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Executive Summary

89 AmeriCorps members serving as Home Visitors and Family Resource Aides will leverage an additional 1,500 volunteers to provide effective parenting education and enhanced core services to parents at risk for child abuse and neglect through nine Family Resource Centers located throughout Sacramento County, California. Home Visitors will provide a minimum of 9 hours of parent education/support services, including health information/referrals to 800 high need beneficiary parents. At the end of each program year, 80% (640) parents will have no new referrals or re-referrals for child abuse and neglect during the AmeriCorps program year. 25% (160) of parents will be enrolled in health insurance, health care access, and/or health benefits programs. Family Resource Aides will provide effective parenting workshops & FRC enhanced core support services to 1,000 high need beneficiary parents. At the end of each program year, 60% (600) parents completing one 13 week FRC parenting education workshop will report a 20% increase in their effective parenting knowledge and practices. The project will focus on the CNCS focus area of "Healthy Futures". The CNCS investment of \$993,240 will be matched with \$1,681,563.

Rationale and Approach

1. PROGRAM DESIGN

A. NEED: "Birth & Beyond changed my life. My mom was strung out on drugs and I never knew my Dad. I spent three years in foster care. I was 18 years old and five months pregnant when I went to Birth & Beyond. My baby's dad was gone. I had no job, no car, and no health care. My AmeriCorps Home Visitor got me onto Medicaid and took me to the doctor. After my baby was born, she taught me how to care for her. I have a job now and I was approved for low income housing. I feel like I can be a better parent than my mom was." Birth & Beyond Mom

Every minute in America six children are abused and their lives are forever changed. According to the Centers for Disease Control and Prevention, these 3.3 million children per year have an increased lifelong risk of poor physical and mental health and less chance of attaining social, economic, and emotional well-being. Almost 40% of those children (Child Welfare Gateway, 2012) suffer further trauma when removed from their families at a cost of \$125,000 per child in Child Protective Services (PCA America, 2012).

All parents want a good life for their children; however, parenting is learned and we repeat the cycle, good or bad, unless we learn different parenting skills. Our environment impacts behaviors, whether it is poverty, exposure to crime and violence, or lack of access to healthy foods and recreation. The

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trauma of personal crises such as illness or teen pregnancy is most damaging for parents without support or coping skills. In 1998, the Child Abuse Prevention Council of Sacramento (CAPC) and Sacramento County Department of Health and Human Services/ Child Protective Services (CPS) in partnership with 8 community-based organizations, developed the Birth & Beyond (B&B) Home Visitation Parent Education program to create a safety net for children and prevent child abuse. Since then B&B has been recognized by CPS as a primary prevention strategy, with AmeriCorps a key component.

CAPC proposes to continue B&B so parents receive the support they need to fulfill their dreams for their children. Using 83 Full-Time (FT) and 6 Part-Time (PT) members, and 1500 volunteers, B&B will reduce the incidence of child abuse through home visitation, parent education, and enhanced core services at community-based Family Resource Centers (FRCs).

The need for B&B has never been greater. The current economic crisis has forced the elimination of County human services. Nearly 900 children lost essential CPS-provided services that kept them safe with their families. In 2002, 12% of B&B families had a CPS history, today 50% do. Sacramento County's rate of child abuse reports is 55.3 per every 1,000 children, exceeding the state average (CA Dept. of Social Services, 2011). Homicide is the fourth leading cause of child deaths (Child Death Review Team 20 Year Report (CDRT), 2012). Nine communities account for 71% of the county's total allegations of child abuse, 82% of CPS removals, (U.C. Berkeley Center for Social Services Research, 2011), 85% of all child deaths, and 69% of child abuse homicides (CDRT, 2012). Members will serve these nine high risk communities during their terms: Arden Arcade, Del Paso Heights, Folsom Cordova, Meadowview, North Highlands, North Sacramento, Oak Park, Stockton/Fruitridge, and Valley Hi. Services will be provided by members out of the following centrally located sites in each community: Arden Arcade FRC, Mutual Assistance Network of Del Paso Heights, Folsom Cordova Community Partnership, Sacramento Children's Home (SCH), Meadowview FRC, The Effort FRC, SCH North Sacramento FRC, Dunlap FRC, River Oak Center for Children -- Walnut, La Familia Counseling Center, SCH Valley Hi FRC; and SCH Crisis Nurseries.

These nine target communities are not only disproportionately represented in the direct measures of child abuse rates, but also in other economic and social indicators related to child abuse: poverty, education, single parents, crime, and health care access. The percentage of children living in poverty in 8 of 9 B&B communities meets/exceeds the county rate of 14.47%, with three over 20%. Six communities meet/exceed the county rate of 37% of the population with no high school degree. In over two-thirds of the B&B zip codes, the percentage of single parent families exceeds the county's,

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with some areas up to 65% (Community Link, 2011). Crime is more than double the national average (homefair.com, 2011) and more than one-quarter of residents are uninsured with some areas approaching 45% (healthylivingmap.com, 2010).

The target population for services within these nine communities is parents at risk of child abuse with children under 5 years of age. 80% of perpetrators of child abuse are the biological parents of children. Children age 5 and under are the most vulnerable and represent 71% of all child deaths (CDRT, 2012). B&B serves mostly young mothers with limited education, support services, access to health insurance and medical care. Nearly 20% are teens, 44% are single females and 54% have less than a high school education. Many families have financial difficulties, unstable housing, feel isolated, lack support at home and/or have 3 or more children under age 5. There are approximately 93,000 families with children under 5 years in the nine communities served. The ethnic composition of these communities are: 27% Hispanic, 17% African American, 37% Caucasian (including Russian/Ukraine), and 15% Asian/Pacific Islander.

The program identifies the most appropriate beneficiaries based on two initial criteria: level of need and willingness to accept services. The level of need must be high enough to warrant services (i.e. demonstrate risk factors for potential child abuse), yet not too severe to have an open CPS case. The willingness to accept services is typically a result of how they come to the program. Most families are referred by partner agencies, public and private, CPS, or self-referred and most seek out the program. Once referred, parents are assessed using evidence based tools to determine the level and type of need and services.

B. AMERICORPS MEMBERS AS HIGHLY EFFECTIVE MEANS TO SOLVE COMMUNITY PROBLEMS: As evidenced by the information above, there is a dire need for child abuse prevention services for parents in the nine high-risk communities. And AmeriCorps Members are a highly effective means to solve this problem.

AmeriCorps members are the bridge between ensuring parents thrive and giving residents a meaningful opportunity to "give back." High risk parents are more responsive to providers with whom they can identify. By recruiting from the community, parents are served by members who are a cultural and linguistic match; who are considered "one of their own" instead of "the system"; and, because members provide focused service, they can serve more families, more intensely than traditional, staff-based models allow. As a result, members quickly build trust and rapport with parents, ensuring their success in the program. For residents, AmeriCorps provides an opportunity to engage in their community in a professional capacity not otherwise available to them, provides

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training and experience to enhance their skills, build community capacity, and give back the same type of services they may previously received.

To this end, 89 members (46 Home Visitors and 43 Family Resource Aides) will serve a total of 146,500 hours providing home visitation services, effective parenting education workshops, and FRC enhanced core support services.

46-FT members will provide one-on-one home visitation services to parents initially assessed as high need. Members will use the Nurturing Parenting Programs (NPP) curriculum with parents to address 1) appropriate parental expectations; 2) empathic awareness of children's needs; 3) non-violent discipline; 4) appropriate family roles; and 5) self sufficiency. The duration and frequency of service will depend on the level of need and range from 26-55 lessons. Members will also provide support on health/insurance and referrals to other services. A member's average caseload is 15 parents.

43 (37-FT/ 6-PT) members will facilitate effective parenting workshops and FRC enhanced core support services to parents whose needs are not as high or who have already received home visitation services. Members will facilitate 13 week long workshops: Make Parenting a Pleasure; NPP-Prenatal; NPP - Infant/Toddler/Preschool; and, NPP-Fathers Inc. Members will also deliver enhanced core support services to engage parents in the activities at the FRC, promote social connections, and meet concrete needs. Enhanced core support services include but are not limited to: resources/referrals; health services; support/ group services; community recreation/celebration; life skills training, infant safe sleeping classes; car seat safety training; and developmental playcare allowing parents to participate in workshops and services. Members will also recruit volunteers to serve in FRC and community projects. PT members are part of the program design for FRCs with extended evening and weekend hours to accommodate families not available to utilize services during regular business hours.

C. EVIDENCE-BASED AND MEASUREABLE COMMUNITY IMPACT: B&B operates within the Protective Factors framework to ensure that families receive a continuum of services that address the many conditions needed to reduce the risk of child abuse and neglect. Developed by the Center for the Study for Social Policy Research and adopted by 30 states including California, the Protective Factors have been recognized by the CDC and the U.S. Administration on Children, Youth, and Families as conditions that when established in a family, the likelihood of child abuse and neglect diminishes. The six Protective Factors are: 1) Nurturing and Attachment, 2) Knowledge of Parenting/Child Development, 3) Parental Resilience, 4) Social Connections, 5) Concrete Support for Parents, and 6) Social/ Emotional Competence of Children. Within this framework, B&B has adopted two evidence-

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based models that strengthen parents' Protective Factors, reduces their risk for child abuse, and has resulted in a decrease in families entering CPS. Based on initial assessment, parents are directed into the service model that best meets their needs. The first service model is the evidence-based Nurturing Parenting Program (NPP) model. NPP has a 30 year history in treatment and prevention of child abuse, validated by the National Institute of Mental Health in 1983; recognized internationally as valid and reliable (National Registry of Evidenced Programs and Practices, 2012); and rated "3 -- Promising Research Evidence" by the CA Evidence-Based Clearinghouse. Through Home Visitation, members will deliver NPP over 26-55 lessons depending on the need identified in the initial parent assessment. At the FRC, members will deliver the highly structured NPP curriculum to parents in groups through 13-week workshops. Members use a guide with goals and activities for each lesson. Parents have homework after each home visit or workshop. Topics include: Parent-Child Attachment; Child Development; Understanding Discipline; and Child Health & Safety. The Adult-Adolescent Parenting Inventory (AAPI) or the Nurturing Skills Competency Scale, both valid and reliable inventories of risk, assesses parents. Members administer these assessments at least twice, at specific intervals, to measure NPP's impact. In a B&B two year study, NPP Founder Dr. Stephen Bavolek, found that 100% of the pre/post-tests reflected a reduction in the parents' level of risk for child abuse. CAPC's certified NPP staff trains members in the curricula and assessments. Dr. Bavolek collaborates with B&B through site visits, consultations, and technical assistance to ensure NPP fidelity and quality assurance.

The second model to strengthen Protective Factors is the evidence --based Making Parenting a Pleasure (MPAP), recognized as a national family-strengthening model by the Federal Office of Juvenile Justice and Delinquency Prevention and listed on the Western CAPT Promising Practice website. Members will deliver 13-week MPAP workshops to groups of parents, addressing parent self-care, stress management, communication skills, effective parenting skills, and positive discipline. Each workshop includes goals, a preparation guide, and content to meet parents' needs. To measure MPAP's impact, members will administer the Parenting Ladder, a post-test with a retrospective pre-test to measure change in parenting knowledge, skills, and practices. Analysis of the MPAP Parent Ladder results completed by B&B in FY 10/11 indicate 93% of parents improved their parenting knowledge/practices and 67% of those improved by more than 20%, providing evidence of the intervention's impact. First term members participate in a three-day MPAP training facilitated by certified CAPC staff to learn the curriculum, workshop facilitation, and assessment administration. Finally, the greatest impact of building Protective Factors in families and reducing child abuse and

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neglect is achieved by combining the effective parenting education workshops with FRC enhanced core support services. The enhanced core support services directly address parental resilience, social connections, and concrete supports. By providing parents with services like resource/referrals, stress reduction/education classes, and support/group services, the members begin to build the trust and rapport with parents to explore other services needed to assist in strengthening the family's Protective Factors and reduces the occurrence of child abuse and neglect.

The evaluation of both interventions demonstrates concrete evidence that B&B achieved AmeriCorps contracted outcomes. B&B's impact in 2010 thru 12 was: 1) of 1,259 high need parents that received 6 or more hours of home visitation, 94% did not have new referrals to Child Protective Services; and 2) of 1,728 high need parents that completed effective parenting education workshop series, 65% demonstrated a 20% increase in their effective parenting knowledge/practices. Furthermore, an independent evaluation found the rate of CPS referrals declined from 48 % to 19 % during B&B services, to 8% post-program, in FY 10/11.

Based on past successful performance, the following cumulative targets will be achieved over the next three year cycle: 1) serve a minimum of 2,100 parents in Home Visitation, of which a minimum of 70% with CPS history will have no new referrals and a minimum of 90% with no CPS history will have no new referrals; 2) provide 80% (1,920) information on health insurance, health care access, and health benefit programs, resulting in 25% (499) parents getting enrolled in health insurance, health access, and/or health benefits programs; 3) facilitate 360 workshop series for a minimum of 3000 high need parents, of which 60% (1800) will increase their parenting knowledge and skills by a minimum of 20%; 4) provide 3,000 high need parents FRC enhanced core support services fostering Protective Factors and reducing the risk of child abuse. Performance measures will be reported annually through progress reports, and an external evaluator will produce an annual outcomes report, reporting on the CPS recidivism rates of families receiving services.

FOR CURRENT GRANTEES AND FORMER GRANTEES ONLY: B&B had the following impact (versus target) in 11/12: Home Visitation: 1,500 (versus target of 1,250) parents received home visitation services; 934 (675) were identified as high need beneficiaries; 664 (675) high risk parents received 6 hours of support and education; 315 (156) high risk parents with a history of child abuse & neglect did not re-enter CPS; 322 (407) high risk parents with no history of child abuse and neglect did not enter CPS. 578 (520) families received information on health information, services, and referrals; 385 (130) of those families enrolled in health insurance. B&B had a significant change in the parents receiving home visitation services. Since 2008 members have served an increasingly

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higher percentage of parents with prior CPS history (51% in 11/12 PY). These parents are higher need beneficiaries, requiring more hours of service to be successful. This resulted in more home visits per parent and less total parents served than targeted. If awarded, B&B will increase the number of parents with a CPS history receiving home visitation and reduce the number of parents without a CPS history served in home visitation to better reflect the high need beneficiary population.

Family Resource Center: 2,999 (versus target of 2,000) parents received FRC-based services; 1,571 (1,000) were identified as high need beneficiaries; 824 (1,000) parents completed one 13 week parenting education workshop; 117 (130) 13 week workshops were conducted by members; 539 (600) parents reported a 20% increase in their effective parenting knowledge and practices. Some 11/12 workshops had low enrollment impacting the number of parents completing one workshop and the number of workshops offered. To move forward successfully, methods have been analyzed to increase attendance such as expanding outreach to the community and other community based organizations to advertise class opportunities.

So far in 12/13, members served 440 Home Visitation direct beneficiaries (37% of 1200 target); 397 were identified as high need (61% of 650 target). Of the high need beneficiaries, 180 (45%) received health insurance, services, and benefits information. Members have served 734 FRC direct beneficiaries (37% of 2000); 289 were identified as high need (29% of 1,000). Members have conducted 34-13 week effective parenting education workshops.

D. MEMBER RECRUITMENT: B&B recognizes that the quality of our program is only as good as the quality of members serving. As such, B&B employs a comprehensive recruitment strategy to engage members of the communities served who possess the necessary knowledge, background and dedication to be successful in National Service. Program staff provides recruitment guidance and materials to partners (i.e. position postings, informational flyers, and position descriptions). Service sites are responsible for member recruitment and selection. They conduct a review of applications, individual and group interviews, skills assessments, and reference checks. Program staff certifies the applicant's eligibility documentation and conducts a National Service Criminal History Check. Successful applicants attend mandatory Enrollment Workshops conducted by program staff to review position descriptions, prohibited/unawarded activities, member contract, and complete enrollment paperwork.

Historically, B&B has recruited members who are diverse, former clients, at a minimum have a bachelor's degree, and are residents of the communities they serve. For families to thrive, engaging underrepresented populations in service is integral; high need families succeed when served by

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members who are a cultural match. In the past two program years, B&B has recruited: Hispanic-members 30% and families 43%; Asian-members 25% and families 6%; White-members 20% and families 17%; Black-members 15% and families 24%; Russian-members 5% and families 3%; and American Indian-members 1% and families 1%.

B&B identified two trends in 2010-12: an increase in member qualifications and multiple-term retention. About 50% of members have a bachelor's degree in Psychology or Social Work and are interested in pursuing a Master's Degree in the field. Also, 10/11, 41% of members were serving a subsequent term; in 11/12, that percentage was 59%. Both trends increase the quality of services.

E. MEMBER TRAINING: A comprehensive training program provides high-quality service and instills the skills to facilitate one-on-one lessons/group workshops, assess families, manage a caseload, and engage communities. ALL MEMBERS participate in a minimum of 162 training hours below:

1) AmeriCorps Orientation (6 hrs) , during the first month of the member's service, includes but is not limited to: overview of AmeriCorps/ National service, member benefits, rights/ responsibilities, code of conduct, prohibited/unawarded activities, and policies and procedures. Staff reviews the member contract, handbook, performance measures, grievance process, progressive discipline, and the electronic timekeeping system. Core Trainings are provided during first five months of service. 2) Child Abuse Prevention (21 hrs) includes: Mandated Child Abuse Reporting, Family Violence, Safety and Trauma. 3) Social/Emotional/Cognitive Development (14 hrs), to learn child development relationships and their emotions in a beneficial way. Members will also be required to complete training modules that deepen their knowledge of 4) Boundaries & Confidentiality/ Cultural Awareness/ Conflict Resolution (18 hrs); 5) Active Citizens/ Life After AmeriCorps (12 hrs); and 6) Team Building /National Service Day projects (15 hrs) to build esprit d'corps. Members participate in one hour of one-on-one supervision a week and participate in ongoing trainings facilitated by the service site that support the members' activities.

FIRST TERM MEMBERS receive 149 additional training hours in: 1) Birth & Beyond Basics (18 hrs) introduces members to fundamentals of child abuse and neglect prevention; tools to perform service; program overview; policies and procedures; assessments; and documentation; 2) Safety Skills (4 hrs) to learn how to remain professional in a crisis; 3) Safe Beginnings for Infants (6 hrs) covering the effects of violently shaking a baby, tips for soothing a crying baby, and infant safe sleeping practices. 4) Nurturing Parenting Program (30 hrs) immerses members in the philosophy/model through comprehensive coverage of group/home based programs; 5) Make Parenting a Pleasure (12 hrs) teaches members child development and curriculum/workshop facilitation to improve parenting

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skills; 6) Dare to Be You (12 hrs) members learn to facilitate parent/childrens groups and build a child's social emotional skills; 7) Facilitation and Public Speaking (6 hrs) imparts concepts of adult learning, group dynamics and facilitation skills to deliver parent education in group settings; 8) Domestic Violence (35 hrs) teaches members types of domestic violence and how to help break the cycle; 9) Volunteer Generation (3 hrs) prepares members to engage and recruit parent leaders/community volunteers; 10) Neighborhood Emergency Training (3 hrs) teaches development/maintenance of personal emergency plans; and 11) Site Specific Orientation (20 hrs) prepares members to serve their communities.

Program and training staff will ensure that training prepares members to perform all activities through member training evaluations to collect training feedback from members, supervisor feedback via Survey Monkey, focus groups, and through B&B's annual independent evaluation. Per B&B's 2012 evaluation 92% of members said B&B training prepared them well/very well for their service. Prohibited/unawarded activities are reviewed with members throughout the program year (i.e, enrollment workshop, orientation, team building) and volunteers are learn prohibited activities during orientation/training through CAPC and the B&B service sites. Volunteer monitoring of prohibited/unawarded activities takes place during monthly collaborative meetings called Parent Cabinet.

F. MEMBER SUPERVISION: The supervisor to member ratio is 1:4. Each supervisor is responsible for members at one site. Home Visitor Supervisors have a Master's Degree in Psychology or Social Work. Family Resource Aides Supervisors have a Bachelor's Degree and 3 years experience. Supervisors spend a minimum of 80% of their time supporting members. Members receive one hour/week one-on-one supervision. Group supervision is provided for program planning and peer-to-peer learning. Comprehensive member performance evaluation/ skills assessments are completed three times during a member's term. Supervisors have an open door policy to provide member guidance/oversee the quality of their service. Members complete a home visit/ facilitate a parenting workshop and/or provide enhanced core support services follows up with their Supervisor to debrief/suggest next steps. New members are provided with a high level of mentoring/shadowing from Supervisors and experienced members to maximize their effectiveness in serving parents. Supervisors perform joint visits, audit parenting workshops, and administer quality assurance checks to develop member's skills to their full potential.

CAPC staff trains/supports the Supervisors via: 1) a Full-time Project Manager available daily to Supervisors via email, phone, and site visits for one-on-one trainings; 2) Mandatory Annual Partner

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Conference to review AmeriCorps Supervisor Program Manual, AmeriCorps philosophy/regulations, retention methods, training plans, supervision strategies, prohibited/unawarded activities, performance measures; 3) Recruitment workshops prior to the program year to share recruitment /selection practices; 4) Monthly collaborative meetings that include compliance, updates, data collection/evaluation, supervision strategies, program design, training, and member retention; and 5) Quarterly Site Visits from Project Manager.

G. MEMBER EXPERIENCE: B&B is committed to providing a powerful experience to all members. From recruitment to graduation, members are given multiple structured opportunities to reflect on their service and connect with each other and members from other AmeriCorps programs.

Trainings are one such opportunity. All Core trainings impart knowledge and allow time for members to share successes, challenges, and discoveries. With four AmeriCorps programs, CAPC has structured Core trainings so members from all programs can attend, learn, and share. National Service Days are another opportunity. Serving alongside partners (including AmeriCorps ALUMS-Sacramento, NCCC-Sacramento, and other AmeriCorps grantees), members will participate in service projects to recognize Make a Difference Day, Martin Luther King Jr. Day of Service, and AmeriCorps Week. Team Building activities conducted three times per year by program and training staff also bring members together to connect and share their successes and challenges. Finally, the service experience and AmeriCorps identity will be reinforced by online communication and use of the AmeriCorps logo. The CAP AmeriCorps website is an interactive way for members to connect, ask questions, and share stories. This platform includes a "Member of the Month" award to recognize members. Members will be identified as National Service Participants while serving by wearing the AmeriCorps logo. All training, recognition, and informational materials distributed to the members and service sites emphasize the importance of the AmeriCorps brand and experience.

H. VOLUNTEER GENERATION: B&B is committed to community engagement; 43 Family Resource members will perform 11,684 community strengthening hours. Members will recruit volunteers to serve in on-going and one-time capacities. Each year members will recruit 500 on-going volunteers to provide 5,000 hours; and 1,000 one-time volunteers to provide 4,000 hours. One-time volunteer projects will include National Service Days and community, health, and child abuse prevention events. On-going volunteers, or "Parent Leaders," will facilitate parenting workshops with members, co-facilitate enhanced core support services, perform outreach activities, and provide program feedback in monthly "Parent Cabinet" meetings.

Members will generate and distribute volunteer recruitment materials, discuss volunteer opportunities,

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and outreach to the community. Members will recruit prior/current service recipients to become Parent Leaders by identifying parents who have participated in services for at least 3 months, successfully completed one parenting workshop, and shown initiative in being involved with the FRC. Parent leaders must pass a screening/interviewing process and receive orientation. This orientation is given by the Supervisor and addresses confidentiality, professional boundaries, reviews prohibited/unawarded activities, and other policies.

I. ORGANIZATIONAL COMMITMENT TO AMERICORPS IDENTIFICATION: B&B has a strong commitment to branding national service and is in compliance with AmeriCorps Provisions; all public materials include the AmeriCorps name and logo, such as Supervisor and Member manuals, the CAP Center and CAP AmeriCorps websites, press releases, recruitment and orientation materials, and online position postings. All members are required to wear gear with the AmeriCorps logo during service to make national service visible at sites and in the community. All B&B AmeriCorps partnership contracts and MOUs explicitly state that the program is an AmeriCorps program and members are the resource provided. The CAP AmeriCorps website links service sites to the Media Kit materials and instructions available at www.nationalservice.gov. Partners must obtain CAPC's approval of the name and logo usage prior to any public release. Service site adherence is monitored through site visits and monthly meetings. Finally, CAPC and its pro bono public relations firm produced a video in 2012, "AmeriCorps is Working," highlighting our members and their service. This video was a Film/Video Silver Winner in the 2012 Telly Award competition. We will continue to work with our public relations firm to create innovative methods to brand national service.

Organizational Capability

2. ORGANIZATIONAL CAPABILITY

A. ORGANIZATIONAL BACKGROUND STAFFING: Established in 1977 as a 501(c) 3 non-profit CAPC's mission is to reduce the incidence and impact of child abuse and neglect. The Sacramento County Board of Supervisors recognized CAPC in 1986, per CA AB 1980, as the lead entity to coordinate community efforts to prevent child abuse. We accomplish our mission by implementing evidence-based programs, coordinating multi-disciplinary teams, and providing training and technical assistance (TTA). CAPC has launched more than 20 programs including Home Visiting, Family Resource Centers, Crisis Nurseries, Infant Safe Sleeping and Shaken Baby Prevention Education. We have administered 20+ multi-disciplinary teams; trained in 15+ curricula and coordinated with more than 175 organizations in 38 counties. Annually, CAPC conducts 150 child abuse reporter trainings, administers the Child Death Review Team and 6 other collaboratives, and trains 80 staff and 130

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members. CAPC has 13 years coordinating the training, administration and evaluation for the B&B program. CAPC is one of five agencies comprising the Child Abuse Prevention Center (The Center), a national and international training and resource center dedicated to protecting children and building healthy families.

Our capacity to manage federal grants is demonstrated by being awarded AmeriCorps funds throughout the last decade. In the past five years The Center was awarded \$16,650,193 in AmeriCorps grants and is currently the lead agency for First 5 Service Corps, Birth & Beyond, Child Welfare Systems (CWS) Improvement and Youth Investment Center (YIC). CAPC's staff has 15 years experience managing AmeriCorps/federal grants and a strong management structure including: 1) Policies & Procedures for member compliance and quality service such as pre-enrollment, enrollment, performance evaluations, changes in status, terminations, file management, and member benefits; 2) internal controls with separation of duties, audit trails, proper documentation, and program compliance/financial transaction review by appropriate staff; 3) twice-year review of all member files verifying CNCS/CV compliance; 4) fully compliant electronic functional timekeeping system for staff and members, recorded after the fact and certified by staff and/or member and supervisor; 5) strategies to support and oversee multi-site programs including Memorandums of Agreements, site partner monitoring/training, checks, balances, and evaluation; 6) AmeriCorps Member Handbook and AmeriCorps Supervisors Program Manual outlining all program requirements and Federal regulations; 7) annual conference and monthly meetings with AmeriCorps partners to train and monitor; 8) strong connection between program and fiscal teams to ensure AmeriCorps regulations compliance in OMB Circulars A-122 and A-133, and Code of Federal Regulations; 9) process to ensure timely/accurate submission of all required program and fiscal reports; 10) accounting Policies & Procedures including, but not limited to, Business Conduct and Practices, Cost Accounting, Signature Authority, Timekeeping and Labor Distribution, Payroll, Cash Disbursements, Partner and Subcontract Cost Surveillance, Procurement, Budgeting, and Security and Control Environment; and 11) use of Blackbaud software to capture costs by grant, including indirect costs pools such as fringe and administration and to segregate unallowable costs.

B&B is supported by an experienced and trained program and fiscal team. Ongoing staff training consists of 1) peer-to-peer TTA; 2) program and fiscal staff attending CV conferences and TTA calls; 3) staying current on best practices for AmeriCorps via the CNCS Resource Center; and 4) regular communication with and guidance from CV. B&B staff includes:

1. President/CEO 17% Sheila Boxley MPA, is a California Child Welfare Council appointee, has been

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CEO for 15 years, expanding The Center's AmeriCorps programs from one to four. Her role is policy liaison, partner development, and program direction.

2. Director 54% Stephanie Biegler BS, has 14 years AmeriCorps/Federal grants experience, has served on local and statewide coalitions. She directs/oversees/monitors AmeriCorps staff, program operations, design, compliance, and evaluation.

3. AmeriCorps Program Manager 45.85% Sara Fung MS, has 13 years federal/local grants experience; she manages/coordinates/monitors programs and supervises AmeriCorps staff.

4. B&B Project Manager 100% Tali Palmrose MS, manages B&B day-to-day operations. She has 4 years AmeriCorps management experience and 8 years prior B&B FRC experience.

5. Program Compliance Facilitator 23% Jim Previte has been in this role for 10 years. He ensures/monitors compliance with AmeriCorps regulations and benefits.

6. Program Support 80% Patrick Brosnan BS, has 5 years experience providing AmeriCorps support including member enrollment/exit, file management, and data entry.

7. Training Project Manager 57.25% Joyce Bilyeu has 10 years of experience delivering AmeriCorps trainings. She delivers trainings, develops curricula, and conducts assessments.

8. Training Coordinator 57.25% Isela Murrieta, a previous AmeriCorps member, has 5 years experience coordinating AmeriCorps training, on-line registration, and member recognition.

9. Certified Trainer, Mica Mione MSOD, (not charged to the grant) has 8 years training experience and 4 years certified and delivering NPP and MPAP to members.

10. CFO Lori Divine (not charged to grant) has over 30 years experience in cost accounting with strong emphasis on federal grants, implementing federally approved cost allocation methodologies, tracking expenditures, and ensuring compliance with federal regulations. She supervises a four person accounting team.

The CAPC management structure that supports B&B includes: 1) CAP Center Executive Team comprised of Directors who meet weekly to monitor agency compliance, 2) two Directors who daily manage AmeriCorps Program and Fiscal Teams; 3) Program Manager supervises AmeriCorps Program staff who run day-to-day operations; 4) CAPC's Board of Director's Governance Committee meets quarterly to review financial statements and Agency budget to actual report; and 6) quarterly reports to the full Board on fiscal and program compliance.

Externally, the B&B partners collaboratively manage the program through standardized Policies & Procedures, training, and data collection and review to ensure quality assurance, hold each other accountable, and engage in continuous program improvement. There is a complex committee

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structure for continuous communication where all positions from each agency are represented, including parent leaders who contribute to decision making. A Management Committee, comprised of the CEO's from each of the partner agencies, governs the program.

Since B&B began, there has been a commitment to ongoing data collection and evaluation to measure program impact, quality and fidelity. CAPC is certified in NPP and MPAP. B&B's training plan outlined in 1e. was developed with the B&B partnership and evaluated and improved accordingly. For this and the prior funding cycle CAPC contracted for an external evaluation. LPC Consulting, the evaluator has worked with B&B for a decade, developed and maintains a database, provides monthly and annual reports, conducts training, and reports to the Management Committee. Lynne Cannady, the LPC Director has more than 30 years experience conducting evaluation and managing multi-site projects. LPC and CAPC work together to track monthly data collection, analyze data against contracted targets, and prepare/submit timely progress reports to CV.

Prior AmeriCorps funding: 1) Birth & Beyond 12/13 thru 10/11 \$986,601; 2) YIC 12/13 & 11/12 \$426,839-10/11 \$347,501; 3) First 5 Service Corps 12/13 \$1,066,753-11/12 \$722,992-10/11 \$808,836; 4) CWS Improvement 12/13 & 11/12 \$435,719-10/11 \$484,134; and 5) CA Alliance for Prevention 06/07 \$846,000-05/06 \$3,758,754-04/05 \$3,735,939-03/04 \$2,333,937.

FOR CURRENT GRANTEES ONLY: CAPC provides program and administrative systems to fully support B&B including 1) program, compliance, and fiscal functions; 2) ongoing communication and monthly meetings/visits to B&B sites; and 3) monthly financial, compliance and outcomes reports reviewed by CAPC and Management. Additional evidence that the program has been managed well includes: 1) no AmeriCorps or CV compliance issues in this grant cycle; 2) meeting all 09/10, 10/11 and 11/12 California Volunteers deadlines; 3) for 11/12 achieving 99% 30-day enrollment and 100% 30 day exit deadlines ; 4) fiscal compliance with no findings on the Annual A-133 Audit; and 5) satisfactory performance as described in 1c "Evidenced-Based."

B. SUSTAINABILITY: B&B has demonstrated a commitment to sustainability with low Member Service Year cost and a decreased reliance on federal funds. Each year, over the past decade, B&B has secured match funds significantly exceeding the Federal requirement ranging from 40% to the 66%. In this proposal, the 37% federal share and 63% grantee share far surpasses the 50% match required. Match funding is currently received from First 5 Sacramento, and partner match. CAPC has substantial sustainability options given access to an investment account of over \$600,000, ownership of our own building valued at \$1.6 million, a policy that sets the giving goal for board members at \$7,500 annually, a fundraising plan for 2013, and ongoing donors that support our work. CAPC has a

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30 member Board of Directors 100% of whom donate financially, provide in-kind services, and have assisted CAPC in raising nearly \$1M from public/private sources since 2007.

Sacramento County has made a significant community investment into the program. The Sacramento First 5 Commission voted last year to fund B&B as a level one priority program and CPS integrated B&B into its System Improvement Plan as its primary prevention strategy. B&B's ability to generate Medical Administrative Activities funds, its program outcomes and cost-effectiveness, all contribute to B&B's long-term sustainability both during and beyond the grant period. In the past 3 years B&B has expanded the role of community volunteers (over 500) and businesses to support the program through donating services and hospitals adopting families during the holidays. Parent volunteers are integral to the success of the program and volunteer their time and talents through co-facilitating parenting workshops, serving on the program-wide Parent Cabinet providing their feedback and recommendations for program planning and improvement, as well as outreaching and recruiting other parents and community stakeholders.

C. COMPLIANCE AND ACCOUNTABILITY: In accordance with 45 CFR §02522.450, sites were selected by: community need; ability to recruit members from service communities; match funding; access to high need parents; program model fidelity; and performance measure outcomes. The B&B agencies are strong longstanding CBOs with proven history of successful fiscal and programmatic management. The program continually assesses sites on: compliance with AmeriCorps requirements; evidence of community support; and commitment to National Service. The Management Committee holds each agency accountable to one another, monitors program compliance and model fidelity, and ensures program outcomes are met.

CAPC continuously monitors fiscal and program performance and as such B&B had no compliance issues or areas of risk in the last full year of operation. The fiscal system includes: 1) Monthly budget to actual expenditure; 2) Quarterly meetings of the Center's Board Governance Committee to review financial reports and financial health of the Center; and 3) CFO review to ensure that costs are correctly allocated, allowable and reasonable.

The program system includes: 1) one full-time Project Manager who is liaison to partners and members; 2) partner/site feedback addressing their needs and facilitating their receipt of appropriate TTA as needed; 3) Annual Operational Calendar based on California Volunteers model for accountability; 4) monthly partners and volunteers meetings including the Parent Cabinet; 5) conducting a minimum of four site visits/year with additional visits as needed; 6) monthly data reports from CAPC to B&B Management; 7) maintaining regular communication with California

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Volunteers; 8) Program staff attendance at AmeriCorps training conferences; and 9) utilizing the CNCS Resource Center.

Other CAPC systems include: 1) human resources and IT management; 2) annual staff evaluations; 3) review of Policies & Procedures; 4) equipment inventory; and 5) bidding annually leases, maintenance agreements, and insurance, unless otherwise contracted.

CAPC has developed and refined a system of Policies & Procedures for compliance that include: pre-enrollment, enrollment, timesheets and living allowance stipends, mileage reimbursement, performance evaluations, prohibited/unawarded activities, grievance procedure, file management, and member benefits. The enrollment workshop process ensures that all applicants have provided necessary eligibility documentation and have received FBI, DOJ, and NSOPR background clearance before enrolling. The Exit Workshops (in the final two weeks of their term of service) ensure member file compliance, completion of performance evaluations, and confirm hours served.

To avoid compliance issues, program staff conducts comprehensive training to and persistent monitoring of B&B staff/supervisors, members, and volunteers emphasizing prohibited/unawarded activities, and the compliance system described earlier. Should risk or noncompliance be identified, the Project Manager, Program Manager, and Director react immediately, working to remedy the issue, including but not limited to The Center's Corrective Action Process; a process similar to CVs' that includes two-days for reporting to B&B and CV.

SPECIAL CIRCUMSTANCES: B&B has numerous organizational advantages: 1) CAPC has successfully implemented cost-effective AmeriCorps programs for a decade; 2) B&B's management structure ensures the program will successfully meet targeted community needs; 3) Sacramento County's current budget crisis has resulted in fewer resources to meet the increasing needs of families; and 4) communities most hard hit are the lowest economic demographic groups targeted by B&B. The sites were selected based upon high risk factors, including poverty. The zip codes receiving services exceed the county rate of children living in poverty.

CURRENT GRANTEES AND FORMER GRANTEES ONLY: Demonstrated Compliance: There were no compliance issues or areas of weakness during the 11/12 program year. CAPC's system of Policies & Procedures has resulted in a strong compliance track record. It includes: 1) Supervisors Manual and Member Handbook detailing enrollment, prohibited/unawarded activities, performance evaluations, and exits/termination requirements; 2) member file compliance management, 3) assurance of eligibility/background checks with enrollment only when all eligibility is complete; 4) 30/100/90/30 standard requirement; 5) pre-contracting risk assessment with certification of non-

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federal match funds, audit, labor certification/concurrence; 6) Subcontracts/MOUs that include CNCS CFRs /Provisions/Assurances, Performance Measures/Site targets, Progressive Discipline, Prohibited/unawarded activities, as exhibits; and 7) program outcomes monitored monthly. September 2010, the CNCS Office of Inspector General (OIG) conducted program/fiscal review of The Center's six 08/09 and 09/10 AmeriCorps grants. During the audit period, 572 members were enrolled (455-FT and 117-PT). The OIG identified one disallowed education award and two miscalculated partial education awards for a cost of \$5,533. An additional \$8,001 in living allowance claimed for a member with a documentation error was disallowed. All findings related to issues have already been addressed in CAPC's practices explained earlier in the Organization Capacity section. ENROLLMENT: B&B successfully enrolled 102% (187 of 184) of awarded slots for the 2 prior years. Enrollment rates were 99% (91 of 92) in 11/12 and 104% (96 of 92) in 10/11. In 11/12, B&B had one full time slot that was unallocated. B&B's enrollment plan is to: 1) continue partner development to ensure that all slots are appropriately allocated and 2) work with current partners to increase their capacity to accept additional slots. B&B has enrolled 93% (84 of 90) of 12/13 slots to date with the remaining slots to be enrolled by March 2013.

RETENTION: B&B's 11/12 retention rate was 90% (82 of 91), improved from 10/11's 86% (83 of 96). In 10/11 B&B's retention rate of 86% was due to employment and one site in which both AmeriCorps supervisors left resulting in five members resigning. In 11/12 B&B's retention rate of 90% was due to employment and personal circumstance which were not eligible for compelling personal circumstance. To improve retention B&B instituted with each partner an annual review their retention history; how attrition impacts services; the commitment to national service; and keys such as recruitment strategies, orientation, training, support, supervision; and clear roles/expectations. In 11/12 B&B implemented a 6-step retention strategy: 1) rigorous member selection and recruitment process; 2) annual partner conference; 3) check-in's at team building workshops; 4) monthly mandatory Supervisor meetings; 5) member recognition including "Member of the Month"; and 6) living allowance above the minimum.

Cost Effectiveness and Budget Adequacy

3. COST EFFECTIVENESS AND BUDGET ADEQUACY

A. COST EFFECTIVENESS: The federal share of total program costs is 37% and the grantee share is 63%, greater than the federal requirement of 50% and the 60.46% 10/11 thru 12/13 funding cycle match. The MSY of \$11,549 is substantially below CV's maximum MSY of \$13,000 for a 10 year funded lead agency and CVs' MSY average cost of \$12,553. Given our county's economy and deep

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cuts to social services, the high match percentage reflects the continuing commitment to B&B. CAPC's additional sources of funding include First 5 Sacramento, United Way California Capital Region, California Department of Public Health, Kaiser Permanente, Sierra Health Foundation, and fundraising dollars. For 12/13, 21% of The Center's total revenues are from CV/CNCS, 19% partner cash match, 55% state/local grants, 3% foundations, and 2% contributions. In the last 5 years The Center was awarded a total of \$16,650,193 in AmeriCorps grants. The funding requested represents 7.4% of The Center's total operational budget.

B&B has a diverse funding array that is not dependent on any one funding source. Resources include: First 5 Sacramento \$1,236,848, and Program Partners cash match of \$444,715. In addition, the program generates over \$1M in Medical Administrative Activities funds. The in-kind match is substantial, though not shown in the budget. Plans to secure additional matching funds are outlined in the sustainability plan.

The proposed services are an affordable, cost effective intervention. B&B is a vital service, without which the core remaining safety net for children and families would be tattered. Since more than 50% of home visitation families served had prior CPS involvement and 92% did not re-enter CPS during or after services, B&B saves Sacramento County millions of dollars annually by keeping children out of CPS. The cost per parent served is less than \$700, considerably less than the national average of almost \$125,000 for a case in the child welfare system. (Center for Disease Control and Prevention, 2011)

SPECIAL CIRCUMSTANCES: In addition to the organizational advantages listed earlier, fiscal advantages include: 1) CAPC is a fiscally sound agency and has demonstrated strong fiscal management of federal, state, local contracts; 2) B&B's low cost per member; and 2) First 5 Sacramento's commitment to sustain B&B for multiple years as a priority program.

FOR CURRENT GRANTEES ONLY: CAPC has increased its commitment to matching funds, increasing both the total amount and the percentage of the total budget it represents. Support remains strong for B&B in the current economy due to significant program outcomes reducing child abuse. As noted earlier, the program has secured \$1,681,563 in support.

B. BUDGET ADEQUACY: CAPC's proven budget expertise is evidenced by our decade of AmeriCorps experience. The proposed budget supports B&B's design in a cost effective manner. The combined funding covers costs for the member living allowances, administration, training, evaluation, and operations. Reducing child abuse is supported by activities and other costs in the budget which allows for recruitment of highly skilled, educated AmeriCorps members. Staff and members will receive the

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State Criminal Registry Background Check and the DOJ and FBI Background checks, all of which are reflected in the budget. Costs for independent evaluation assess the extent to which the program meets performance measures, provides feedback for continuous improvement, and enables B&B to leverage funds as a result of its strong outcomes. Substantial cash match and in-kind support ensures that the program design is fiscally feasible. All of these budget elements have been consistent practices for CAPC.

Evaluation Summary or Plan

[1] Partners will provide input on selection of research questions several times per year. CAPC staff will be responsible for selection of research questions. The process will begin in Dec of '13. Birth & Beyond (B&B) will release a Request for Qualifications to the public. All eval reports will be distributed to partners upon receipt. [2] Assumptions: Parents engaged in parent support/ parent education activities will be less likely to commit child abuse/ neglect. Outputs: Parents receiving home visitation and/or family resource center services from members. Outcomes: Parents will not receive new referrals/re-referrals to Child Protective Services (CPS), parents will be enrolled in health insurance and improve their parenting skills. 1. How do the program outputs relate/contribute to changes in the outcome? 2. What is the relationship between parenting education/skill development & the prevalence of new referrals/ re-referrals to CPS? 3. What amount of service is required to increase proficiency in parenting skills? 4. What amount of service is required to decrease referrals/re-referrals to CPS? 5. Are members developing skills that are useful for performing services? [3] The independent evaluator will gather quantitative (logs/ assessments) & qualitative data (member survey /partner survey) data. Evaluator may travel to observe service & interview supervisors/members. Partners will have the opportunity to review potential methods. [4] Yr 1: Evaluator will be chosen in June '14. Yr 1 report will be completed & delivered to CAPC by Sept of '14. Yr 2: Evaluator will be chosen in May '15. Final Yr 1 & 2 Report will be completed & delivered to CAPC by Sep '15 for inclusion in the AmeriCorps re-compete application. Yr 3: Evaluator will be chosen in May '16. Final report completed for '13-'16 program years in Sept '16. [5] B&B will release Requests for Qualifications. B&B will advertise these requests in venues that will maximize the number of applicants. B&B will review all applications & choose the evaluator based on criteria agreed upon by the B&B partnership. [6] B&B will utilize funds specifically established in the B&B budget for Evaluation to fund the evaluation. Annual evaluation costs will not exceed \$68,600 for a maximum of \$700 per day for 98 days.

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Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A