inquiries about how and when they can apply for AmeriCorps. In the 2009/10 program year we received 825 applications for our 36 full-time positions. The success the volunteers see in the children the AmeriCorps members tutor convince them that this is something they would like to be a part of.

Question #8: Please provide greater detail on how service projects are selected, what need is addressed by days of service, how much time members are engaged in service project coordination, and the desired impact of the service projects.

Question #8 response: The underlying premise for AmeriCorps is to encourage life-long civic engagement. The areas we describe in the program narrative are an integral part of our teaching the

Narratives

CNS required Civic Engagement curriculum. The members are involved in projects that they identify by speaking with community leaders while serving in their daily activities; researching projects to see if it meets a real community need; planning that includes materials/equipment needed, extra people to complete the project, conduct and critique the project. This prepares them for post-AmeriCorps civic engagement. The projects are completed at a rate of one per month and are one service day in length. Planning requires holding 2 to 4 hour long meetings and is done at the end of a service day so as not to interrupt regular service activities. Experienced program staff oversees the planning in a participatory leadership style to promote open-communication. The impact is many-fold. First is the actual accomplishment of direct service to the community in a variety of areas. Second is the direct involvement of community volunteers that help to engage them in service. Third is the direct support that comes from local community, governmental and businesses in the form of donations and services. Lastly, this has helped our programs develop a reputation for having the ability to transform our community in areas that are often overlooked due to lack of funding or manpower.

KCR/AmeriCorps Education Corps member service matrix

Host Site Placement (#sites) # placements /avg hours daily

Bremerton School District (2) 4 6

Central Kitsap School District (4) 9 6

Early Childhood Education (2) 4 6

Parenting Place 1 6

Kitsap Health Childrens denistry 1 6

Ready Relief 2 6

Red Cross training 2 6

KCR/AmeriCorps Opportunity Corps member service matrix

Narratives

Host Site Placement (#sites)	# placements/	avg hours daily
Employment & Training (2)	9	7
Kitsap Youth in Action	3	7
Community Service Worker (2)	4	7
YWCA ALIVE	2	7

Continuation Changes

Year 2 Continuation changes

Enrollment -- We have enrolled 100% of our 40-full time members for the current program year. We enrolled all 40-minimum time members for all of the years we have been allotted these slots. We anticipate enrolling 100% of the allotted 40-minimum time slots allotted again in the summer of 2011.

Member Placements -- We historically have more requests each program year for full term placements than funded. At the end of our last grant cycle, single placements committed to The Parenting Place and Kitsap County Dental Health program experienced budget reductions and decided not to continue in 2010. We were able to place members in high needs areas to expand our tutoring and education support to Junior High in Central Kitsap School District and created a new partnership the Oasis Center Outreach for homeless teens to supplement our current work with disadvantaged youth in partnership with our Kitsap Youth in Action (KYA) program.

Retention -- We retained all of the members enrolled and anticipate a high retention rate again this program year. Throughout the 2009/2010 program year we had 100% retention rate. We have averaged a 95.7% retention rate for the past two three-year grant cycles.

Performance Measures -- We are maintaining our current allotment of 40-full time and 40- minimum time slots for this program year and are not making any changes to our current performance measures.

Narratives

We opted in for the National Performance Measures this year and plan to continue providing data to support these measures.

Budget -- The budget and cost per member service year (MSY) for this program year have both been reduced. This is after incorporating the mandated increase of member living allowance (\$12,100. for this year for 40 full time members) and increases in other operating costs. We have also reduced the MSY cost average and have remained below the ceiling for MSY costs every year we have been funded by CNCS.

Source of match -- Our match total of \$494,039, including approximately \$120,000 cash and \$373,039 inkind, has been committed by the agencies we partner with for the 2011/2012 program year, including: City of Bremerton; Red Cross; Central Kitsap School District (CKSD); Bremerton School District (BSD); Kitsap Community Resources (KCR); Kitsap County; Kitsap Youth in Action (KYA); YWCA Kitsap County; Ready Relief Prog; Oasis Teen Program and has been documented in the budget section of this application.

Increasing grantee Overall Share of Total Budgeted Costs -- Our grantee share for this program year increases to 42%. We have exceeded this commitment for a total match of 44%. This has increased each year we have been funded and our local community continues to provide excellent support for our members and programs.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 48.46

Service Categories

- Disaster Preparation
- Elementary Education
- Vocational Education
- Community Restoration/Clean Up
- Job Development/Placement
- Other Human Needs
- Children and Youth Safety Programs
- Homeland Security: Disaster Preparedness and Relief

National Performance Measures

Priority Area: Education

Strategy to Achieve Results

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

AmeriCorps members will recruit, train, and work with community members to tutor elementary and Junior high school children in grades K-8 to improve student academic achievement / performance utilizing school managed programs. Students that average a grade level below standard are at risk of failing and there are no additional school resources to assist them.

Result: Intermediate Outcome

Result.

Students who complete participation in an AmeriCorps education program will have improved academic achievement and be at or above grade level.

Indicator: (PRIORITY) ED5: Students w/ improved academic performance.

Target : At least 640 or 80% of students being tutored and mentored that complete participation in an AmeriCorps education program - maintain enrollment and complete homework assignments.

Target Value: 640

Instruments: Pre/Post school administered state approved grade level assessments to determine children's academic achievement.

PM Statement: At least 640 or 80% of students being tutored and mentored that complete participation in an AmeriCorps education program will have improved academic achievement and be at or above grade level.

Result: Output

Result.

Students will be tutored and mentored by AmeriCorps members and volunteers utilizing school managed programs under the supervision of qualified teaching staff.

Indicator: ED1: Students who start in an AC ED program.

Target : Students performing on average at least one grade level below the school's academic achievement grade level will be tutored and mentored by AmeriCorps members and community volunteers working with members.

Target Value: 1000

Instruments: Daily log sheets of children tutored and school administered state approved grade level assessments to determine children's need, participation and academic achievement.

PM Statement: 1000 Students performing on average at least one grade level below the school's academic achievement grade level will be tutored and mentored by AmeriCorps members and volunteers utilizing school managed programs under the supervision of certified teaching staff.

Result: Output

Result.

Students being tutored and mentored will complete participation in an AmeriCorps education program.

Indicator: (PRIORITY) ED2: Number of students who complete an AC ED program.

Target : At least 800 or 80% of students being tutored and mentored will complete participation in an

National Performance Measures

Result.

AmeriCorps education program - maintain enrollment and complete homework assignments.

Target Value: 800

Instruments: Daily log sheets of children tutored and school administered state approved grade level assessments to determine children's need, participation and academic achievement.

PM Statement: At least 800 or 80% of students being tutored and mentored will complete participation in an AmeriCorps education program.

Priority Area: Economic Opportunity

Strategy to Achieve Results

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

AmeriCorps members will provide employment readiness training, follow-up support services, life skills mentoring, financial planning, find employers that will provide work experience, monitor work experience efforts and case manage economically disadvantaged clients to help them become employable.

Result: Output

Result.

Number of economically disadvantaged individuals referred for job training and other skill development services.

Indicator: O2: Individuals receiving job training services.

Target : Economically disadvantaged clients referred will create individual development plans and attend job and skills training. They will be placed in education tracks or in work experience to become employable.

Target Value: 500

Instruments: Class attendance sheets will document attendance. Members trained as Employment Family Development Specialists (FDS) will document attendance and compliance.

PM Statement: 500 Economically disadvantaged clients referred will be placed in education tracks or in work experience to become employable.

Result: Intermediate Outcome

Result.

80% of referred economically disadvantaged individuals referred for Employment Readiness training and work experience will complete education tracks or in work experience to become employable.

Indicator: Percentage of economically disadvantaged individuals referred for Employment

Target : 400 or 80% of economically disadvantaged individuals referred for Employment Readiness training and work experience.

Target Value: 400

Instruments: Class attendance sheets will document attendance. Members trained as Employment Family Development Specialists (FDS) will document attendance and compliance.

PM Statement: Of the 500 clients referred for Employment Readiness job and life skills training; 80% or 400 will successfully complete the required classes and work experience toward becoming employable.

National Performance Measures

Result.

Readiness training and work experience will complete.

Required Documents

Document Name

Status

Evaluation

Sent

Labor Union Concurrence

Not Applicable