

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE:  18-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID:  11AC124250	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:  09ACHCA0010014														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Child Abuse Prevention Council, Inc.  DUNS NUMBER: 364424622	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):  NAME: Tammy Murray TELEPHONE NUMBER: (916) 244-1932 FAX NUMBER: (916) 244-1950 INTERNET E-MAIL ADDRESS: tmurray@thecapcenter.org															
ADDRESS (give street address, city, state, zip code and county): 4700 Roseville Road North Highlands CA 95660 - 5143 County: Sacramento																
6. EMPLOYER IDENTIFICATION NUMBER (EIN):  942833431	7. TYPE OF APPLICANT: 7a. Non-Profit  7b. Community-Based Organization															
8. TYPE OF APPLICATION (Check appropriate box).  <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/>  A. AUGMENTATION        B. BUDGET REVISION  C. NO COST EXTENSION    D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:  Birth and Beyond															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):  Sacramento County - 8 neighborhoods: North Sacramento, Del Paso Heights, North Highlands, Oak Park/Downtown, Fruitridge/Freeport, Meadowview, Valley Hi, and Rancho Cordova	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 09/01/11      END DATE: 08/31/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="CA 005"/> b.Program <input type="text" value="CA 005"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?  <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:  DATE:  <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 996,561.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 1,512,398.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 2,508,959.00</td> </tr> </table>	a. FEDERAL	\$ 996,561.00	b. APPLICANT	\$ 1,512,398.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 2,508,959.00	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	\$ 996,561.00															
b. APPLICANT	\$ 1,512,398.00															
c. STATE	\$ 0.00															
d. LOCAL	\$ 0.00															
e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 2,508,959.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE:  Sara Fung	b. TITLE:  Program Manager	c. TELEPHONE NUMBER:  (916) 244-1916														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED:  05/06/11														

## Narratives

### Executive Summary

Sacramento County's Birth & Beyond program utilizes 86 AmeriCorps members as Home Visitors, Family Resource Center Aides and Volunteer Coordinators, to deliver parent support and parenting education services to expectant parents and /or parents with children zero to 5 years of age who reside in 8 neighborhoods where children are most at-risk of abuse and neglect, thereby reducing the families' involvement with Child Protective Services.

### Rationale and Approach

#### INTRODUCTION

"I was a teen mother and received B&B AmeriCorps services when my daughter was born. My home visitor encouraged me to join AmeriCorps to serve new mothers. After two AmeriCorps terms I was hired by the program. My daughter will be starting kindergarten in the fall and I will be going to college. AmeriCorps gave me a future." Jessica, B&B 2nd Term Member

The Birth & Beyond (B&B) program will prevent child abuse utilizing 82 full-time and 8 half-time AmeriCorps members, 130 ongoing and 1200 one-time volunteers to provide services to expectant parents and/or parents with children through age 5. Members will serve in 12 Family Resource Centers (FRCs) sites in Sacramento County's 8 most at-risk neighborhoods. They will conduct home visits, assist in FRCs and coordinate community outreach. With assistance from volunteers, members will educate parents on child development, deliver effective parenting workshops, model positive parent-infant/child interaction, facilitate parent support groups, and provide social and other support.

The applicant is the Child Abuse Prevention Council of Sacramento, Inc. (CAPC). The B&B collaborative partners are Sacramento County Department of Health and Human Services Child Protective Services (CPS) and 8 community-based organizations (CBOs) who run 12 FRC/sites: The Effort, Folsom Cordova Community Partnership, La Familia Counseling Center, Mutual Assistance Network, River Oak Center for Children, Sacramento Children's Home, St. John's Shelter for Women and Children, Roberts Family

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Development Center and a variety of local organizations including school districts, hospitals, and faith based organizations..

### RATIONALE AND APPROACH

#### A1. Compelling Community Need

'Child abuse is the greatest public health crisis in America.' Drs. Robert Anda and Vincent Felitti with the Centers for Disease Control and Prevention first published in 2004 and continue their groundbreaking research today indicating that child abuse leads to higher probabilities of criminal behavior, suicide, drug use, obesity, unemployment, cancer, and other problems. The child abuse crisis creates a future legacy of social, health, and economic problems, and costs society billions. Recent studies document: 13% of violent criminals; 70-90% of youth in juvenile hall; and 99% of death row inmates were abused.

Child abuse is a major problem in Sacramento County. This year 500 focus group participants from B&B service areas identified child abuse as the #1 priority from a list of 45 issues. Nearly 23,000 children are reported annually to CPS. Sacramento's referral rate of 61 per 1000 children is higher than the State rate of 52 per 1000. CPS caseloads have increased over the last 2 years due to the additional stress experienced by families in economic crisis. The situation is further exacerbated by the budget cuts that have resulted in 900 children served by CPS in family maintenance, designed to keep them from being removed from their homes, being exited from services. The most tragic consequence has been a sharp increase in the number of child abuse homicides -- 11 deaths in 2008 compared to three in 2007 (Child Death Review Team, 2009). Child abuse costs the County \$120M+ annually.

In 2008, 2400 children in Sacramento County were removed from their homes at a rate of 6 per 1000,

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double the State rate. Children under age 5 are at significantly greater risk of abuse and death. They are 32% of the child population and 74% of the child abuse homicides from 1990-2007. At particular risk for child abuse are the 78,000 children age 0-5 residing in the 8 target B&B communities. These communities account for 66% of CPS Referrals, 70% of CPS Substantiated Allegations, and 76% of CPS Child Removals.

At no level of government is there a mandate to provide services to prevent child abuse. CPS's funding is limited to serving children only after abuse has occurred. B&B provides the infrastructure for child abuse prevention services in the County, utilizing AmeriCorps to expand its reach.

Parents are the most frequent perpetrators of child abuse, and as such, are the target of members' service. (Child Maltreatment 2007, WHO Study 2006). In Sacramento County 54% of child abuse homicide perpetrators were parents (CDRT 2008). B&B serves mostly young mothers and many lack education, family support, housing, or financial resources. 40% indicate they feel alone. 33% report being overwhelmed (B&B Parent Survey, 2008, 700 participants).

Parental stress is a key cause of child abuse and neglect (Anda, 2010). Parents are more likely to commit child abuse when they are physically/emotionally isolated, lack health/mental health resources, face poverty/homelessness, are teen parents, victims of domestic violence, impacted by alcohol/drugs and/or have limited knowledge of child development/parenting skills.

Parents want to be good parents. 79% of parents reported being eager for information on child-rearing, yet 65% reported they cannot access that information (Child Rearing in America, 2005). Parents are more receptive to service providers who are culturally and linguistically matched, consistent with B&B members (Maternal Child Health Bureau, 2008).

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Target families are pregnant or have children up to 5 years and are identified on the Adult Adolescent Parenting Index (AAPI) as at risk/severe risk for child abuse due to prior CPS history, domestic violence; lack of food, clothing and stable shelter; limited social/ emotional support networks; lack of health/mental health resources; limited knowledge of appropriate child development, parenting skills and child safety.

B&B proposes to continue two strategies that have reduced the incidence of child abuse: Home Visitation and Family Resource Centers (FRCs). The research for these approaches includes:

\*An independent study found that between 1999 and 2006, 66% of families who received B & B home visitation did NOT re-enter CPS 1 year post B&B services, a statistically significant finding. (Byrnes PhD., 2008)

\*Parents involved in home visitation have better birth outcomes, enhanced parent-child interactions, more use of health care, enhanced child development, early detection of developmental delays, reduced welfare use, higher rates of school completion and job retention and reduction in frequency and severity of child abuse. (Daro 2006)

\*Families who receive even a minimum dosage of home visitation and who participate in parenting education classes in FRCs show a reduction in child abuse neglect. (LPC 2008)

\*Programs occurring in group settings, i.e., parenting education classes, reduce risk factors associated with child maltreatment. (Centers for Disease Control and Prevention, 2008)

The neighborhoods where FRCs are located: South Sacramento, Oak Park, Rancho Cordova, Meadowview, Valley Hi, North Sacramento, Del Paso Heights, and North Highlands are most at-risk for child abuse. These neighborhoods have historically been isolated, economically disadvantaged and populated with residents who are disproportionately at risk in almost all categories of social, safety, and health indicators. They are more in need during the economic crisis as evidenced by a 125% increase in

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demand for services during the first half of 2009. Collectively, the B&B neighborhoods account for more than half of the 0 to 5 year population, 66% of the CPS referrals, 76% of CPS removals, 66% of the single female parents, and 70% of the child abuse homicides in Sacramento County. Annually, the collaborative analyzes the risk data in over 20 categories to determine the greatest need, and these neighborhoods remain the most needy and least safe areas in Sacramento County for children.

### A.2. Description of Service Activities and Member Roles

41 FT Home Visitors, 33 FT and 8HT FRC Aides, and 8 FT Volunteer Coordinators will serve a total of 146,600 hours, focusing their activities on 2 critical components identified by the Maternal and Child Health Bureau-parent support and parenting education. Parent support addresses family stressors related to child abuse by building a family's social network and community linkages as buffers against stress and isolation. Activities include information and referrals, skills development, in-home support, and expanding social networks. Parenting education, a subset of parent support, is a series of activities designed to promote positive parenting practices. Members will provide parent support and education through 2 effective strategies-Home Visitation and FRC services

Home Visitors: 41 FT Home Visitors will provide parenting support and education. With a caseload of 20 families, Home Visitors will spend 4 days per week, 6 hours per day visiting 5 families (families are defined as a caregiver and a child) a day for one-hour. Travel, case notes, supervision and meetings account for 1.5 more hours. Families receive at least 6 home visits and 6 hours of direct service for 90 days. A consistent structure for each visit is based on Nurturing Parenting Program (NPP) an evidenced-based national model that assesses family need, promotes trust between the family and Home Visitor, provides culturally-competent service, supports the parent, develops understanding of parent-child interaction, and links families to services. Total hours are 55,350 of 117,180.

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Families must show significant levels of risk to receive home visitation. If not, they are referred to parent education at the FRC. Supervisors are licensed clinicians that supervise members, screen referrals and assign families to a Home Visitor, who in partnership with the parents completes initial assessment, the AAPI that highlights areas needing support. The family and the Home Visitor complete a Nurturing Family Plan based on the AAPI. The number of sessions to be delivered during home visits is determined by this plan and has a range as follows: parents in need of primary prevention to improve parenting skills and knowledge receive 6-15 home visits; parents in need of secondary prevention to stop family dysfunction or deterioration receive 15-25 home visits; parents in need of tertiary prevention to treat and prevent the recurrence of child abuse and neglect receive 25-54 home visits. Parents and Home Visitors work together initially on parenting information and techniques/skills. Their children then join them. Upon completion of a lesson plan, parents complete a Nurturing Parent Competency Test to assess their competency. When all lessons are completed and competencies met, a post AAPI is administered. Families who have serious issues or children with challenging behaviors will be provided treatment services such as Incredible Years, Parent Child Interaction Therapy, Building Blocks and mental health treatment available at FRCs.

FRC Aides: FRCs are vibrant and active neighborhood-based centers that deliver a constellation of services: workshops, referrals, emergency needs, crisis intervention, community events, transportation, and opportunities for volunteering. Effective parenting workshops are provided to families at the FRCs and 82% of prior workshop participants reported improved parenting skills, knowledge and confidence.

33 FT and 8 HT members will serve as FRC Aides 4 days per week, 6 hours per day conducting outreach (1 hour/day), providing parent support (2 hours/day), and facilitating parenting education workshops (3 hours/day). Travel, case notes, supervision and meetings account for 1.5 more hours. FRC Aides

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provide the following parent support: resources and referrals, group facilitation, life skills workshops and advocacy. Members provide education to assist parents in strengthening their knowledge and skills to be effective parents, reducing the risk of child abuse. The programs are 13 week parenting education workshops identified as best practices by First 5 Sacramento: Make Parenting A Pleasure (MPAP) and Dare To Be You (DTBY). Once a referral is received, FRC Coordinators screen and assign parents to an FRC Aide who meet with the parents and, in conjunction with the parents, complete an assessment to determine the appropriate support services/workshops needed. Total hours are 51,030 of 117,180.

8 FT Volunteer Coordinators (VC) will recruit, support and coordinate 130 ongoing and 1200 one-time volunteers who will provide leadership, outreach, special events and support services. Members will serve as VC's 4 days per week, 6 hours per day. Travel, case notes, supervision and meetings account for 1.5 more hours. The VC's will network with the target sources for potential volunteers, prepare flyers, attend community events to recruit volunteers, plan recognition events, monitor volunteer hours, organize training, consult with the Parent Cabinet, and develop/implement a system for communication with volunteers. The VCs will attend volunteer management training. Total hours are 10,800 of 117,180.

AmeriCorps members will serve as Home Visitors (HV), Family Resource Center Aides (FRC Aides) and Volunteer Coordinators (VC) at 12 program sites, all Full Time unless noted as Half Time (HT) in the following agencies: La Familia (5 HV, 3 FRC Aides, 1 VC), Mutual Assistance Network (4 HV, 3 FRC Aides, 1 VC), Folsom Cordova Community Partnership (5 HV, 6 FRC Aides, 1 VC), River Oak Center for Children (4 HV, 3 FRC Aides, 4 HT FRC Aides, 1VC), Meadowview Family Resource Center (FRC) (5 HV, 3 FRC Aides, 1 VC), North Sacramento FRC (5 HV, 3 FRC Aides, 1 VC), Valley Hi FRC (5 HV, 3 FRC Aides, 1VC), North Highlands FRC (4 HV, 3 FRC Aides, 1 VC), Roberts Family Development Center (1 FRC Aide, 1 HT FRC Aide), Department of Health and Human Services CPS (2 HV, 2 HT FRC Aides), St.



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John's Shelter for Women and Children (2 HV), and Crisis Nursery (5 FRC Aides, 1 HT FRC Aides). All Home Visitors are full time as they need to be accessible to the families in their caseloads. FRC Aide positions are more flexible and can be either full or half time.

AmeriCorps members were a part of the B&B design from the beginning. No staff were displaced nor funds supplanted. Nor do member positions displace/duplicate any staff employed by CPS. CPS prohibits hiring staff with a history of CPS service and is only funded to serve families who have open cases. B&B recruits former clients, many of whom have CPS history. Member's position descriptions delineate their roles in contrast to CBO/county staff. The Project Manager monitors their activities to ensure non-duplication or role changes. AmeriCorps members are the only positions providing FRC and Volunteer services. In addition, the Sacramento County First 5 Commission, the primary match funder, has a strong supplantation policy to which B&B is subject.

Members will receive training outlined in the member section that will provide a strong foundation for the family support service they will provide.

CAPC trains B&B partners annually on prohibited service activities and provides them with an AmeriCorps Supervisor Program Manual and ongoing support. Members receive information on prohibited service activities during orientation and in the AmeriCorps Member Handbook. CAPC monitors compliance during site visits, B&B meetings, and trainings.

B&B connects at-risk parents to the services they need. Members are recruited from the communities because they: 1) are not part of the system, can quickly build trust; 2) are a cultural, ethnic, and linguistic match with families; 3) provide consistency to families served for a full year; and 4) develop skills and experience and use their Education Awards to increase the pool of qualified workers. These

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factors, and the cost effectiveness that allows B&B to serve more communities, makes AmeriCorps members the best option for prevention services.

Plans for Self Assessment and Improvement Since 2000, B&B has used standardized Policies & Procedures and self-assessment tools, and has a program-wide database that tracks and collects data. Quality Assurance protocols evaluate progress towards B&B performance measures: 1) Site Managers complete Quarterly Reports that measure compliance; 2) Supervisors conduct a Peer Utilization Review measuring compliance; and 3) an independent evaluator provides monthly reports. The B&B Management Committee monitors compliance quarterly. In 2009, the B&B Program Policy Manual was completely updated and sites trained. Member feedback is provided through weekly meetings with Supervisors, at training, and in B&B meetings.

### A.3. Measurable Outcomes and Outputs

As detailed above, B&B FRCs are located in economically disadvantaged neighborhoods where children have limited access to health services. Accordingly, the B&B partnership proposes to address the Healthy Futures Priority Area using the 2010 National Performance Measure Outcome #3 "Number of clients enrolled in health insurance, health services, and health benefits."

82 Full Time and 8 Half Time members serving as Home Visitors, Family Resource Center Aides and Volunteer Coordinators will reduce child abuse and neglect.

Home Visitation Primary Performance Measure is to provide families with parent support and parenting education services so that parents will have no new referrals or re-referrals to CPS.

Output Year 1: 41 Home Visitors will provide 1200 families with home visitation services, 650 of 1200 parents will receive 6 hours of parenting support and parenting education services during 6 home visits in a 90 day period. By year 3: 41 Home Visitors will provide 1300 families with home visitation services,

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700 of 1300 families will receive 6 hours of parenting support and parenting education services during 6 home visits in a 90 day period.

Intermediate Outcome Year 1: a. 83% (542 of 650) families will have no referrals for child abuse and/or neglect. b. 70% (150 of 214) parents receiving 6 hours of home visitation with a history of CPS referrals and/or an open CPS case will have no new referrals for child abuse and/or neglect. c. 90% (392 of 436) parents receiving 6 hours of home visitation with no history of CPS referrals and/or no open CPS case will have no referrals for child abuse and/or neglect. By year 3: a. 83% (581 of 700) families will have no referrals for child abuse and/or neglect. b. 70% (162 of 231) parents receiving 6 hours of home visitation with a history of CPS referrals and/or an open CPS case will have no new referrals for child abuse and/or neglect. c. 90% (422 of 469) parents receiving 6 hours of home visitation with no history of CPS referrals and/or no open CPS case will have no referrals for child abuse and/or neglect.

Family Resource Center Performance Measure is to provide parents with effective parenting workshops at the FRCs to improve their effective parenting skills.

Output Year 1: 33 FT and 8 HT FRC Aides will provide a 13 week parenting education workshop to 1100 parents in 120 workshops. By year 3: 33 FT and 8 HT FRC Aides will provide a 13 week parenting education workshop to 1300 parents in 140 workshops.

Intermediate Outcome Year 1: 60% (660 of 1100) of parents completing one 13 week parenting education workshop will report a 20% increase in their effective parenting knowledge and practices. By year 3: 60% (780 of 1300) of parents completing one 13 week parenting education workshop will report a 20% increase in their effective parenting knowledge and practices.

Systems used to track outputs and outcomes include: Service Activity logs and Face to Face Contact Records to collect data on parent support and parenting education provided during home visits; pre and post Adult Adolescent Parenting Index (AAPI) family risk assessments; and the number of new CPS

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referrals twice per year.

2009 data for families one-year post B&B services: 1) 65% of families with CPS history and 88% of families with no prior CPS history had no CPS involvement after participating in B&B. These findings have been consistent since the beginning of the program. The greatest positive outcome after receiving B&B home visitation AND FRC services was that 65% of these families who were "at risk" in one or more of the domains on their first assessment were "not at risk" on their last assessment.

### A.4. Community Involvement

Embedded in B&B culture is the inclusion of communities in identifying needs and participating in program planning. Each site has an FRC Parent Cabinet comprised of parents and community partners that meet monthly to guide and govern services. Early in 2009, a parent satisfaction survey was conducted in 4 languages. Respondents requested more information on managing stress which the program promptly added. Parent Satisfaction surveys will be conducted yearly. A B&B Parent Cabinet, composed of one member of each FRC's Parent Cabinet, is active and elects a chair who attends the B&B Management Committee meetings. Both parent groups were engaged in this proposal planning.

This proposal planning process included neighborhood data and GIS asset mapping analysis, and input from parents and community partners. B&B conducted 8 focus groups in 2 languages; distributed a questionnaire to professionals working in the communities, and surveyed families receiving services. The consensus was remarkable -- child abuse can be prevented through education and support in raising children.

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Relationship to other National and Community Service Programs CAPC fosters relationships with other national service programs participating in CV sponsored events such as Cesar Chavez Day. Due to its proximity to the CV office, CAPC eagerly responds to CV's requests to attend events with members. For the past 3 years, CAPC has organized a free River Cats Baseball event during the "All AmeriCorps Week" and provided tickets to other programs. CAPC has discussed with other local AmeriCorps programs recognizing members with "All AmeriCorps Week" resolutions from elected officials. CAPC will invite these programs to participate in a Sacramento County National Service Program Coalition to share best practices and partner in service events. CAPC collaborates daily with sister organization, Prevent Child Abuse California that operates 3 AmeriCorps programs. CAPC will continue as a member of the Alliance of California AmeriCorps Programs.

Potential for Replication B&B has demonstrated that is a replicable program. In 1999, B&B began as a 50 member program in Sacramento County. CAPC developed the tools to replicate B&B that were put in place in counties of diverse sizes, populations, resources, and differing levels of readiness during the statewide Child Abuse Prevention Alliance Program. In 2006, CAPC's sister agency PCA CA was awarded a 2006 National Direct Planning Grant to replicate B&B in Oregon, Washington D.C., Vermont, and Iowa.

### Organizational Capability

#### D. ORGANIZATIONAL CAPABILITY

##### D.1. Sound Organizational Structure

##### Ability to Provide Sound Programmatic and Fiscal Oversight

CAPC has 15 years experience successfully operating AmeriCorps programs. CAPC, a 501(c) 3 non-profit organization established in 1977 has launched 16 countywide programs including home visitation, FRCs, crisis nurseries, Shaken Baby education; administered 20+ multi-disciplinary teams; coordinated with over 160 organizations; and trained in 12 curricula.

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CAPC has extensive experience in prevention programs. Since 2002, CAPC has provided 150 child abuse reporter trainings, administered the Child Death Review Team, and trained 80 staff annually. CAPC's expertise led to partnerships in 38 of 58 California counties.

Examples of prior accomplishments include CAPC's 3-year child safety education campaign which led to a 50% reduction in sleep-related deaths and a Shaken Baby Syndrome Prevention Program that reduced incidences by 88%.

Accomplishments related to B&B: since 2006, B&B has served 4015 home visitation families, conducted 6,406 classes, and participated in 5,298 community events, reducing substantiated child abuse in 2008-09 by 90% for parents with CPS history and 99% for parents with no CPS history, saving \$4 million in County CPS costs.

CAPC has demonstrated its capacity to manage federal grants over the last decade through the following:

\*California Alliance for Prevention, 06/07 \$846,000 -- 05/06 \$3,758,754 -- 04/05 \$3,735,939 -- 03/04 \$2,333,937

\*Youth Investment Center -- 08/09 \$ 281,489 -- 07/08 \$281,489 --06/07 \$ 409,684-05/06 \$432,029 -- 04/05 \$424,972

\*B&B -- 08/09 \$963,691 -- 07/08 \$1,088,389

\*Great Beginnings -- 08/09 \$ 396,628 -- 07/08 \$ 396,628 -- 06/07 \$437,068 -- 05/06 \$429,932 -- 04/05 \$422,976

Annually since 2000, the B&B partnership has successfully managed \$8.6M, which includes \$1M

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AmeriCorps funding. Staff has up to 12 years experience managing AmeriCorps/federal grants. CAPC's Fiscal Team, headed by a CFO with 25 years experience, includes a Fiscal Manager, Senior Accountant, Staff Accountant, and Accounts Payable Clerk. Fiscal and program staff work together to ensure compliance in AmeriCorps regulations, OMB Circulars A-122 and A-133, and Code of Federal Regulations. Staff attend trainings with CNCS and CV. Accounting policy and procedures include Business Conduct and Practices, Whistleblower, Conflict of Interest, Cost Accounting, Signature Authority, Record Retention, Timekeeping and Labor Distribution, Payroll, Cash Receipts, Business Travel, Procurement, Partner and Subcontract Cost Surveillance, Management Review and Approval, Budgeting and Variance Analysis, and Security and Control Environment.

CAPC utilizes Blackbaud Financial Edge software. It captures costs by grant, including indirect costs pools such as fringe. Indirect costs are allocated proportionately to each grant and financial reports go to program management including budget to actual reports.

CAPC has appropriate internal controls with clear separation of duties, excellent audit trails, proper documentation, and review of financial transactions by appropriate staff. Program related invoices are reviewed and approved by program staff prior to being recorded. All financial transactions are reviewed to ensure that they are reasonable, allocable, allowable, and necessary.

CAPC has a fully compliant timekeeping system for staff and members. CAPC utilizes functional electronic timesheets completed and certified by the employee each pay period. Time is recorded after the fact and timesheets approved by supervisors. CFO reviews labor distribution for accuracy and reasonableness. Beginning in 2009/2010, members will use electronic service hour logs signed by the member and direct supervisor, reviewed by staff and submitted to accounting. Distribution of member living allowance is reviewed by the CFO and program staff prior to invoicing.

## Narratives

CAPC has processes to ensure timely and accurate submission of all required reports including the Federal Financial Report and Program Income. Financial statements and budget to actual analyses are submitted to the Board Finance Committee quarterly. CAPC has developed and refined a system of strategies to support and oversee multi-site programs including policies and procedures, site partner monitoring/training, internal cooperative procedures and checks and balances, and evaluation.

CAPC utilizes policies and procedures for compliance and quality service that include: pre-enrollment, enrollment, service hour logs and living allowance stipends, mileage reimbursement, performance evaluations, changes in status, terminations, file management, and member benefits. The enrollment workshop process ensures that all applicants have received background clearance, including NSOPR, before enrolling and have provided necessary documentation prior to serving. The Exit Workshops (in the final two weeks of their term of service) ensure member file compliance, provide an introduction to [www.myamericorps.org](http://www.myamericorps.org), and support service site partners in performance evaluations and hours scheduling.

CAPC operates with a strong connection between the program and fiscal teams. Policies and procedures have been developed that utilize both teams, including iemployee timekeeping, enrollment/payroll procedures and oversight of funding streams.

The Project Manager provides daily training and TA to supervisors and members through emails, phone calls, one-on-one training. She also conducts at least 6 site visits per site, often accompanied by CAPC's administrative team, twice per year member check ins, and participates in B&B meetings. She is supported by a Program Manager, Director, with 12 years AmeriCorps experience, Support and Compliance staff.



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The following meetings/events are used to oversee and train members, provide supervisor support and maintain program compliance. Members attend 1) Enrollment Workshops to review enrollment paperwork and eligibility documentation and will receive the AmeriCorps Member Handbooks; 2) AmeriCorps Launch which is the program kick-off and swearing in ceremony; and 3) member mixers for mandatory team building and reflection activities; and 4) Exit Workshop to collect exit paperwork, end of term performance evaluations and receive education award information.

Supervisors attend 1) regularly scheduled meetings to discuss AmeriCorps program compliance, partnership development, program evaluation, fiscal, training, and human resources; 2) Recruitment workshops held prior to the program year to share recruitment and selection information, enrollment best practices and procedures and the updated Supervisor Program Manual is distributed; and 3) Supervisor Conference held annually to provide information on AmeriCorps Philosophy and regulations, retention tools, supervision strategies, training plans, program updates and honoring partners.

CAPC has worked closely with sites to develop data collection tools. An independent evaluator provides technical assistance and oversight. Site partners orient members to data collection tools and support them in the process. Data submitted to CAPC monthly is analyzed and reported to the sites, B&B and CV.

B&B sites were selected at the beginning of the program in a Request for Applications. A team of county and community stakeholders conducted site visits, interviewed staff, and met with community leaders as a part of selection. Site continuation is evaluated every 3 years. Criteria for continuation include: 1) high level of need in the community served as measured by 27 indicators of economic, social and health risks,

## Narratives

2) past performance on achieving outcomes, 3) compliance with AmeriCorps requirements, 4) evidence of community support demonstrated by referrals, volunteers and caseload, 5) match funding, 6) participation in the B&B collaborative, 7) participation in the evaluation, and 8) a commitment to the program and AmeriCorps by agency leadership.

Relationships among the agencies that manage sites are long standing, going back multiple decades. Site partners have been a part of the process since day one. CAPC has worked with the B&B partners for 10 years on this project alone. CAPC has partnered with them on other projects including the Youth Investment Center, Neglect Task Force, and a mentoring program.

Supervisor Workshops connect and motivate site partners. Motivational speakers, small group activities and inspirational videos convey the big picture of AmeriCorps. Special events, such as All AmeriCorps Week are opportunities for connecting to the goals of AmeriCorps and B&B. CAPC uses every opportunity to provide visual reminders of AmeriCorps with AmeriCorps signs, t-shirts, pens, and bumper stickers.

Financial monitoring of subgrantees includes conducting pre award risk assessments, providing training and TA, monitoring program delivery and outcomes, thorough review of reports, and invoice desk audits.

### Partners and Staff Roles

In 1998, the Sacramento County Board of Supervisors, in response to a series of tragic and preventable child abuse deaths, directed CAPC and DHHS to form a public/private collaborative to implement evidenced-based child abuse prevention programs. The collaborative is comprised of County, faith-based, city, school district, hospital and CBO partners. The B&B program started in 1999 as a part of the

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collaborative and its oversight is provided by the B&B Management Committee.

The Committee is comprised of the CEO (or a designated alternate) from each of the B&B partners (The Effort, Folsom Cordova Community Partnership, La Familia, Mutual Assistance Network, River Oak Center for Children, Sacramento Children's Home, St. John's Shelter for Women and Children and Roberts Family Development Center) as well as CAPC and DHHS. The B&B Management Committee holds each agency accountable to one another, monitors program compliance and model fidelity, ensures program outcomes are met, and develops financial sustainability plans. This partnership has a proven track record of managing a complex system of funding; standardizing and monitoring service delivery across sites; developing systems for improvement; providing training; and reducing child abuse.

A unique and necessary aspect of B&B is standard policies and procedures, data collection systems, program elements, training, and a peer-review process across B&B partners. B&B functions through several committees that meet monthly/quarterly to monitor program standards and make program improvements. Representatives from each of the agencies serve on 6 committees, Program Managers Operations Committee, Supervisors, FRC Coordinators, Parent Cabinet, Policies and Procedures, and Data Entry.

CAPC provides program management experience and administrative systems to fully support B&B. CAPC staff work together to support sites and partners. Utilizing the AmeriCorps regulations, CV trainings and technical assistance and best practices, service site partners are supported through the AmeriCorps Supervisor Tool-Kit, meetings, and the Project Manager. CAPC staff assigned to B&B includes:

\*President & CEO 20% Sheila Boxley has been the CEO for 12 years, during which the agency size and

## Narratives

scope have expanded exponentially. She is appointed to the California Child Welfare Council and was recognized nationally by the Child Welfare League of America. Her responsibilities for the program include serving as its representative in policy settings, maintaining communication with partners, direct oversight of performance, and Chair of the collaborative.

\*Director 45% Stephanie Biegler has 12 years AmeriCorps management experience and is a charter member of the B&B Management Committee. She has served on the Sacramento Children's Coalition, Child Death Review Team, and Attorney General's Domestic Violence Task Force. She will direct the program and staff, oversee reports and documents, and is the key liaison to program managers.

\*Program Manager 50% Sara Fung Sara Fung has 10 years of experience administering federal and local grants. She will manage, coordinate, and monitor CAPC AmeriCorps programs to ensure compliance.

\*Project Manager 100% Tammy Murray has 25 years experience in nursing, training, volunteer coordination and 6 years working with AmeriCorps programs. She will manage the day-to-day operations.

\*Program Support 50% Patrick Brosnan has 4 years experience providing program support to B&B. He will assist members, technical issues, and compliance.

\*Training Project Manager 50% Joyce Bilyeu has over 5 years experience delivering AmeriCorps trainings. She has served as a domestic violence counselor and trainer. She will develop/revise curricula, deliver training, and conduct pre/post-assessments.

\*Training Coordinator 50% Isela Murrieta a previous AmeriCorps member is responsible for coordination of AmeriCorps training, planning and setting up trainings, on-line registration, and recognition.

\*Evaluation/Data Analyst 10% Vacant This position is currently being recruited internally and externally. It includes data collection, presentation to the B&B Management Committee, and analysis of community risk factors.

\*Compliance Officer 12% Jenn Koerner has 12 years working with AmeriCorps programs, moving from a

## Narratives

Site Supervisor to managing statewide programs, and now ensuring compliance and providing technical assistance.

\*CFO Lori Divine (not charged to grant) has an extensive background in cost accounting with strong emphasis on federal grants. She has successfully implemented federally appointed cost allocation methodologies, accounting systems to support tracking of expenditures by grant, segregating direct from indirect costs, and ensured compliance with federal regulations.

### Plan for Self Assessment or Improvement

CAPC continuously monitors fiscal, program, and other systems to ensure performance and sustainability. Program outcomes are reviewed quarterly and reported to the Board. CAPC has a 5 year strategic plan and annually sets goals and milestones that are monitored by the Board. An Executive Management Team meets weekly and each department team meets weekly. There is a monthly all staff meeting.

CAPC's Finance Committee meets quarterly to review financial statements and Agency budget to actual report and reports quarterly with the full Board on the financial health of the organization.

Fiscal staff provides budget to actual reports by grant to Managers, Directors, and the CEO quarterly and as requested, and will convert to monthly reporting this year. Fiscal staff has been increased during the last three years and an investment made in new accounting software.

Human resources management includes annual staff evaluations, review of policies and procedures, training for HR staff on new laws/regulations, and support from legal counsel. IT maintains equipment inventory. All equipment leases, maintenance agreements, and insurance is bid annually unless otherwise contracted.

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### Plan for Effective Technical Assistance

CAPC gathers feedback regularly on site's needs via communication, meeting structure, and site visits. CAPC program and fiscal staff attend all applicable CV and CNCS training conferences. The CEO travels to D.C. twice per year for Voices for National Service. The Project Manager is in regular communication with the CV regarding the direction of the project. CAPC trains staff and members and provides ongoing technical assistance. CAPC staff stay current on best practices for AmeriCorps via the CNCS Resource Center and seeks guidance from CV. The training plan was developed with the service sites and is monitored through the B&B structure. Each training is evaluated. Additional needs are identified through the meetings and committees, member check ins, and site visits. The Project Manager is responsible for conveying needs and facilitating the receipt of appropriate training and TA.

### D.2.Sound Record of Accomplishment as an Organization

Volunteer Generation and Support CAPC has a 26 member Board of Directors 100% of whom donate financially and provide in-kind services. Within the Board, public relations experts develop media releases, conduct polling, and foster media relations; 3 law firms assist with contract review and human resources; graphic artists develop outreach/educational materials; fund development volunteers assist in events; and other volunteers assist with real estate guidance, business plan development, and human resource consultation. Board in-kind services extend to B&B, not just CAPC.

CAPC received a grant from Kaiser Permanente to engage Sacramento County residents, community organizations, neighborhood groups, and service clubs in child abuse prevention efforts. Monies awarded will be used to recruit and support volunteers to enhance the reach of CAPC's mission to prevent child abuse.

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### Organizational and Community Leadership

CAPC and B&B have been recognized as leaders locally, statewide and nationally. B&B received awards from the Child Welfare League of America, the League of California Cities, County Supervisors Association of California and California School Boards Association. In 2006, B&B was honored in National Foster Care Month. In 2005, the California Alliance for Prevention (CAP), of which B&B was part, received the Ford Foundation's 'Innovations in Civic Engagement' award.

CAPC staff sit on numerous committees including the Child Welfare System Redesign Steering Committee, the Family Support Collaborative, United Way Impact Council, Child Death Review Team, Children's Report Card and the State Family Violence Prevention Task Force. Recently, staff served on a task force developing protocols for law enforcement for children exposed to Domestic Violence. Staff regularly present at national conferences such as the National Conference on Child Abuse & Neglect. CAPC was instrumental in developing programs such as the crisis nursery, and educational campaigns that have reduced Shaken Baby Syndrome and sleep related deaths.

### Success in Securing Match Resources

The following list shows funding diversity: First 5 \$1,073,163, DHHS \$62,500, 5 Program Partners \$350,239. In addition, the program will generate over \$1M in Medical Administrative funds and receive in-kind support from partners. Match funding has been significantly above the allowable minimum.

Securing match resources requires constant attention in the current economic environment in which demand for services is increasing while available funding is decreasing. In the last year, First 5 Sacramento stepped up to replace funding lost due to county budget reductions. To ensure that the maximum amount of funding is available for services, CAPC has undertaken a process of streamlining all administrative costs by an average of 39%.

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### D.3.Success in Securing Community Support

Collaboration CAPC has led the development of multiple collaboratives, including the Family Support Collaborative, Child Death Review Team, and Child Welfare System Redesign. CAPC provides general, fiscal and administrative management, training and technical assistance monitoring of sites, compliance and fund development.

The Interfaith Services Bureau, a member of the collaborative, linked FRC's to 350 congregations for volunteer opportunities. Home Visitation Coordinating Council, a committee of the collaborative, developed protocols for case management for families that qualified for multiple programs, i.e. a developmentally delayed child with a teen mom was eligible for home visits from Alta Regional which serves disabled children and a Family Life Program that serves teen moms. Protocols eliminated duplication, coordinated service plans and spread services to more families.

B&B partners with Nurse Family Partnership, Black Infant Health and Head Start for referrals and training. DHHS County Alcohol & Drug, Human Assistance, CPS, Public Health Nursing and WIC staff are assigned to B&B sites to provide training, clinical support and referrals/services to B&B families. UC Davis Medical Center provides on-site prenatal clinics and mental health services. 14 community-based partners provide training to members and referrals/services to B&B families including: Crisis Nursery, Child Action, Easter Seals, My Sister's House, Chinese Community Center, Asian Pacific Counseling. The Community Services Planning Council operates an Info Line at the FRCs and The Effort operates a Parent Support Line.

### Local Financial and In-Kind Contributions

CAPC has been successful in maintaining many current, ongoing contributions despite the economic



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crisis and California budget cuts. The Board approved a fund development plan that focuses on private giving. A local public affairs firm provides over \$100,000 of in-kind support annually. Additional in-kind services include legal, financial and media. Channel 13 has supported CAPC, featuring programs on their web site and promoting vehicle donations. The Sacramento Bee featured CAPC in its "Book of Dreams" providing a year's supply of diapers. The annual fundraising event, Inspirations, generated 200% more in 2009 than 2008. Match funds from partners accounts for low cost-per-MSY of \$11,588, well below the maximum allowable.

### Community Stakeholders

CAPC's community stakeholders continue to increase. Recent community events included a bike ride sponsored by Bikers Against Child Abuse, a Jeans Day in Child Abuse Prevention Month at local companies, and a recent partnership with Draft FCB to gather donations for foster youth. A local radio host sponsored fundraising for B&B to celebrate the birth of her child.

B&B has extensive collaborations that improve the quality and depth of services. Partners include 23 CBOs, 26 faith-based organizations, 12 local government agencies, 5 school districts and 3 medical providers/hospitals.

Additional Considerations: The service area is in a dire economic situation and other community resources have been reduced/closed. State budget cuts have resulted in significant service cuts. The communities most hard hit are the lowest economic demographic groups targeted by B&B.

The B&B sites were selected based upon high risk factors, including poverty. In the zip codes served by B&B an average of 12.32%, and up to 47%, of families are living on less than \$15,000, much higher than the 7% county average.

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### Cost Effectiveness and Budget Adequacy

#### E. COST EFFECTIVENESS BUDGET ADEQUACY

##### E.1. Cost Effectiveness

The MSY of \$11,588 for this program remains substantially below CV's maximum MSY of \$13,000.

Total match of 59.86% substantially exceeds the CNCS requirement of 50%. Given the California's economy and deep cuts to social services, the high match percentage reflects the continuing commitment to B&B

CAPC has substantial sustainability options given the access to a \$1.5 million line of credit, ownership of our own building valued at over \$3 million, and a board policy that sets the giving goal for board members at \$7,500 annually.

##### E.2. Diverse Non-Federal Support

Community and policy support for B&B remains strong even in the current economy due to significant program outcomes reducing child abuse. First 5 Sacramento Commission has stepped in to provide the funding that was lost due to budget cuts at the County and match funds have been acquired from 4 new FRCs. The in-kind match is substantial, though not shown in the budget. CAPC is working with the partner agencies to provide supporting documentation. Plans to secure additional matching funds are outlined in the sustainability plan.

##### E.3. Budget Adequacy

The combined funding covers costs for the member living allowances, administration, training, evaluation, and operations. The outcome of reducing child abuse is supported by activities and other costs in the budget. For example, training allows members to provide quality service.

Costs for independent evaluation assess the extent to which the program meets performance measures,

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provide feedback for continuous improvement, and enable B&B to leverage funds as a result of its strong outcomes.

### **Evaluation Summary or Plan**

An Evaluation Plan and completed Evaluation Report were sent as part of this application.

### **Amendment Justification**

N/A

### **Clarification Summary**

CLARIFICATION RESPONSE FY 10

### BUDGET CLARIFICATION ITEMS

MEMBER TRAINING: The following is a breakdown of the Core, Program Specific, and Site Specific Trainings provided to AmeriCorps members during their term of service:

AmeriCorps Core Trainings include: Orientation, Professional Boundaries & Confidentiality, Conflict Resolution, Mandated Child Abuse Reporter Training, Cultural Competence, Volunteer Generation, Neighborhood Emergency Training, Active Citizens, Life after AmeriCorps, Leadership Training, and Certified Emergency Response Teams Training.

Program Specific Trainings include: Birth and Beyond Basic Training, Healthy Family America, Nurturing Parenting Program, School Readiness, Domestic Violence Training, Parenting Curricula, Child Development, Community Resources, Alcohol and Other Drugs, and Mental Health Awareness Training.

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Site Specific Trainings include: Site Orientation, Weekly Supervision between supervisors and AmeriCorps members, AC Team Meetings with site staff, Multi-Disciplinary Team Meetings, case management meetings, neighborhood asset mapping, engaging parent volunteers, and other trainings specific to the type of service members are providing at their sites.

TRAINING ROOM RENTAL: The Birth and Beyond budget includes an expense for a training room rental for 85 days. This expense is included in the budget to pay for training rooms utilized for all of the Birth and Beyond trainings as listed above. The Birth and Beyond program includes 90 members and the maximum number of members per training is 30. Multiple sessions of the same training are scheduled, increasing the number of days the training rooms are used.

CRIMINAL HISTORY CHECKS: The cost for criminal history checks for all grant funded staff was originally included in this application in the amount listed in Section 1. B. Program Operating Costs, Personnel Fringe Benefits. Section 1. I. Program Operating Costs, Other Program Operating Costs, now reflects the expense for criminal history checks for all grant-funded staff. The grantee's match has been increased to cover this item. The proposed program will be compliant with criminal history requirements by following a procedure already in place at CAPC regarding all new employees. Specifically, it is CAPC's policy that all candidates for employment must complete a criminal background check before beginning employment. Grant funded staff are DOJ fingerprinted prior to employment and a search of the National Sex Offender Public Registry is performed. Offers of employment are contingent upon receipt of a cleared status on the fingerprint clearance and the National Sex Offender Public. In addition, staff hired are subject to California Department of Justice (DOJ) Subsequent Arrest Notification, a process that provides 24-hour background clearance surveillance and notifies CAPC should an employee be arrested.

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WORKING LUNCH EXPENSES: The supervisors meet quarterly to learn about AmeriCorps updates, discuss best practices in supervising members, and review data collection practices. These meetings last the day and a midday break for lunch is not taken in order to maximize the time spent training and decrease disruptions of discussions. \$200 covers general supplies and a pro rata share of the cost of our Board Room that is used for these meetings, beverages, snacks and lunch.

iEMPLOYEE TIMESHEET: In 2009, CAPC implemented a secure, electronic timekeeping system known as iEmployee to improve the accuracy of service hours, simplify payroll processes, and to move from a paper system of record to an electronic system of record. An iEmployee service hour log is an electronic service hour log that members complete online. CAPC enrolls members into the system and each member is assigned a unique user ID by the system. The service hour log is auto populated with the current payroll cycle dates and the member enters service hours daily reflecting the appropriate time type, projects, and time served. Every pay period, members are required to "Submit" their service hour log electronically to their supervisors. The act of Submittal acts as their signature. Before they can submit they are asked to certify the SHL. Supervisors review and approve all service hour logs. The CAPC Birth and Beyond Project Manager and Director review them for accuracy.

HEALTHCARE COVERAGE: The budget has been updated to reflect coverage for 54 members instead of 45, or a 60% utilization of this benefit. This estimate is based the ratio of members who have opted to take the health insurance during the past three program years, an average of 60%. If all AmeriCorps members elect to take health coverage, the additional costs will be incurred by the partner match.

PROGRAMMATIC CLARIFICATION ITEMS:

PEER UTILIZATION: The Peer Utilization Review Process (PUR) is a structured method of case file

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review for home visitation families to ensure compliance with program policies and procedures and grant requirements. Since Birth & Beyond (B&B) is a multi-site program, B&B's policies and procedures establish standard practices across all sites. The PUR is a quality assurance process that measures adherence to/compliance with these standards. At each B&B site, supervisors randomly select case file for review. PUR results are then shared among Birth & Beyond site supervisors during quarterly PUR meetings, to identify site and/or program-wide compliance issues. At the PUR discussion, supervisors identify the number of cases selected for review, what was learned from the review, common themes across all sites and peer assistance is provided. Program-wide recommendations are developed as needed and forwarded to the B&B Management Committee for final approval.

NOT DUPLICATE OTHER CNCS PROGRAMS: B&B does not duplicate any other CNCS program because it is the only child abuse and neglect AmeriCorps program providing services in Sacramento County. The Child Abuse Prevention Center houses the Child Abuse Prevention Council of Sacramento, Inc. and Prevent Child Abuse California (PCA CA). PCA CA operates the Child Abuse Prevention Alliance, Child Welfare Services, and First 5 Service Corps programs. None of these programs provide services in Sacramento County, therefore, Birth and Beyond does not duplicate other national and community service programs supported by CNCS. B&B is a very specific model that includes the Healthy Family America, Nurturing Parenting, Make Parenting a Pleasure, and DARE to Be You evidence-based programs that have demonstrated outcomes in reducing child abuse and neglect.

EVALUATOR AND EVALUATION CONSULTANT: B&B evaluation protocols require the CAPC staff Evaluator (in the Personnel section) and the Evaluation Consultant (in the Consultant's section) to work together and this has been the practice for the past 6 years. The Evaluation Consultant (LPC) is responsible for maintaining and updating the B&B database to support data collection at each site, extracting monthly data reports for each site, and compiling these data reports to measure B&B's

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progress towards achieving AmeriCorps Performance Measures. The Evaluation Consultant is also responsible for conducting and reporting to CAPC the Child Protective Services recidivism results for B&B families and completing an annual evaluation report of child abuse and all other outcomes for the Birth & Beyond program.

The CAPC staff Evaluator is the CAPC staff person responsible for internal evaluation/grant reporting and quality assurance. This includes gathering data from both Evaluation Consultant and B&B sites for the required reports submitted to CaliforniaVolunteers/CNCS, data analysis for grant compliance, and program improvement. The CAPC staff Evaluator also serves as the liaison to the Evaluation Consultant and informs the decision making process of the B&B Management and Policies & Procedures Committees regarding outcome performance.

CLARIFYING ADVOCACY: The "advocacy" of Family Resource Center (FRC) Aides is related to the services members provide to parents and is better explained with the phrase "speak on behalf of". FRC Aides speak on behalf of parents they assist by: asking on their behalf for services from other providers; assisting parents in navigating complex public service systems like health care; and empowering parents to explain their situation and their needs themselves to others who can provide assistance. This "advocacy" (which means in the context of this proposal "speak on behalf of") is particularly important when language barriers exist between English-speaking service providers and non-English speaking parents.

COMPLETING TERM OF SERVICE: 82 Fulltime and 8 Halftime members are scheduled to serve 146,500 hours in both service and training. Members will serve 4 days/week in direct service activities as

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Home Visitors, Family Resource Center (FRC) Aides, and Volunteer Coordinators. Home Visitors will spend 4 days a week, 7.5 hours a day providing parent support and education to families through home visitation, including travel, completing case notes, and supervision. FRC Aides will spend 4 days a week, 7.5 hours a day conducting outreach, providing parent support and facilitating parent education workshops, travel, case notes, and supervision. Volunteer Coordinators will spend 4 days a week, 7.5 hours a day providing leadership, outreach, special events, support services, travel, case notes, and supervision. The fifth day of the week, members attend B&B training related to member development. Member Development includes: Birth & Beyond trainings, AmeriCorps core trainings, one-on-one supervision, team meetings, site specific trainings, and Multi-Disciplinary Resource Teams. This weekly schedule allows sufficient time for members to complete their terms of service. There are two tools that B&B members, supervisors, and the CAPC B&B Project Manager utilize to track member progress towards completing their term of service, the bi-monthly iEmployee Timekeeping system and the Quarterly Supervisors Member Hourly Reports.

JULY/AUGUST RECRUITMENT: Birth & Beyond recruitment begins at the site level through the B&B Family Resource Centers (FRC). B&B receives matched funding from numerous sources, including the Sacramento First 5 Commission who funds the infrastructure of the FRCs and the B&B AmeriCorps supervisors. B&B partners have had at least 5 years experience recruiting members from the neighborhoods B&B serves. It is the practice for B&B to begin the recruitment process prior to program start to allow for sufficient time to identify individuals who best meet the B&B member qualifications. It is important to emphasize that members are only recruited in July and August and not enrolled until the program start date. This recruitment is of no cost to the B&B AmeriCorps program because match funding for the FRC and personnel covers any costs. Additionally, it is a B&B practice that each site have a supply on hand of AmeriCorps recruitment materials at all times.



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MEMBER REWARD: Rewards are provided both by CAPC and by site supervisors to engage, retain, and recognize members throughout their term of service. CAPC provides AmeriCorps gear to members to celebrate their achievement of various milestones during their term, such as: lapel pins highlighting number of hours served, certificates recognizing participation in trainings and National Days of Service, All AmeriCorps Week "goody bags" that include gear to recognize their efforts, and AmeriCorps briefcases/plaques at graduation. Portfolios and notebooks are provided for members to document their experiences and baseball caps are given to members to wear during AmeriCorps events. Free tickets to Kings Basketball games are provided throughout the season, and during All AmeriCorps Week, CAPC gives members complimentary tickets to a River Cats baseball game. Site supervisors reward members throughout their terms of service by celebrating personal milestones and successes in service, organizing potlucks to acknowledge members' ongoing commitment, and forwarding to them thank you notes from families served and colleagues, among other activities.

### PREVIOUS PROGRAM YEARS PERFORMANCE MEASURE DATA

The field for "Prev. Yrs. Data" in the Performance Measure section was not available. Below please find the "Prev. Yrs. Data" by Performance Measure.

Home Visitation

Previous Year's Output

07-08: 776 parents received 5 hours of parenting education and parenting education services during 6 home visits in a 90 day period.

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08-09: 591 parents received 5 hours of parenting support and parenting education services from members during 6 home visits in a 90 day period.

First Period 09-10 Data Collected from 11/18/09-3/31/10: 204 parents received 5 hours of parenting support and parenting education services from members during 6 home visits in a 90 day period.

Previous Year's Intermediate Outcome Achievement:

07-08: 42% (324 of 776) of parents receiving 5 hours of home visitation reported a 50% increase in their use of effective parenting practices.

08-09: 31%% (184 of 591) parents reported an increase of 20% or more in their use of effective parenting practices by moving from 'risk/severe' to 'safe/stable/needs support'.

First Period 09-10 Data Collected from 11/18/09-3/31/10: No Intermediate Outcome this program year.

Previous Year's End Outcome

07-08: [a] 88% {225 of 256} of parents with a history of child abuse and neglect did not re-refer to CPS.  
[b] 98% [510 of 520] of parents with NO history of child abuse and neglect did not have a referral to CPS.

08-09: [a] 87% (170 of 195) of parents receiving 5 hours of home visitation with a history of child abuse and neglect did not re-refer to CPS

[b] 97% (384 of 396) of parents receiving 5 hrs of home visitation with NO history of child abuse and

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neglect did not enter CPS

First Period 09-10 Data Collected from 11/18/09-3/31/10: [a] 32% (58 of 180) of parents receiving 5 hrs of home visitation w/a history of CPS referrals &/or an open CPS case had no new referrals for child abuse &/or neglect

[b] 35% (133 of 375) of parents receiving 5 hrs of home visitation w/ NO history of CPS referrals &/or an open CPS case had no referrals for child abuse &/or neglect

Family Resource Center

Previous Year's Output

07-08: 954 parents completed one parenting workshop series through the FRC.

08-09: 1129 parents completed one parenting education workshop series through the FRC.

First Period 09-10 Data Collected from 11/18/09-3/31/10: 164 parents completed one parenting education workshop series through the FRC.

Previous Year's Intermediate Outcome

07-08: No Intermediate Outcome this program year.

08-09: 60% (677 of 1129) of parents who completed one FRC parenting education workshop series delivered by members reported a 20% increase in their effective parenting knowledge and practices.

First Period 09-10 Data Collected from 11/18/09-3/31/10: No Intermediate Outcome Data reported this

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program year.

Previous Year's End Outcome:

07-08: 31 % (296 of 954) of parents completing one FRC parenting education workshop series delivered by members reported a 50% increase in their use of effective parenting practices.

08-09: No End Outcome this program year.

First Period 09-10 Data Collected from 11/18/09-3/31/10: 11% (118 of 1100) of parents completing 1 FRC parenting education workshop series reported a 20% increase in their effective parenting knowledge & practices

Volunteer Recruitment

Previous Year's Output

07-08: 254 volunteers recruited for on-going activities.

1,061 volunteers recruited for one-time activities.

5,509 volunteer hours for on-going activities.

10,163 volunteer hours for one-time activities.

08-09: 164 volunteers recruited for ongoing activities

1249 volunteers recruited for one-time activities

4656 volunteer hours for on-going activities

11,075 volunteer hours for one-time activities.

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First Period 09-10 Data Collected from 11/18/09-3/31/10:

74 volunteers recruited for on-going activities.

306 volunteers recruited for one-time activities.

2088 volunteer hours for on-going activities.

3762 volunteer hours for one-time activities.

Member Development

Previous Year's Output Data

07-08: 95 members will complete Parent Support and Parenting Education Training.

08-09: 83 members participated in 25,674 training hours

First Period 09-10 Data Collected from 11/18/09-3/31/10: 81 members participated in 10,730 training hours.

Previous Year's End Outcome

07-08: 90% (86 of 95) of members who completed Parent Support and Parent Education Training demonstrated a 50% improvement in their knowledge of parent support and parent education practices.

08-09: 70% (58 of 83) of members increased skills by 25%

First Period 09-10 Data Collected from 11/18/09-3/31/10: This data will be reported in the 11/30/10

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progress report.

### CLARIFICATION RESPONSE FY 11

#### BUDGET CLARIFICATION ITEMS:

Question/Comment: Section 1-I: Other Program Operating Costs - please provide a justification for the line item entitled Employee Timesheet.

Response: In 2009, CAPC implemented a secure, electronic timekeeping system known as iEmployee to improve the accuracy of service hours, simplify payroll processes, and to move from a paper system of record to an electronic system of record. An iEmployee service hour log is an electronic service hour log that members complete online. CAPC enrolls members into the system and each member is assigned a unique user ID by the system. The service hour log is auto populated with the current payroll cycle dates and the member enters service hours daily reflecting the appropriate time type, projects, and time served. Every pay period, members are required to "Submit" their service hour log electronically to their supervisors. The act of Submittal acts as their signature. Before they can submit they are asked to certify the SHL. Supervisors review and approve all service hour logs. The CAPC Birth and Beyond Project Manager and Director review them for accuracy.

#### PERFORMANCE MEASURE CLARIFICATION ITEMS:

Question/Comment: Home Visitations Measure

-The program includes an end outcome that covers a 5-year reporting period. Please delete this measure from eGrants.

Response: This measure has been deleted from eGrants.

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Question/Comment: Family Resource Centers Measure

-Please clarify how the change as outlined in the intermediate outcome is measured since there is no evidence of a pre-test.

Response: The change in the intermediate outcome is measured as follows: at the end of the 13 week effective parenting education workshop, parents complete a post assessment with a retrospective pre assessment to measure their knowledge of effective parenting skills. Results are entered into the B&B database. The B&B Evaluation Team aggregates the pre/post assessment scores and reports findings to the AC B&B Project Manager.

Question/Comment: Health Information Measure

-This appears to be the same activity as described in Home Visitations category. Please clarify.

Response: AmeriCorps members serving as Home Visitors deliver health insurance, health services and health benefits information during multiple home visits with families at-risk for child abuse and neglect. Families are in less danger of child abuse and neglect when their basic needs, such as food and shelter, are met. The delivery of health insurance, services, and benefits information helps to meet these basic needs. During home visits, members ascertain whether a family being served has health insurance and will assist the family in obtaining insurance, usually MediCal, if needed. Members perform health (primarily vision and hearing) screenings of children in the family and provide referrals to health care providers. Members also present age-appropriate children's health information to parents concerning topics such as nutrition, dental hygiene, vision, and physical activity as well as resources and referrals for accessing medical care.

## Narratives

Question/Comment: Teen Pregnancy/Parent Support Education

-Please clarify that you have enough activities for this measure to not require members to provide childcare or playcare.

Response: AmeriCorps members serving as Family Resource (FRC) Aides are engaged in enough activities for this measure to not require they provide childcare or playcare to complete the total member hours for this activity. FRC Aides perform assessments of families initiating participation in FRC services, deliver multiple 13 week parenting education workshops to parents during the course of their term as well as other parenting education classes, facilitate support groups, present life skills training, provide linkages to resources and referrals, and perform community outreach to educate more broadly about services available at the FRC and parenting best-practices.

### Continuation Changes

1. Year 2 -- 2011-12

Birth & Beyond (B&B) is requesting a change in the Family Resource Centers (FRC) Performance Measure Output Target and Intermediate Outcome.

Current 2010/11 FRC Output:

a) 1100 parents will complete one 13-week parenting education workshop through the FRC.

Proposed 2011-12 FRC Output:

a) 1000 parents will complete one 13-week parenting education workshop through the FRC.

Current 2010/11 Intermediate Outcome

a. 60 % (660 of 1100) of parents completing one 13 week FRC parenting education workshop will report a 20% increase in their effective parenting knowledge and practices.

Proposed 2011/12 FRC Intermediate Outcome

a. 60 % (600 of 1000) of parents completing one 13 week FRC parenting education workshop will report a 20% increase in their effective parenting knowledge and practices.



## Narratives

Rationale for the proposed change: Make Parenting a Pleasure provides about 75% of the parenting education classes delivered by B&B. New for the 10/11 program year is the introduction of the evidence based Nurturing Parenting Program (NPP). This program has over 25 validation studies since 1985 that support NPPs positive findings in treating and preventing the recurrence of child abuse and neglect. The model of the classes requires that there should only be 8 parents in the class. Due to this smaller class size, B&B partnership has realistically determined that the number of parents completing MPAP and NPP combined would be 1000. Make Parenting a Pleasure and Dare to be You will continued to be offered in the 13 weeks.

These changes have been updated in the Performance Measure section.

### a. ENROLLMENT

B&B has had one slot conversion for the 2010/11 program year: 2-1700 hour members were converted to 4-900 hour members, for a total of 80 -- 1700 hour and 12-900 hour members maintaining 86 MSYs. B&B will achieve 100% enrollment for 10/11.

On 11/30/10, B&B requested and on 12/10/12 of CaliforniaVolunteers approved, a program calendar change to extend the last date to enroll 1700 hour members from 12/1/10 to 12/16/10, in order to accommodate an additional 1700 hour member enrollment. The member was originally fingerprinted in October, well before the last date to enroll of 12/1/10. B&B was notified 11/30/10 the prints were 'low quality' and the program calendar request was made.

As of 12/6/10 the AmeriCorps Portal indicated that B&B had achieved an enrollment rate of 95.6% (81 of 92 members) for the 2010/11 program year.

Of the remaining 3 - 1700 hour members, 2 members have been enrolled (La Familia and Valley Hi) and are in the AmeriCorps Portal as of 12/13/10. On 12/15/10 the last 1700 hour member will be enrolled.

As of 12/6/10, 41.6% (5 of 12) of the 900 hour members had been enrolled. Of the remaining, 6 -- 900 hour members have been recruited and enrolled in the following sites: River Oak -- 4, Mutual Assistance Network -- 1 and DHHS - 1. They will be entered in the AmeriCorps Portal 12/14/10. The

## Narratives

last member has been identified and will be enrolled at The Effort North Highlands by 1/5/11 for 100% enrollment of 900 hour members.

It is anticipated the configuration request for the 11/12 program year will be 82 -- 1700 hour members and 6 -- 900 hour members.

2009/2010 Program Year - B&B achieved an enrollment rate of 96.7% (90 of 93 members). B&B was awarded 85 MSYs. B&B converted 4-1700 hour slots to 8 -- 900 hour slots increasing the original slots awarded from 81 -- 1700 hours and 8 -900 hours to 77 -- 1700 hour and 16-900 hours and maintaining a total MSY of 85 members. 3-1700 hour slots were unable to be filled due to a Sacramento Children's Home not receiving grant funding.

### PLANS FOR IMPROVEMENT

B&B anticipates 100% enrollment for the 2011/12 program year. Funding for the B&B program for the 11/12 program year has been provided by First 5 Sacramento. Due to this funding additional partners have committed to the following member configuration: La Familia (10 members), Mutual Assistance Network (9), Folsom Cordova Community Partnership (13), River Oak Center for Children (11), Meadowview FRC (10), North Sacramento FRC (10), Valley Hi (10), and The Effort North Highlands (7), DHHS (4), Crisis Nursery (6) and Plan Center (2) for a total of 92 members (80 - 1700 and 12 -- 900). The recruitment period for the 11/12 B&B program year will be June, July and August for a start date of 9/16/11.

### b. RETENTION

As of 12/6/10, B&B achieved a 97.5% (79 of 81) retention rate. 1 member exited due to medical reasons prior to serving any hours, and 1 member exited due to receiving a paid position after completing only 13.6% of hours.

B&B achieved an 89.3% (83 of 93) retention rate for the 2009-10 program year. A combination of employment and personal reasons for resignation from the program did not reach the threshold for

## Narratives

prorated education awards. The reasons for these member resignations were provided in the 2009/10 end of year progress report.

### PLANS FOR IMPROVEMENT

In analyzing B&B member retention, it was determined that members leave during the second half of the program year making it important to develop strategies to keep the members enthused and excited about completing their terms. Responding to feedback from supervisors and members, 3 Esprit de Corps days have been scheduled for the 2010-11 program year. These days will combine fun activities while acknowledging member contributions and service hours achieved to date. A review of the 09/10 resignations by sites determined that 70% of 09/10 members resigned from 3 of 12 partner sites. B&B PM will provide additional support to these partner sites during the 10/11 program year to assist and support supervisors in recognizing and addressing problems or concerns with their members to prevent early resignations.

Additionally, B&B will work to successfully retain members with strategies that have been implemented during the past 3 program years including: 1) Annual Supervisor Conference to review AmeriCorps Supervisor Tool Kits, 2) Quarterly Supervisor Workshops, 3) monthly Supervisor meetings, 4) member Training Portfolios, 5) "Member of the Month", and 6) living allowance stipend above the required minimum.

### c. COMPLIANCE WITH 30 DAY ENROLLMENT/EXIT POLICIES

2010/11 -- B&B enrolled 98.9% (87 of 88) of members in 30 days or less. 1 member was enrolled in 31 days. B&B has been in full compliance of this policy for the last 3 program years. Unfortunately, due to a large volume of members exiting and enrolling at the same time coupled with the CNCS financial audit, CAPC AmeriCorps program staff overlooked the 30 days enrollment and enrolled the member in 31 days. In order to ensure this will not happen again, the following practices will be incorporated:

Enrollment Policies and Procedures review with program staff to ensure enrollments are entered within

## Narratives

the 30 day requirement; create a spreadsheet with member's names, enrollment dates and 30 day requirement; review spreadsheet daily to enroll well before the 30 days; calendar names on Outlook with an alert; check to make sure there are not weekend dates on the spreadsheet that might cause the enrollment to be over 30 days; and review information daily.

2010/11 -- B&B exited 100% (2 of 2) of members in 30 days or less.

2009-10 - B&B enrolled 100% (93 of 93) of members in 30 days or less.

2009/2010 -- B&B exited 100% (93 of 93) of members in 30 days or less

2009/10 and 2008/09 compliance of the 30 day enrollments and exits have been validated by a recent Office of Inspector General Audit of B&B.

4. No Corrective Action

5. The Child Abuse Prevention Center AmeriCorps programs Audits During the month of November 2010, B&B underwent an audit for the 2008/09 and 2009/10 program years requested by CNCS' Office of Inspector General (OIG). As of 12/13/10, the audit is still in process and findings have not been released by the contracted auditor. However, during the exit process B&B provided responses, via an excel spreadsheet, to exceptions auditors found in areas of compliance. Eighteen 2008/09 and twenty 2009/10 YIC member files were tested for compliance in numerous member file components. The unsatisfied attributes below were the only exceptions found by the auditors. The result was no exceptions in member file contents for 09/10 and for the 08/09 files B&B confirmed 5 exceptions and provided 5 explanations for the remaining file exception as follows:

\* 08/09 -- 10 members were missing documentation as follows: 4 member contracts were signed after members accrued hours; one mid-term evaluation was confirmed as missing by B&B; 2 missing members evaluations were found to be in the file after B&B staff re-review the file; and 3 members missing evaluations had exited the B&B program prior to the final evaluation due date.

\* 09/10 -- 2 members were missing evaluations. Upon B&B staff re-review of the files, one evaluation

## Narratives

was found to be in the file. For the second missing evaluation, the member had exited the B&B program prior to the evaluation due date.

\* Compliance with 30-day Enrollment/Exit Policies -- 100% of the 2008/09 and 2009/10 30-day enrollments and exits were validated by the auditor as in compliance.

\* Pro-rated Education Award -- For 08/09 and 09/10 B&B awarded a total of seven pro-rated Education Awards. The auditors validated 100% of the B&B pro-rated education awards.

\* Fundraising Hours -- There were no fundraising hours recorded in either 08/09 and 09/10 review, validated by audit. CAPC's electronic time keeping system, iEmployee, has improved the validating of member hours.

### Budget Line Item Changes:

#### Section I: Program Operating Costs

Line Item A. Program Manager: Percentage of Program Manager annual salary charged to Birth & Beyond program decreased from 50% in 2010/11 to 41% 2011/12.

\* 2010/2011:CNCS share \$23,970; Grantee share \$7,730; Total \$31,700

\* 2011/2012: CNCS share \$23,970; Grantee share \$2,024; Total \$25,994

Line Item B. Personnel Fringe Benefits: Line item reduced due to decrease of Program Manager annual salary charged to Birth & Beyond program.

\* 2010/2011:CNCS share \$46,159; Grantee share \$16,872; Total \$63,031

\* 2011/2012: CNCS share \$46,159; Grantee share \$15,360; Total \$61,519

## Narratives

Line Item C.2. Member Travel, Mileage: Total program cost increased to accommodate increased AmeriCorps member travel to provide services to families.

\* 2010/2011:CNCS share \$2,950; Grantee share \$12,874; Total \$15,824

\* 2011/2012: CNCS share \$2,950; Grantee share \$28,698; Total \$31,648

Line Item E. Member Service Gear: Line item increased to reflect purchase of service gear for 92 members in 2011/12 compared to 90 members in 2010/11.

\* 2010/2011:CNCS share \$1,000; Grantee share \$2,150; Total \$3,150

\* 2011/2012: CNCS share \$1,000; Grantee share \$2,220; Total \$3,220

Line Item E. Supplies, Computer: Total program cost decreased to reflect expense of computer supplies needed in 2011/12.

\* 2010/2011:CNCS share \$0; Grantee share \$728; Total \$728

\* 2011/2012: CNCS share \$0; Grantee share \$216; Total \$216

Line Item F. Contractual and Consultant Services: This item is not requested for the 2011/12 program year.

\* 2010/2011:CNCS share \$5,400; Grantee share \$0; Total \$5,400

\* 2011/2012: CNCS share \$0; Grantee share \$0; Total \$0

Line Item G.1. Staff Training, Training to Enhance Project Management: Amount needed per staff member to attend training has decreased from \$304/staff to \$75/staff.

\* 2010/2011:CNCS share \$1,076; Grantee share \$94; Total \$1,170

\* 2011/2012: CNCS share \$289; Grantee share \$0; Total \$289

## Narratives

Line Item G.2. Member Training, Core and Site Specific Training: Line item increased to reflect training costs per member for 92 members in 2011/12 compared to 90 members in 2010/11.

\* 2010/2011:CNCS share \$2,000; Grantee share \$7,000; Total \$9,000

\* 2011/2012: CNCS share \$2,000; Grantee share \$7,200; Total \$9,200

Line Item G.2. Member Training, Training Room Rental: Training Room rental rates increased from \$50/day to \$65/day based on 2009/10 actual costs.

\* 2010/2011:CNCS share \$4,250; Grantee share \$0; Total \$4,250

\* 2011/2012: CNCS share \$4,250; Grantee share \$1,275; Total \$5,525

Line Item H. Evaluation: The number of days contracted for a performance-based evaluation with an independent contractor was increased from 35 days in the current program year to 64 days in 2011-2012.

\* 2010/2011:CNCS share \$18,900; Grantee share \$0; Total \$18,900

\* 2011/2012: CNCS share \$18,900; Grantee share \$15,660; Total \$34,560

Line Item I. Other Program Operating Costs, Fingerprinting and Background Checks: Line item increased to reflect fingerprinting and background costs per member for 92 members in 2011/12 compared to 90 members in 2010/11.

\* 2010/2011:CNCS share \$2,250; Grantee share \$96; Total \$2,346

\* 2011/2012: CNCS share \$2,250; Grantee share \$146; Total \$2,396

Line Item I. Other Program Operating Costs, iEmployee Timesheet: Line item increased to reflect iEmployee fees per member for 92 members in 2011/12 compared to 90 members in 2010/11.

\* 2010/2011:CNCS share \$1,100; Grantee share \$0; Total \$1,100

## Narratives

\* 2011/2012: CNCS share \$1,100; Grantee share \$22; Total \$1,122

Line Item I. Other Program Operating Costs, Office Space: Cost of office space increased from \$4,571.31/staff to \$5,000/staff based on 2009/10 actual costs.

\* 2010/2011: CNCS share \$1,330; Grantee share \$16,270; Total \$17,600

\* 2011/2012: CNCS share \$1,330; Grantee share \$17,920; Total \$19,250

### Section II: Member Costs

Line Item C. Worker's Compensation: Percentage of Worker's Compensation increased from 1.5% of total living allowance in 2010/11 to 2.4% of total living allowance in 2011/12.

\* 2010/2011: CNCS share \$8,610; Grantee share \$16,061; Total \$24,671

\* 2011/2012: CNCS share \$13,776; Grantee share \$25,698; Total \$39,474

Line Item D. Health Care: Line item was calculated for 48 members in 2011-2012 in comparison to 54 members in 2010-2011.

\* 2010/2011: CNCS share \$45,868; Grantee share \$58,082; Total \$103,950

\* 2011/2012: CNCS share \$46,889; Grantee share \$45,511; Total \$92,400



## Performance Measures

### SAA Characteristics

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

### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas      19.27

### Service Categories

- |                                   |   |   |
|-----------------------------------|---|---|
| Training and Technical Assistance | Primary <input type="checkbox"/>            | Secondary <input type="checkbox"/>            |
| Benefits to Volunteers            | Primary <input type="checkbox"/>            | Secondary <input type="checkbox"/>            |
| Teen Pregnancy Prevention         | Primary <input type="checkbox"/>            | Secondary <input checked="" type="checkbox"/> |
| Other Human Needs                 | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/>            |

## Home Visitation

**Service Category:** Other Human Needs

**Measure Category:** Not Applicable

### Strategy to Achieve Results

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

Home Visitors will conduct home visits for 45 weeks. Members will carry an average caseload of 15 families. Home Visitation core participant parents will receive a minimum of 6 hours of parenting support and parenting education services from members during 6 home visits in a 90 day period. Home Visitors will visit the family and will assist the families in completing initial assessments including the AAPI which highlights areas needing support. The Home Visitor assists the parents with developing a Family Support Plan (FSP). A one-hour home visit plan guides the Home Visitor and parent activities. After a 10 minute greeting, 25 minutes are dedicated to 'Parent Time' where topics include parent stressors/challenges, parent/infant health and safety and activities to achieve FSP

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

goals. The next 25 minutes centers on parent/infant activities that match the development needs of the infant and parent. Parents continue with these activities between visits.

**Results**

**Result: Intermediate Outcome**

Parents will have no new referrals or re-referrals to Child Protective Services.

Indicator: The number of parents who have no new referrals to Child Protective Services

Target: 156 of 223 of parents receiving 6 hours of home visitation with a history of CPS referrals and/or an open CPS case will have no new referrals for child abuse and/or neglect.

Target Value: 156

Instruments: Sacramento County Child Protective Services data will be used to collect data on the number of new referrals

PM Statement: 156 of 223 of parents receiving 6 hours of home visitation with a history of CPS referrals and/or an open CPS case will have no new referrals for child abuse and/or neglect.

Prev. Yrs. Data

**Result: Intermediate Outcome**

Parents will have no new referrals or re-referrals to Child Protective Services

Indicator: The number of parents who have no referrals to Child Protective Services

Target: 407 of 452 of parents receiving 6 hours of home visitation with NO history of CPS referrals and/or an open CPS case will have no referrals for child abuse and/or neglect.

Target Value: 407

Instruments: Sacramento County Child Protective Services data will be used to collect data on the number of new referrals.

PM Statement: 407 of 452 of parents receiving 6 hours of home visitation with NO history of CPS referrals and/or an open CPS case will have no referrals for child abuse and/or neglect.

Prev. Yrs. Data

**Result: Output**

Families will receive parent support and parenting education services.

Indicator: The number of families who receive parent support and parenting education services.

Target: 675 families will receive 6 hours of parenting support and parenting education services from members during 6 home visits in a 90 day period.

Target Value: 675

Instruments: Service Activity Logs and Face to Face Contact Records, to collect data on parent support and parenting education provided during home visits, including the length and frequency of the home visit.

PM Statement: 675 families will receive 6 hours of parenting support and parenting education services from members during 6 home visits in a 90 day period.

Prev. Yrs. Data

**Family Resource Centers**

**Service Category:** Teen Pregnancy Prevention

**Measure Category:** Not Applicable

## Strategy to Achieve Results

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

FRC Aides will conduct FRC activities for 45 weeks. FRC core participant parents will complete one 13 week effective parenting education workshop delivered by members. Members will provide parenting education by delivering best-practice parenting education workshops that have been proven to assist parents in strengthening their knowledge and skills to be effective parents thereby reducing the risk of child maltreatment. Members will also provide linkages to resources and referrals, facilitate support groups, and provide life skills and advocacy training. Once a referral is received, FRC Aides will meet with the family and will jointly complete a Family Information Form (FIF) assessment to determine the appropriate support service and/or parenting workshop needed. Once the parent completes the appropriate 13 week effective parenting education workshop, they will then complete a post workshop assessment.

## Results

### **Result: Output**

Parents will receive effective parenting education workshops at the FRC.

Indicator: The number of parents who receive parenting education through FRC workshops.

Target: 1000 parents will complete one 13 week parenting education workshop through the FRC.

Target Value: 1000

Instruments: Class Attendance Rosters, to collect data on parents who attend effective parenting workshops and number of workshops delivered.

PM Statement: 1000 parents will complete one 13 week parenting education workshop through the FRC.

Prev. Yrs. Data

### **Result: Intermediate Outcome**

Parents will improve their effective parenting skills.

Indicator: # of parents who demonstrate proficiency of their knowledge of effective parenting

Target: 600 of 1000 of parents completing one 13 week FRC parenting education workshop will report

a 20% increase in their effective parenting knowledge and practices.

Target Value: 600

Instruments: Parent Satisfaction Survey administered by FRC Coordinator and completed by parents after completing 6 weeks of parenting education workshops.

PM Statement: 600 of 1000 of parents completing one 13 week FRC parenting education workshop will report a 20% increase in their effective parenting knowledge and practices.

Prev. Yrs. Data

**Result: Intermediate Outcome**  
skills.

## National Performance Measures

**Priority Area:** Healthy Futures

**Performance Measure Title:** Health Information

**Service Category:** Teen Pregnancy Prevention

### Strategy to Achieve Results

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

Home Visitors will conduct home visits for 45 weeks. Members will carry an average caseload of 15 families and will spend 7.5 hours per day, 4 days per week, visiting families 1-on-1 for one-hour for a minimum of 6 hours and 6 home visits per family. Members will spend 1.5 hours of the 7.5 hours per day on travel, case notes, supervision, and team meetings. Home Visitation core participant parents will receive a minimum of 6 hours of parenting support and parenting education services from members during 6 home visits in a 90 day period. Home Visitors will visit the family and will assist the families in completing initial assessments including the AAPI which highlights areas needing support. The Home Visitor assists the parents with developing a Family Support Plan (FSP). A one-hour home visit plan guides the Home Visitor and parent activities. After a ten minute greeting, 25 minutes are dedicated to "Parent Time" where topics include parent stressors/challenges, parent/infant health and safety and activities to achieve FSP goals. The next 25 minutes centers on parent/infant activities that match the developmental needs of the infant and parent. Parents continue with these activities between visits.

### Result: Intermediate Outcome

Result.

Families will be enrolled in health insurance and will receive health services, and health benefits information.

Indicator: The number of families enrolled in health insurance, health services, and health

Target : 130 of 520 families receiving 6 hours of home visitation services during 6 home visits in a 90

day period and who received health insurance, health services and health benefits information

will enroll in health insurance.

Target Value: 130

Instruments: The Birth & Beyond Family Information Form will record data monthly on families who enroll in health insurance, health services and health benefits programs. Data will be collected/reported quarterly.

PM Statement: 130 of 520 families receiving 6 hours of home visitation services during 6 home visits in a 90 day period and who received health insurance, health services and health benefits information will enroll in health insurance.

## National Performance Measures

Result.

benefits information.

### Result: Output

Result.

Families will receive health insurance, health services and health benefits information.

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

Target : 520 of 650 families receiving 6 hours of home visitation services during 6 home visits in a 90

day period will receive health insurance, health services and health benefits information.

Target Value: 520

Instruments: The Birth & Beyond Service Referral Log will record data monthly on families who receive health insurance, health services and health benefits information. Data will be collected/reported quarterly.

PM Statement: 520 of 650 families receiving 6 hours of home visitation services during 6 home visits in a 90 day period will receive health insurance, health services and health benefits information.

## Required Documents

**Document Name**

**Status**

Evaluation

Already on File at CNCS

Labor Union Concurrence

Already on File at CNCS