

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): 01/24/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11ED123277	4. DATE RECEIVED BY FEDERAL AGENCY: 01/24/11	FEDERAL IDENTIFIER: 11EDHMD001														
5. APPLICATION INFORMATION																
LEGAL NAME: University of Maryland, Baltimore County DUNS NUMBER: 061364808	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Jocelyn L. Bauer TELEPHONE NUMBER: (410) 455-3636 FAX NUMBER: INTERNET E-MAIL ADDRESS: bauer@umbc.edu															
ADDRESS (give street address, city, state, zip code and county): 1000 Hilltop Circle Baltimore MD 21250 - 0001 County:																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 526002036	7. TYPE OF APPLICANT: 7a. Higher Education Organization - State Controlled 7b. Community-Based Organization Other State Government															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input checked="" type="checkbox"/> NEW/PREVIOUS GRANTEE <input 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 Fixed Amount Grant	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: The Choice Programs, UMBC EAP 11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Baltimore City and Baltimore County, MD, Pawtucket/Centrral Falls and Woonsocket, RI, New Castle County, DE																
13. PROPOSED PROJECT: START DATE: 07/01/11 END DATE: 06/30/14	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MD 007"/> b.Program <input type="text" value="MD 007"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="1"/>	16. IS A 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="padding: 2px;">a. FEDERAL</td> <td style="text-align: right; padding: 2px;">\$ 35,200.00</td> </tr> <tr> <td style="padding: 2px;">b. APPLICANT</td> <td style="text-align: right; padding: 2px;">\$ 0.00</td> </tr> <tr> <td style="padding: 2px;">c. STATE</td> <td style="text-align: right; padding: 2px;">\$ 0.00</td> </tr> <tr> <td style="padding: 2px;">d. LOCAL</td> <td style="text-align: right; padding: 2px;">\$ 0.00</td> </tr> <tr> <td style="padding: 2px;">e. OTHER</td> <td style="text-align: right; padding: 2px;">\$ 0.00</td> </tr> <tr> <td style="padding: 2px;">f. PROGRAM INCOME</td> <td style="text-align: right; padding: 2px;">\$ 0.00</td> </tr> <tr> <td style="padding: 2px;">g. TOTAL</td> <td style="text-align: right; padding: 2px;">\$ 35,200.00</td> </tr> </table>	a. FEDERAL	\$ 35,200.00	b. APPLICANT	\$ 0.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 35,200.00	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	\$ 35,200.00															
b. APPLICANT	\$ 0.00															
c. STATE	\$ 0.00															
d. LOCAL	\$ 0.00															
e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 35,200.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAAPPLICATION 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: Kate Carver	b. TITLE: Director	c. TELEPHONE NUMBER: (443) 465-6340														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 04/27/11														

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Executive Summary

The Choice Program provides AmeriCorps members the opportunity to make a difference in the lives of youths living in at risk communities. Members working in teams manage caseloads of 30 court-involved youth per team referred from the community. The Choice Model, initiated 21 years ago at the University of Maryland, Baltimore County (UMBC), successfully balances the need for public safety with the need to divert youth from criminal behaviors utilizing a cost effective community based program.

Rationale and Approach

a. Problem

The problem addressed by this proposal is juvenile delinquency and the subsequent incarceration of youth. The United States of America has the highest incarceration rate in the world. Though home to a little less than 5% of the world's population, the US holds 25% of the world's prisoners. (Liptak, Adam (2008-04-23). "Inmate Count Dwarfs Other Nations". New York Times.) Incarceration rates for juveniles are also higher in the United States than in other western countries. The path of incarceration frequently begins with juvenile delinquency escalating until the offender reaches an age for being charged as an adult and enters the adult correction system. A related concern is the disproportionate rate of minority confinement nationwide. Blacks and Hispanics make up 62% of the adult incarcerated population, though comprising only 25% of the national population. (Human Rights Watch Report, FEBRUARY 26, 2002) This trend is mirrored in the juvenile justice system; for example, though minority youth in Baltimore comprise 40% of the total youth population, they constitute 64% of the youth in detention and 72% of the youth in secure confinement. Periods of confinement are positively correlated with failing grades and not being advanced grade levels with peers, a key factor in dropout rates. These statistics are replicated across the country with minority youth consistently incarcerated at higher rates than the majority population.

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The problem of juvenile delinquency and the subsequent incarceration of children is a nationwide problem. Juvenile delinquency poses public safety issues, including crimes against persons and property that undermine a community's sense of safety and well being, in many areas of the nation, including the target population communities in this proposal. Further, the involvement of youth in the juvenile justice system disrupts youth psycho-social and educational development and family stability. The Choice Program Model would be beneficial to any community and the program seeks to replicate nationwide. The program, begun in Baltimore, MD, has replicated in Syracuse, New York, San Diego, California, Hartford, Connecticut, Providence, Rhode Island and Wilmington, Delaware. The target communities selected for this proposal are the Baltimore metro area where most of the youth served are considered to be heavily involved with the juvenile justice system (multiple contacts with the juvenile justice system prior to admission), Rhode Island where enrolled youth are considered moderately involved (more than one contact with the system) and Delaware where the youth served are considered at the initial involvement contact point (one contact or displaying behaviors at risk for contact). These 3 target communities provide an opportunity to evaluate the effectiveness of the Choice Model of service with youth from the entire spectrum of contact with the juvenile justice system. The target communities also provide an opportunity to assess the effectiveness of the model in rural, suburban and urban environments. Targeted communities provide populations representing all major ethnic and racial groups, including recent immigrants and children of incarcerated parents. Target populations served in all 3 states have annual family incomes well below the national average (often 2-3 times below average), a high rate of female headed households and poor school performance scores and graduation rates. National and local sources support this statement including the 2010 Kids Count Factbook.

Choice Maryland concentrates services in the Baltimore Metro area where poverty rates are in some areas nearly quadruple those for the State of Maryland as a whole (30.0% below poverty level vs. 8.1%

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statewide). In these neighborhoods the number of residents living at 50% below the poverty level exceeds by four times the State of Maryland average (14.5% vs. 3.7% statewide). A recent survey of the fifty most populous cities ranked Baltimore, Maryland as first in the gap between graduation rates of urban and suburban schools with a dismal 34% graduation rate in Baltimore City compared to 74% in area suburban schools. Additionally, Baltimore consistently ranks in the top ten in nation-wide surveys of the highest dropout rates (USA Today citing the EPE Research Center 2008 Report). The decision of what specific youth and families to serve is made jointly by local community members such as Department of Juvenile Services Counselors, judges, service agency providers and families based on need and fit with the program model. The inclusion of community members in the referral is important to insuring community need drives the process and that those needs are met with priorities set by the community.

Choice Rhode Island, administered by Tides Family Services, serves youth in families in urban, suburban and rural communities. Target populations served are well under poverty guidelines, have a higher than average number of female-headed households, and poor school performance and graduation rates. Choice Rhode Island also serves youth from recently immigrated households where youth struggle to make the adjustment to a new language and cultural setting. Tides Family Services is a non-profit agency directed by a community Board of Directors. Youth and families admitted into the program are referred by a variety of community agencies and by youth and families seeking services.

Choice Delaware, administered by Child, Inc., replicated the Choice model in September 2010 with one team of members. Child Inc. has a long history of service to the community and is directed by a community Board of Directors. Child Inc. has been asked to present a proposal to the state of Delaware for funding that would increase the program to 4 teams effective July 2011. This pending request is indicative of the success of the model and the confidence it inspires in state officials and

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community members to provide an effective low cost alternative to the incarceration of youth. Choice Delaware serves the 30 year-old Sparrow Run housing project which is home to a community of African American families (98%) who have incomes well below poverty guidelines, a predominance of female-headed households, high unemployment rates and poor school performance and graduation rates. Choice Delaware is able to serve youth from families with a high rate of incarcerated parents. Referrals to the program come from state youth workers, judges, community service agencies and youth and families.

All sites in the 3 states provide excellent target populations to be benefited by the efforts of AmeriCorps members delivering service through the Choice Model. The populations selected are communities where AmeriCorps member interventions with youth offenders will have a significant impact in increasing a community's sense of safety and well being while decreasing the number of youth offenses in the population served.

b. Solution: AmeriCorps Member Roles and Responsibilities

AmeriCorps members bring energy and a passion to service that is not often found in a traditional work force. Their experience as recent college grads affords them an ability to relate to many of the difficulties facing the target population in navigating an increasingly complicated world. Their volunteer status challenges the belief of program youth that no one cares except their peers and paid professionals.

The Choice Program addresses the tendency of youth to participate in criminal behavior without understanding the implications of his/her actions and realizing their chosen path until it's "too late." Members seek to break this cycle by intervening as an outside, positive influence in a youth's life and offering viable alternatives. The cycle of crime, once begun, is difficult to break. The Choice Program Model provides member intervention at a critical time - after charges are filed or pending - in order to offer community based services that provide an effective and affordable alternative to incarceration.

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Members work diligently to provide services and broker needed community resources to ensure youth do not become further involved in the juvenile justice system. The Choice program members and community volunteers assist youth in meeting probation requirements, help youth and families navigate the court system, and advocate for them in accessing resources.

AmeriCorps members are uniquely suited to address the needs and concerns of youth and families in the program. As one member said, "The youth we serve are, underneath it all, regular teenagers - very impressionable and affected by the thoughts and opinions of those around them. In my opinion, teenagers are more likely to listen to people that don't remind them of parental figures...so, unlike their teachers, coaches, parents, and therapists...we have a unique angle we can ride to earn our 'right to be heard' by the youth." AmeriCorps members are young adults with an understanding of how their actions have consequences. The youth served need people that will hold them accountable without accusing them of being intrinsically "bad" or telling them there is no way to reverse a youthful, bad decision. The passion inherent in an AmeriCorps member helps bring light to the situations the youth and families are experiencing. Members have recently exited the teen years themselves and can better understand the refusal by teenagers to admit fault and accept responsibility. Members provide a safe outlet where youth can be honest and open and receive honest and open feedback. The member's responsibility is to show the youth they serve the difference between the paths of socially acceptable legal behaviors and criminal activities, as well as the risks and rewards. Youth in the program are consistently made aware that they have control over their lives and their futures as they enter their own adulthood. Members ensure youth experience the goals of the Choice Model: caring adult relationships, high expectations, meaningful participation and linkage to needed community resources.

AmeriCorps members serve in teams of 3 to deliver the intensive case management service demanded by the model which ensures each youth has caring adult relationships, meaningful participation, high

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expectations and linkage to community resources. A team shares a caseload of 30 youth, facilitating 24-7 crisis response and evening and weekend services. Members meet each week day morning with their teammates and Service Coordinator to report on tracking activities from the preceding night or weekend and to receive daily supervision and support from their Service Coordinator who directs that day's activities. Regular meetings are held by the team with youth and families to develop and monitor the plan for services. Members strive to make a daily face to face meeting with each youth as a critical element of the program. Late each afternoon members meet again with their Service Coordinator so that all team members share information and concerns from the day's activities. Members visit schools attended by youth daily and perform attendance checks and other needed interventions. Members also make daily home visits to monitor youth behavior and assess family concerns/needs. Each evening a member makes home or community visits to perform curfew checks and monitor youths' behaviors. These visits provide an opportunity for informal counseling, conflict resolution, positive role modeling and resource needs assessment. Members take youth on individual and small group outings that are educational, recreational or vocational in focus. Members help recruit and train college student volunteers who provide mentoring once a week in a "College Night" program. Members bring youth to this weekly program and support the college student volunteers in their mentoring efforts. Members also bring youth to vocational programs (Choice Jobs) that build vocational skills and connect youth to community resources. Members work with volunteers from the area work force in providing youth one-on-one job counseling. The successful pairing of a team of new college graduates committed to a year of community service with concerned community volunteers and youth in need of intense supervision and advocacy has been a critical factor in achieving program outcomes (reduced recidivism, community retention, and job preparedness and placement) and in efficiency (\$4,500 per youth for the Choice model compared to \$50,000 per youth for detention services).

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The Choice Program is requesting 44 full time slots with each member completing 12 months of service. Full time slots are needed to meet the needs of the intensive case management model. Choice Maryland-23 slots, Choice Rhode Island-9 slots and Choice Delaware-12 slots.

c. AmeriCorps Member Selection, Training and Supervision

The Choice Program conducts a national search for members. Most members are recent college graduates from a range of majors with a strong desire to serve and make a difference. Choice seeks individuals who espouse a desire to excel and become leaders in the community. Choice employs two full time Personnel Coordinators who implement a recruitment and retention plan developed and overseen by an interdisciplinary team composed of managers, supervisors and members. Choice utilizes online applications via the CNS site, Choice site, Craig's list, Facebook, and Idealist. Staff implement a strategic plan including attendance at targeted college fairs nationwide (Choice attends over 20 fairs annually) with a focus on historically black colleges, local colleges, and those with a tradition of service. Visits are made to local colleges in each of the 3 program states and relationships are built to ensure there are candidates from the local communities in the pool of applicants.

Members also take potential candidates out for an evening of shadowing including visits to youth homes and communities to provide candidates hands on experience of the program. Choice has been able, with the strategic plan, to recruit a diverse group of members reflective of the communities in which it serves. At each site about half the members are from the local community and half from across the nation. The pool of candidates has also provided diversity in terms of gender, race, ethnicity and language.

In addition to an aggressive recruitment strategy, Choice implements a strong retention plan that includes orientation, training, reflections, regular recognitions and utilization of past members in support of current members. All eligible candidates complete one evening of tracking (home and

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community visits) with a current member before receiving a second interview. This provides the best view of what the commitment and service effort entail. Members receive an orientation to the organization and to AmeriCorps in the first week of service. In their AmeriCorps orientation members review a PowerPoint presentation that includes the history of the program, benefits, responsibilities and prohibited activities with time for discussion. There are regularly scheduled trainings required for all members to ensure they have the knowledge and skill-set necessary to serve. There are periodic refresher and enhancement trainings as well. Training occurs as follows: Pre-Service (the basics of casework) within the first 3 weeks; Pre-Service Plus (a refresher and check-in) within 4-6 weeks; Crisis Prevention Intervention (quarterly); Intake & Service Planning (Quarterly); and, Life after Choice (in the 10th month of service). Other trainings offered are: adolescent development and resiliency, stress management, and cultural competency and communication. All training is tracked and reviewed by the member and their supervisor. New members go out in the community with an experienced member for two weeks prior to going solo to ensure they are familiar with the area, the youth and work process and policies. The life cycle of a member is divided into quarters. The first quarter (or first 3 months) involves weekly supervision and mandatory training on case management skills, documentation, reporting, and crisis prevention and management. The second quarter involves weekly or biweekly supervision and review of basics along with specialized training on topics noted above. Members meet with their teams and a clinical social worker on a regular basis throughout their year to review cases and develop their understanding of youth and family issues and interventions. Members are also encouraged to assess and reflect upon their service efforts on a continuous basis within their daily team meetings. The third and fourth quarters continue with regular training and encourage members to take a lead in sharing their acquired knowledge and experience with each other, new members and community volunteers. Reflection occurs in quarterly day long structured reflection activities as well as through Blackboard (on-line) activities in between

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quarterly events. In the online format, Members respond to questions that provoke a dialog around service. Members are supported and encouraged to engage in local and national days of service celebration including the Martin Luther King, Jr. Day of Service.

Surveys of past Choice AmeriCorps members demonstrate the power of the year of service long after members have exited the program. The majority report being actively involved in volunteer community work regardless of where they went after Choice. The final training provided, "Life After Choice", builds on the previous formal and informal reflection activities and focuses on the members' next steps including how to maintain a lifelong commitment to service and civic engagement regardless of where life takes them.

Each team of 3 members reports to a Service Coordinator who meets with the team as a whole at least twice daily to offer guidance and support in their service work. Members initially receive individual supervision with their Service Coordinator on a weekly basis and then biweekly until the end of their term. 50% of the Service Coordinators are former Choice AmeriCorps members and are well familiar with the service demands and rewards from their time as a member. Service Coordinators receive the same training as members and then additional training in critical management skills such as team building, supervisory techniques, communication and volunteer management. Supervisors report to an Assistant Director who manages 3 to 4 Service Coordinators, providing supervision, training and program expertise. In addition to regular supervision by managers, the Personnel Coordinators perform check-ins with members on a regular basis. Along with group and individual check-in sessions members receive formal recognition along with co-branded Choice and AmeriCorps gear at their 3, 6, 9 and 12 month anniversaries. All staff and members attend quarterly reflections to evaluate the efforts and experiences of their service.

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d. Outcome: Performance Measures

The Choice Program applauds the efforts of the National Performance Measures Pilot (NPMP) and has elected to participate in the Educational NPMP. The Choice Program intends to serve 750 youth annually and effect a decrease in the delinquent behaviors of youth in the program. The AmeriCorps member efforts will result in a majority of youth served (at least 75%) to successfully complete the program and, of those youth, at least 65% will not acquire new charges while on service permitting them to remain in the community and out of institutions. The mission is to provide an affordable and viable alternative to the incarceration of youth in the communities served through the interventions of AmeriCorps members who work with the youth and decrease their delinquent behaviors.

Last federal fiscal year, the Choice Program served 661 youth and families in Maryland and Rhode Island. The target of 65% of youth not reoffending was exceeded with an amazing 98% not reoffending in the last federal fiscal year. The target of 65% of youth remaining in their communities at the completion of services was exceeded with 79% remaining in the community. This is typical of the results in each year of service and across the replicated sites.

In this proposal The Choice Program across the 3 states plans to serve 750 youth and families each year with 44 members serving in teams (2,250 youth served over 3 years). Maryland-23 members, Rhode Island-9 members and Delaware-12 members.

The members' intensive services to the youth and their families will result in 750 youth and families receiving interventions each year (or 2,250 over 3 years).

The members' intensive services to the youth and their families will result in 75% of the youth not reoffending while in the program each year.

The members' well planned and consistently delivered services will result in 65% of the youth not acquiring new charges and remaining in the community at the termination of services each year.

Using Performance Measures from the NPMP most closely aligned with program goals, the targets

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have been determined by past performance by members in Maryland and Rhode Island and by projecting the impact of members in Delaware where the program was replicated and members began service in September 2010. The determination of targets takes into consideration the need of communities to have the Choice Program admit an increased number of youth who have been heavily involved with juvenile services at the time they enter the program and therefore present a greater challenge in preventing further crimes and keeping them in their communities. Local community members including state officials, agency representatives and volunteers have provided guidance in the setting of performance measure targets reflecting ambitious, but achievable goals in the many local settings in which the program serves.

e. Volunteer Generation

Members engage in all aspects of volunteer generation in The Choice Program. For example, members assist in the recruitment, training and mentoring of volunteers, as well as in volunteer reflections on service and recognition.

The Choice Jobs program manager and AmeriCorps members recruit volunteers from the community work force to volunteer in The Choice Jobs Program. Members support volunteers from the work force who provide youth in need of job placement services with one-on-one assistance with job applications, resume writing, interviewing skills, and the job search. Job volunteers are recruited to meet program needs and can arrange hours to fit their work schedules. The Choice Jobs Program has a Community Advisory Board made up of community volunteers who make program recommendations and help to leverage community resources for youth and families in the program. The Board members provide valuable support and resources to the members in their efforts to link youth and families with needed community resources.

Additional volunteers are recruited for specific projects, such as the annual Jam N Slam event in Baltimore where 70 college student volunteers work with members to provide a day long resource fair

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in the community. Other projects include days of caring, local community day service events and other projects unique to the communities served in the 3 states.

Choice recruits college students to serve as mentors one night a week in a "College Night" program that is managed by the College Night Coordinator, a returned Peace Corps member enrolled as a UMBC Peaceworker, and supported by AmeriCorps members. Youth in the program meet with student volunteers on college campuses for mentoring, educational and recreational activities under the supervision of members. Members oversee and facilitate mentoring relationships between program youth and the college student volunteers. They provide guidance, support and reflection on the service experience for student volunteers.

Choice Maryland is a site each year for hosting the Greater Baltimore Committee (a leadership training program for business leaders and policy makers). Members provide the participants with information on the Program's work with youth and families and frequently recruits volunteers from this group of community leaders. Members in Rhode Island and Delaware work through their respective agencies to recruit and support community volunteers in activities such as tutoring, mentoring and community service projects.

The Choice Program partners with AmeriCorps National Civilian Community Corps (NCCC) to host a team of 8-10 volunteers to participate in the Summer of Service initiative. Youth engage in community service projects throughout Baltimore with the NCCC team. Summer of Service provides youth with the concepts and benefits of national and community service to their communities and themselves. The knowledge and skills gained allow youth to continue an ethic of service in their own communities. Upon completion of Summer of Service, youth can speak with confidence and knowledge about service and the NCCC program and understand opportunities to apply to AmeriCorps programs.

The Choice Program formed a partnership with the Corps Network this past year that has permitted

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the continued utilization of AmeriCorps members despite a break in funding created when the Program was not funded for a Fixed Rate Grant last cycle. The partnership has fostered a sharing of best practices and presented youth served by the program with additional opportunities for service. The partnership has created an increased focus on member volunteer generation in all 3 states. The Choice Program will recognize national days of service, such as, Make a Difference Day and Martin Luther King Jr. Day by engaging youth in a day of community service. Members are excited by a partnership with the Homeless Youth Initiative for a service event to be held in recognition of this years Martin Luther King Jr. Day celebration.

Choice AmeriCorps members are proud of their work to recruit, train and engage community volunteers in their service efforts and are recognized for that work.

f. Partnerships and Collaboration

Key partners and collaborators are the Maryland Department of Juvenile Services, Family League of Baltimore City, UMBC, Tides Family Services Rhode Island, National Foundation for Teaching Entrepreneurship, Aramark, Loyola University Maryland, NCCC Perry Point Maryland, ClassActs Arts & Project Youth ArtReach, Spartan Ventures LLC, Bank of America, PNC Bank, Open Society Institute, Child Inc., Wilmington, Delaware, and Corps Network.

Stakeholders are involved in program planning, implementation and evaluation. Choice Maryland has a Community Advisory Board that supports the planning, implementation and evaluation of services. Choice Rhode Island and Choice Delaware have Boards of Directors from the community to direct planning, implementation and evaluation of services. The Boards also advocate for the program in the community and secure both financial resources and volunteers.

Choice adopted a best practice from the Rhode Island sites that provides youth, families and other community partners with satisfaction surveys to ensure a consistent ongoing feedback loop on the effectiveness of services and to identify unmet needs. The Choice Program in all 3 states are exploring

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ways of further integrating community stakeholders in all aspects of service through the utilization of community volunteers in the solicitation of participant and community input. Web based strategies for feedback are also under exploration with encouraging progress on initial pilot efforts.

g. Sustainability

The Choice Program in Maryland has been in operation for 21 years and has a diversified funding base and long standing partnership with the Maryland Department of Juvenile Services. The Program has functioned with and without an EAP award but believes the model works at its best with AmeriCorps members. Tides Family Services has successfully served youth and families in Rhode Island for over 25 years and has provided the Choice Model Program for 10 years. Child Inc., in Wilmington, Delaware also has a long history of serving youth and families in the state of Delaware and its initial pilot of the Choice Model initiated in September 2010 has resulted in an invitation to apply for local funding for an additional 3 teams (9 additional members) serving in Delaware. All three organizations have track records of excellent services, strong community support and fiscal stability.

h. Tutoring N/A

Organizational Capability

a. Organizational Background

Primary Contact: Kate Carver, Director of Community Partnerships

Secondary Contact: Jocelyn Bauer

The Choice Program of the Shriver Center at the University of Maryland, Baltimore County (UMBC) has worked with over 18,000 youth and their families from Maryland's highest risk communities for over 20 years. The program began in 1987 when Mark Shriver, nephew of Senator Edward Kennedy, and son of Sargent Shriver and Eunice Kennedy Shriver, identified a community need in the low income neighborhood of Cherry Hill in Baltimore City. In 1989 the Choice Program became a program of UMBC. The program has grown from a 5-person organization in one community to a

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program with multiple sites and replications in four additional states. With a staff of committed individuals, the program currently serves over 500 families annually in Baltimore City and Baltimore County. The Choice Program has been successfully replicated in San Diego, CA, Hartford, CT, Syracuse, NY, Rhode Island and Wilmington Delaware. It was cited in the Maryland Department of Juvenile Services Gap Analysis Report FY 05 as a "Model Program in Maryland." Choice also has received national recognition from the Office of Juvenile Justice and Delinquency Prevention in its Model Program Guide in 2006, and by the Annie E. Casey Foundation in 2003 and the National Dropout Prevention Network.

The Choice Program utilizes the resources of UMBC including accounting, procurement, institutional advancement, human resources, legal services and grants management. UMBC manages 100 million dollars in funding, including federal monies from the National Aeronautics and Space Administration (NASA) National Science Foundation, and the Department of Defense. The governing body of UMBC is the Maryland State Board of Regents.

Key funders include the Maryland Department of Juvenile Services, Family League of Baltimore City, the Open Society Institute, Marguerite Casey Foundation, and Baltimore County Government. The Choice Program has enjoyed over 20 years of funding from both local government and private funding sources. The proposed project is the mission of the Choice Program and all funds secured support its work. The Choice Program UMBC received a national direct Education Award Only grant from 2003-2010. The CNS funding represented less than 2% of the total funding for the program. The current request for funding of \$35,200 represents less than 2% of the current budget of \$2.4 million. The Choice AmeriCorps program over the past years (most recent funding 2003-2010) has had the administrative support of UMBC and the Shriver Center. All of the Shriver Center's grant funded programs, including the Choice Program, are fiscally managed by the Center's Business Manager who has 20 years experience, in partnership with the UMBC accounting and grants accounting

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departments. The Center's Accounting Associate has 10 years of experience and the Director of Grants and Contracts has 35 years of experience with UMBC. Shriver Center accounts are reviewed by the Grant Accounting Department in the UMBC Comptroller's Office on a regular basis and are subject to regular state and federal audit. The Shriver Center's Director has 20 years of experience at UMBC and is an expert on and advocate for service-learning with several publications in the field. Choice's Director has 12 years of experience with the Choice Program and has served on numerous inter-agency teams such as the Maryland Virginia Gang Violence Task Force and the Inter-agency Data Sharing Task Group. The Director of Community Partnerships has been working with Choice and managing its AmeriCorps grant for five years. She has 30 years experience in social work with a focus on community capacity building. Choice's Deputy Director has 4 years of experience with Choice and oversees all direct services. Choice's Assistant Director came to Choice as an AmeriCorps member 3 years ago and currently manages field operations. Choice employs two experienced Personnel Coordinators, an Information Systems Manager, and 7 Service Coordinators to supervise and direct teams of AmeriCorps members. At the current time half of the Service Coordinators have completed a year of AmeriCorps service at Choice and were then hired as front line managers. Choice has procured the Efforts to Outcome software from Social Solutions to provide real time data entry and reporting of outcomes thus facilitating continuous quality improvement. The software also will track training, supervision, staff evaluations and other data necessary to ensuring efficient and effective management of the entire organization. Choice conducts both internal and external program evaluations on a regular basis. Freeman A. Hrabowski, III, has served as President of UMBC (The University of Maryland, Baltimore County) since May, 1992. His research and publications focus on science and math education, with special emphasis on minority participation and performance. He currently chairs the National Academies' Committee on Underrepresented Groups and the Science & Engineering Workforce Pipeline. In 2008, he was named one of America's Best Leaders by U.S. News

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& World Report, which in 2009 ranked UMBC the #1 "Up and Coming" university in the nation and fourth among all colleges and universities in the nation for commitment to undergraduate teaching. In 2009, Time magazine named Dr. Hrabowski one of America's 10 Best College Presidents.

b. Staffing

The Shriver Center's Director has 21 years of experience at UMBC and is an expert on and advocate for service learning with several publications in the field. Choice's Director has 12 years of experience with The Choice Program and has served on numerous inter-agency teams such as the Maryland Virginia Gang Violence Task Force and the Inter-agency Data Sharing Task Group.

Choice's Deputy Director has four years of experience with Choice and oversees all direct services and the daily operations of the program. The Deputy Director is responsible to ensure policy and procedures are in place and being followed.

Choice has two Assistant Directors who work with the management team to evaluate and monitor program effectiveness. They also supervise the middle management (Service Coordinators) to provide quality supervision of all direct care staff. Assistant Directors implement individualized goals, training, and supervision to ensure staff growth and development. One Assistant Director had previously worked as an AmeriCorps member and is a returned Peace Corps volunteer. She served as the College Night Coordinator for The Choice Program. The other Assistant Director has significant experience with at-risk youth through various local nonprofits.

Service Coordinators are front line managers and each supervises a team of members. The Choice Program currently has 7 Service Coordinators. This position takes the lead in coordinating the staff schedules, transition plans and completing evaluations. The Service Coordinator is responsible for the

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timely submission and quality preparation of documentation from the member team. Former members fill nearly half of the Service Coordinator positions. Each Service Coordinator brings forth experience with working with youth populations in a direct service capacity.

Personnel Coordinators coordinate recruitment and retention efforts while adhering to UMBC and The Choice Program's personnel policies and procedures. The Choice Program employs two full-time Personnel Coordinators to serve as the primary point of contact for recruits throughout the interviewing and enrollment process. This position conducts the orientation for all new staff. The Personnel Coordinators are well versed in AmeriCorps program requirements and monitor compliance.

Information Systems Specialist provides technical assistance and training for all program staff and leads quality assurance efforts.

The Director of Community Partnerships has been working with Choice and managing its AmeriCorps grant for 5 years. She has 30 years experience in social work with a focus on community capacity building. She manages human resources including recruitment and retention, information systems including quality assurance and grants.

Choice has developed a procedure to manage distant sites including onsite visits, desk audits, phone conferencing and cross visits for members. Sites sign a memorandum of understanding approved by the AmeriCorps program officer.

Choice has procured the Efforts to Outcome software from Social Solutions to provide real time data entry and reporting of outcomes thus facilitating continuous quality improvement. The software also

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will track training, supervision, staff evaluations and other data necessary to ensuring efficient and effective management of the organization. Choice conducts both internal and external program evaluations on a regular basis.

The dedicated team of professionals at the Choice Program are prepared and committed to providing members the training and support needed for a memorable and productive year of service.

c. Consultation with State Commissions

Agency Directors in all 3 states recognize the importance of a partnership with their state commissions and are committed strengthening the relationships.

The Choice Program in Maryland has enjoyed a close relationship with the Governor's Office on Volunteerism and with its director, Barbara Reynolds. Choice participates in state AmeriCorps conferences and events and collaborates with state funded AmeriCorps programs such as Community Mediation Maryland. There is an ongoing dialog to promote the sharing of best practices and collaboration on projects.

The Director of Community Partnerships was able to meet with Bernard Beaudreau, the Executive Director of the Rhode Island Commission, and discuss the work of the Tides Family Service AmeriCorps members in his state. He has been supportive of the work and avenues of cooperation are being pursued.

The pilot project in Delaware begun in September has gone well and will be expanding. The Director of Child, Inc is meeting with the Director of the Delaware Commission to discuss the expanded service of AmeriCorps members in Delaware.

d. Service Sites Selection and Oversight

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The 3 state sites are the Baltimore metro area of Maryland (23 members), Rhode Island (9 members) and Delaware (12 members).

The UMBC Choice program has enjoyed several replications since its inception over 20 years ago and has built a policy and procedure around replications to ensure success. A vital part of the process is the establishment of AmeriCorps sites and the successful management of those sites. Prospective sites receive a full briefing on AmeriCorps and sign a memorandum of understanding approved by the AmeriCorps program officer. The Program in its 20 plus years of service has built strong partnerships with community stakeholders.

Tides Family Services, a non-profit family service agency dedicated to Rhode Island's most at-risk youth, was founded by Brother Michael Reis in 1983. Br. Michael brought with him decades of professional experience to the Tides Family Services mission, having worked for years with delinquent youth. In 1975, Br. Michael co-founded the Ocean Tides School; a center that has become one of the most successful programs for court supervised youth in the country. At the end of his term as President of Ocean Tides in 1982, Br. Michael, recognizing a clear need for these at-risk youth to have more support in their families and communities, decided to take on a new challenge. Br. Michael designed a program that would work to preserve youth in their families and communities, providing the support and services they needed at a critical time in their lives. Thus, in 1983, Tides Family Services was born. Tides Family Services of Rhode Island established a Choice Program replication in 1994 in partnership with the Director of Choice Maryland. In 2009 Choice's Director and Community Partnership Director made a three-day site visit to Rhode Island to conduct a comprehensive review of the capacity, programming and effectiveness of Tides Family Services. After numerous conversations, meetings with community partners, observations of service delivery and review of files and training materials it was determined that Rhode Island would be an appropriate AmeriCorps site addition.

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In 2010 Choice Maryland was approached by Child Inc, of Delaware to provide consultation in the writing of a grant that would fund a replication of the Choice Program in Delaware. LaMar Davis, Choice Director, and Kate Carver, Choice Community Partnership Director, provided consultation and materials in the writing of the grant proposal.

In late June 2010 Choice Maryland was informed by Child Inc. that they had received notice their grant was successful and money had been awarded to replicate the Choice Model in Delaware through Child Inc. In early July Kate Carver, Choice's AmeriCorps Grant Manager and Shawna Vreeke, Choice Personnel Coordinator, and AmeriCorps Program Coordinator, were invited to a two day site visit in Delaware. Ms. Carver and Ms. Vreeke held numerous meetings with Child Inc. staff including the Executive Director, the Director of Family Support and Parent Education and the Program Coordinator who would supervise and support the AmeriCorps members. UMBC Choice staff were impressed with Child Inc. staff's understanding and commitment to the practices and philosophy of the Choice Model and determined the staff were capable and committed to ensuring the delivery of the same services as the AmeriCorps members serving at UMBC Choice in Maryland and Rhode Island. Choice received CNS permission to add Delaware as an AmeriCorps site in July of 2010 and enrolled the first Delaware members in September 2010.

The Director of Community Partnerships maintains frequent and regular communication with the management of the Rhode Island and Delaware sites and provides training and technical assistance on all AmeriCorps related areas. UMBC provides a resource for technical assistance of every type available to the Choice Program and its partner sites. Ongoing assessments of outputs, outcomes and desk audits in addition to site visits identify program and service site needs for training and assistance that are then arranged for immediately by the Director of Community Partnerships. The Choice Program in all 3 states enjoys the support of community based organizations with long histories of

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service to the community and strong fiscal management.

e. Current Grantees (Choice has a 1 year no cost extension)

Enrollment: Choice experienced a less than 100% enrollment due to a significant funding cut experienced by Choice Maryland in 2009. Choice has been able to stabilize funding and attract new funders. Choice Rhode Island has been able to enjoy stable funding and Choice Delaware has been invited to expand its services. Choice is confident that it will utilize the 44 slots requested in this proposal.

Retention: Choice's retention rate for the last grant year was 91.4%. Choice has an aggressive retention strategy and plans to reach its goal of 100% retention. Exit interview data has been a critical element in improving current and planned futures efforts to ensure 100% enrollment and 100% retention.

f. Special Circumstances (previously discussed)

Budget/Cost Effectiveness

a. Cost Effectiveness

The Choice Program Maryland has a 20 year track record of sound fiscal management. Current funding commitments are MD Department of Juvenile Services 1,588,420, Family League of Baltimore City 407,360, M Casey Foundation 190,983, Open Society Institute 97,000 and Baltimore County Government 75,000 for a total budget of \$2,358,763. The requested CNS funds of \$35,200 bring the total to \$2,393,963 and represent less than 2% of the total budget dedicated to operating the program. Funding partners above have made multiple year commitments.

b. N/A

c. N/A

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d. N/A EAP

e. EAP

The UMBC Choice Program in 20 years of operation has gained a thorough understanding of the resources needed to run the program at its optimal potential. This includes managing an AmeriCorps grant at multiple sites. Choice has enjoyed long standing funding partnerships and is confident of the commitments. The total budget is \$2,398,963 with the Corporation's share being \$35,200, less than 2% of the budget. In addition to the funding, the CNS grant provides member slots, allowing the Choice Program to enroll members who play a key role in delivering the model. The Choice budget includes member living allowances at \$22,200/member/year, health insurance at \$1,300/member/year, and background checks at \$50/member/year. UMBC Choice has received documentation that funding is secured at RI and DE sites to cover member living allowances and background checks.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

a) In the Clarification narrative field, please confirm your desired grant award start date and member enrollment period start date.

The UMBC Choice Program confirms a desired grant award start date of 7-1-2011 and a member enrollment period start date of 7-1-2011.

b) Please explain how the proposed intervention will be effective in reducing recidivism rates among

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youth.

The overarching goal of the program is to reduce recidivism and promote community safety. The Choice Program fosters healthy development and resilience among youth who face adverse individual and/or environmental challenges in their daily lives. Expectations for realizing the goal of the program are high given the program model's consistency with a theoretical perspective grounded in years of resilience research across multiple disciplines (Benard 1991, 2002; Constantine & Benard, 1999, 2001; Masten, 2001; Office of Juvenile Justice and Delinquency Prevention, 2001; Resnick et al., 1997). Research findings consistently link a relatively small set of environmental and individual protective factors to resilience and positive youth development.

As a community-based program, The Choice Program translates this theory into action. Choice provides young people with an environmental source of developmental supports and opportunities. Intervention strategies and activities, including collaborative relationships with families and schools, will facilitate healthy developmental processes and positive outcomes in program youth. The Choice model consists of strategies that include the development of caring relationships, providing meaningful engagement and setting high expectations which all align with best practices in resiliency and youth development research.

The Choice Program has been successfully replicated in San Diego, CA, Hartford, CT, and Syracuse, NY, Providence, RI and Wilmington, DE. Due to the restrictions around contacting youth after they exit the program it is difficult to evaluate long term effects of the intervention. The results of one post Choice evaluation are below.

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Choice was evaluated with posttest-only design with nonequivalent control groups. The evaluation compared 75 youths referred to Choice with 39 control youths taken from a computerized database of all arrested youths in Baltimore matched by sex, race, age, and offense type. About two thirds of both groups were African-American, and slightly more than three fourths were male, with a mean age of just over 15. About 40 percent of each group had been arrested for what the evaluators termed "medium offenses," including thefts and simple assaults. Small proportions (1 percent for Choice, 3 percent for controls) had been arrested for major offenses, including assault with intent to maul, murder, or rape, and felony weapons charges. The rest had been arrested for minor offenses, including alcohol and loitering violations.

The evaluation revealed a strong and statistically significant difference between the Choice group and the control group on both number and seriousness of arrests while in the program. Twenty-one percent of Choice youth were arrested during the intervention period, compared with 44 percent of control youth; 9 percent of Choice clients were arrested more than once, compared with 15 percent of control youth. Sixteen percent of Choice youth were arrested for medium or major offenses, compared with 31 percent of control youth, although the single major offense arrest was a Choice youth. At a 6-month follow-up, the sample size had dwindled considerably, making the results more tentative. Nevertheless, of 33 former Choice youths and 20 matched control youths, 76 percent of the Choice youth had no arrests within 6 months, compared with 55 percent of the control youth. Somewhat fewer Choice youth (24 percent compared with 30 percent) had been arrested for medium or major offenses.

References K. Maton, K. Seifert, and K. Zapert. 1991. Choice Program Evaluation: Preliminary Findings. Catonsville, Md.: Department of Psychology, University of Maryland.

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The Choice Program was cited in the Maryland Department of Juvenile Services Gap Analysis Report FY 05 as a "Model Program in Maryland." Choice has also received national recognition from the Office of Juvenile Justice and Delinquency Prevention in its Model Program Guide in 2006, and by the Annie E. Casey Foundation in 2003 and the National Dropout Prevention Network.

c) The program collaborates with NCCC on a summer of service initiative. Please explain how this part of the program works; what the members and beneficiaries would do and how much time they would engage in this collaboration.

Last summer, The Choice Program was a pilot for the NCCC Perry Point Maryland Summer of Service (SOS) program. 22 youth enrolled in the Choice Program were recruited by Choice AmeriCorps members and enrolled in the SOS program. NCCC members set up an agreement with Baltimore community partners to host 4 sites for a 4-week service-learning opportunity for the participating youth. NCCC members were on site every day for the 4-week program (3045 member hours). Choice AmeriCorps members rotated at the site with those participating that day providing a full day of support to youth and NCCC members involved. The NCCC members (a crew of 10 AmeriCorps members) and the Choice members (20 AmeriCorps members) worked together to plan, implement and evaluate the program. NCCC members provided training, gear and onsite supervision. Choice AmeriCorps members provided transportation to and from the work site, onsite supervision and encouragement of youth and coaching for NCCC members on how to manage behavior issues at the work site. Youth service resulted in: 3 school rooms painted or renovated, 1 summer program for children planned or conducted, 100 pounds of underbrush removed, 1 school renovated, 963 pounds of food received, inventoried or distributed and 1 community garden started or tended. Youth were

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able to earn community service hours, receive a stipend for their efforts and work side by side with AmeriCorps members on projects to improve their community. There was a graduation ceremony for the 17 youth completing the program with NCCC members, Choice members and youth attending. Choice members and youth later attended the NCCC members' graduation ceremony. This summer the plan includes 2 six-week projects with over 50 youth participating.

d) Please describe plans for monitoring and supporting host sites; this should include plans to educate placement sites and plans for ongoing monitoring and technical assistance.

Host sites in Rhode Island and Delaware receive a quarterly on site visit from the Choice Director of Community Partnerships and the Choice recruiter/ training specialist. The site visit is a comprehensive review of both the implementation of the Choice Model services and AmeriCorps member management. Each visit includes: an audit of all AmeriCorps member files, interviews with members, review of relevant AmeriCorps policies and expectations with members and supervisory staff, meetings with management on recruitment, retention, training, reflection activities, member management and other pertinent topics. Training is provided on any new requirements and/or policy changes as well as on topics identified as areas of need. There is a wrap up meeting where results of the visit are shared as well a review of any needed corrective action and a question and answer period.

The on site supervisors participate in a bi-weekly phone conference with the Choice Director of Community Partnerships and the Choice recruiter/ training specialist to review recruitment and retention needs, receive program updates and process any issues related to the AmeriCorps grant or member management. The supervisors for the Delaware program received intensive training on the Choice Model and the AmeriCorps Program on site in Delaware and during visits to Maryland during their initial replication phase. Rhode Island and Delaware utilize an AmeriCorps member orientation training developed by Choice Maryland. The Delaware members and supervisors continue to attend

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training and reflection events in Baltimore on a quarterly basis. The Choice Program Maryland has benefited from partnering with the Corps Network and received additional training on site management practices that have been implemented.

e) Please confirm that formal consultation with the MD, RI and DE commissions has occurred, or will occur prior to award. Consultation requires a discussion among applicants and state commissions regarding the alignment of the proposed program with the state service plan and reduces duplication of programming.

Agency Directors in all 3 states recognize the importance of a partnership with their state commissions and are committed to strengthening the relationships.

The Choice Program in Maryland has enjoyed a close relationship with the Governor's Office on Service & Volunteerism and with its director, Barbara Reynolds.

Choice has completed the formal consultation request process with Maryland, working with Kara Turner, Outreach Coordinator, for the Governor's Office on Service & Volunteerism.

The Director of Community Partnerships was able to meet with Bernard Beaudreau, the Executive Director of the Rhode Island Commission, and discuss the work of the Tides Family Service AmeriCorps members in his state.

A request to obtain a formal consultation with Serve Rhode Island has been made and is expected to be completed in early May.

Choice and its partner agency Child, Inc. have approached The Delaware Governor's commission on Community and Volunteerism to secure a formal consultation. Kim Massey from that office is facilitating the effort and the plan is to have that process completed by mid May.

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f) Please describe project partners in Rhode Island and in Delaware.

Rhode Island

Tides Family Services is a not-for-profit social service agency operating in the tradition of the De LaSalle Christian Brothers. Since 1983, Tides has committed its resources to addressing the needs of Rhode Island's most at-risk children. Tides is a non-residential, alternative program for wayward, truant and adjudicated youth, ages 9-21. The mission is to provide the neediest youths and their families with the services they need at a critical time of their lives and to promote family preservation and support of youth within their communities through outreach, tracking, home visits, education, court advocacy and other non-traditional services. Part of the mission is also to uphold the Christian Brothers mission: To touch the lives of the young and their families and offer our presence and service for the authentic human development of those entrusted to our care. Tides energetic and dedicated staff of outreach workers, social workers, and clinicians meet the children where they are: in the streets, the schools, Family Court, their homes, at the neighborhood basketball courts, wherever kids gather, Tides follows. Tides responds to this hard-to-serve, at-risk population of young people in the communities of Central Falls, Coventry, Pawtucket, Providence, Warwick, West Warwick and Woonsocket, through prevention and intervention programs including Tides Learning Center, Tides Outreach Project (Choice Program), Youth New Futures, Day Reporting Center, Youth Diversion, and the Latino Outreach Project. Collaborations and partnerships with many community-based agencies connect Tides with the larger community and provide the many services needed to help successfully reconnect children with their schools and their families.

Delaware

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CHILD, Inc., founded in 1963 is a private, non-profit organization dedicated to being advocates for and serving the needs of Delaware's children. CHILD, Inc. works with children who may be troubled, dependent, neglected and abused. The Mission of CHILD, Inc. is: To be the leading advocate for Delaware's children. CHILD, Inc. provides creative prevention and treatment programs that meet the changing needs of families. CHILD, Inc. serves dependent, neglected and abused children and their parents. CHILD, Inc. provides programs for those involved in domestic violence situations, especially children. By protecting the victims and treating those responsible for acts of domestic violence CHILD, Inc. helps children heal.

CHILD, Inc. also works with children and families who have been impacted by domestic violence.

CHILD, Inc. provides the following services:

- Provides the only children's shelter and runaway center in the state of Delaware.

- Provides Parent Education Programs, and the Children First Program which deals with separation, divorce and visitation.

- Provides specialized foster care program.

- Facilitates school programs for anger management and preventing dating violence.

- Provides Domestic Violence Services, offering shelter and treatment for the victims and treatment for the perpetrator of violence.

CHILD, Inc also operates Sparrow Run Family Resource Center, offering family resource programs such as tutoring, literacy, parent education, domestic violence treatment for the victims and perpetrator of the violence, food clubs and other community based programs at Sparrow Run.

CHILD, Inc. is proud of its many programs and years of service to the state of Delaware. The organization looks forward to expanding our advocacy services with the goal of protecting children and helping their families.

Narratives

g) Please summarize plans to evaluate the program.

In past years the Choice Program has used private independent research firms to provide formal evaluation for the program. The Program currently utilizes resources and support from the Shriver Center and UMBC for the program evaluation, due to funding constraints, cuts and limited financial support for formal evaluation. This includes a formal analysis and report at the end of each fiscal year that includes both quantitative and qualitative data. Choice intends to implement a service satisfaction survey for youth, parents and key partners to augment the formal evaluations.

UMBC Shriver Center has recently submitted a grant proposal that would fund research on disproportionate minority contact with the juvenile justice system focusing on participants in the Choice Program. This research will be valuable in assessing efficacy of the efforts of the program.

h) Please describe in detail how the college student volunteers will help weekly with academic support.

Estimate the number of volunteers that will be generated and estimate how much time they will dedicate to mentoring.

Choice AmeriCorps members transport Program youth from their at-risk environments to partner colleges and university campuses for College Night mentoring sessions once a week. During the three-hour timeframe, youth and student mentors are given the opportunity to establish rapport over dinner, work one-on-one in educational activities and participate together in a recreational event. Members support student volunteer mentors in having the opportunity to engage youth from at risk environments in a meaningful and positive way. Choice student mentors foster learning by providing

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youth individualized attention in an academic setting. Choice College Night mentoring is a unique opportunity to apply classroom learning while making a difference in the life of a youth. Choice mentors commit 3 hours per week for an entire semester. Mentors under the supervision of AmeriCorps members provide youth with educational experiences ranging from leadership exercises to exploring the universe utilizing the facilities of their respective colleges. 40 student mentors are recruited on two campuses each academic year and each provides 3 hours weekly of one-on-one mentoring to program youth.

Performance Measurement

a) The intermediate outcome result states of the 75% completing the program, 65% will not incur new charges while on service resulting in decreased criminal behaviors? Please define "while on service".

"While on service" means while the youth are enrolled in the Choice Program. Due to laws governing the treatment of juveniles in the juvenile justice system, Choice is not allowed to have contact with youth once they exit the program. Measurements must be obtained while the youth are enrolled in the program.

b) Output result 75% of the 750 students served in the program will successfully complete the program. Define successfully complete? because the intermediate outcome results indicate no new charges as the outcome at a lower percentage.

Successful completion varies from youth to youth and is defined by the youth's plan of service tailored to that youth and the youth's family's needs. Frequently successful completion includes meeting the

Narratives

terms of probation and remaining in the community. A youth may have a successful completion and still acquire a new arrest. If the arrest is of a lesser nature than the original charges and or is a quality of life crime (for example being picked up for being on a corner of the neighborhood where criminal activity is suspected) the youth may still be considered to have successfully completed the program.

Continuation Changes

N/A

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 44

Service Categories

Other Education

National Performance Measures

Priority Area: Education

Strategy to Achieve Results

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

Members will serve in teams to work with referred youth. Youth are referred from community partners who have a long standing relationship with the program. Members will monitor youth whereabouts including school checks, home visits, community visits and curfew checks to ensure youth do not engage in delinquent behaviors. The Choice Program addresses the tendency of youth to participate in criminal behavior without understanding the implications of his/her actions and realizing their chosen path until it's "too late." Members seek to break this cycle by intervening as an outside, positive influence in a youth's life and offering viable alternatives. The cycle of crime, once begun, is difficult to break. The Choice Program Model provides member intervention at a critical time - after charges are filed or pending - in order to offer community based services that provide an effective and affordable alternative to incarceration. Members work diligently to provide services and broker needed community resources to ensure youth do not become further involved in the juvenile justice system. The Choice program members and community volunteers assist youth in meeting probation requirements, help youth and families navigate the court system, and advocate for them in accessing resources. AmeriCorps members serve in teams of 3 to deliver the intensive case management service demanded by the model which ensures each youth has caring adult relationships, meaningful participation, high expectations and linkage to community resources. A team shares a caseload of 30 youth, facilitating 24-7 crisis response and evening and weekend services. Members meet each week day morning with their teammates and Service Coordinator to report on tracking activities from the preceding night or weekend and to receive daily supervision and support from their Service Coordinator who directs that day's activities. Regular meetings are held by the team with youth and families to develop and monitor the plan for services. Members strive to make a daily face to face meeting with each youth as a critical element of the program. Late each afternoon members meet again with their Service Coordinator so that all team members share information and concerns from the day's activities. Members visit schools attended by youth daily and perform attendance checks and other needed interventions. Members also make daily home visits to monitor youth behavior and assess family concerns/needs. Each evening a member makes home or community visits to perform curfew checks and monitor youths' behaviors. These visits provide an opportunity for informal counseling, conflict resolution, positive role modeling and resource needs assessment. Members take youth on individual and small

National Performance Measures

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

group outings that are educational, recreational or vocational in focus. The team will serve 750 youth and families annually.

Result: Output

Result.

Members will serve 750 youth and families in the program each year.

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

Target :Members, serving in teams, will work with community referred youth serving caseloads of 30 youth at any given time. All referred youth admitted to the program will be counted and tracked throughout their participation.

Target Value: 750

Instruments: Names of participants served are entered in the database and a daily census is kept and aggregated to determine monthly and yearly numbers served.

PM Statement: Members will deliver the Choice Model Program to the 750 youth annually admitted into the Choice Program through community referrals.

Result: Output

Result.

75% of the 750 (562) youth served in the program will successfully complete the program. Successful completion varies from youth to youth and is defined by the youth's plan of service which is tailored to that youth and the youth's family's needs. Frequently successful completion includes meeting the terms of probation and remaining in the community.

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

Target :75% (562) of the youth served will complete the program having complied with service plans, met conditions of probation, and remained in the community.

Target Value: 562

Instruments: All service efforts and outcomes will be entered into the Social Solutions' database "Efforts to Outcomes" application and reports generated on a monthly basis to track progress of individual youth participating. Daily logs will be supplemented with police and court reports.

PM Statement: Member will serve 750 community referred youth with 75% (562) successfully completing the program

Result: Intermediate Outcome

Result.

Of the 75% (562) completing the program 65% (365) will not incur new charges while enrolled in the program resulting in decreased criminal behaviors.

Indicator: ED8: Youth with decreased crime/gang involvement.

Target :Members deliver services to 750 youth of which 562 youth are expected to complete the program

National Performance Measures

Result.

and of those 65% or 365 will not acquire new charges thus demonstrating decreased delinquent behavior.

Target Value: 365

Instruments: Juvenile arrests, charges and other records will be monitored through partnerships with law enforcement, courts, and the department of juvenile services in each service area.

PM Statement: Members will serve in teams working with 750 community referred youth to provide intensive monitoring and case management. 75% (562) youth will successfully complete the program. Of those youth 65% (365) will not incur new charges thus reducing their delinquent behaviors.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable