

Narratives

Executive Summary

Interval House, an award-winning, two-state violence prevention program, will build upon its successful 15-year history of AmeriCorps programming with a Personal Empowerment Program designed to address the contextual and academic gaps among culturally underserved and economically disadvantaged communities in California and Molokai, Hawaii. The transpacific program, which centers on academic engagement, emotional development, and physical wellbeing of youth from families facing poverty, homelessness, and violence, will leverage 150 MSY Education Award members and 200 generated volunteers to expand structured mentoring, parent education & training, 24-hour youth crisis hotlines, community gardens health education project, and community education & development. At the end of the proposed one-year period (September 2013-August 2014), over 300 economically disadvantaged youth will demonstrate improved academic engagement, and over 300 will demonstrate improved emotional and physical wellbeing, with increased access to healthy foods. The project will focus on the CNCS focus areas of Education and Healthy Futures, and the CNCS investment of \$120,352 will be highly leveraged with over \$235,568 in Interval House resources.

Rationale and Approach

A. NEED

Founded in 1979, Interval House is one of the oldest, largest and most comprehensive domestic violence programs in the country, nationally recognized for our innovative work with culturally isolated and traditionally disenfranchised communities. We began as a safety net providing specialized services to individuals and families who were turned away from mainstream programs, and have since expanded into an award-winning violence prevention program. In 1998, we began what would become an historic relationship with AmeriCorps, and over the course of our legendary 15-year partnership, we have grown into one of the largest, most culturally diverse AmeriCorps programs in the country, with an extraordinary track record of effective management and profound community impact. THE COMMUNITY PROBLEMS ADDRESSED BY THIS PROJECT are the critical educational, physical, emotional, and psycho-social needs of economically disadvantaged youth facing debilitating issues ranging from domestic violence and unstable families to homelessness and poverty. The Program targets the most impoverished and culturally underserved communities of California and Hawaii.

Domestic violence is the leading cause of injury to women in the U.S. and destructively impacts our

Narratives

communities -- traumatizing victims and children, and jeopardizing the stability of families and communities from one generation to the next. An astonishing 60% of American youth are exposed to violence, crime, or abuse, and consequently are more likely to fail or have difficulty in school; abuse drugs and alcohol; suffer from depression and post-traumatic disorders; and have aggression and behavioral problems (DOJ, 2011). Sadly, the majority of these youth never receive services needed to stabilize themselves, regain their normal developmental trajectory, restore their safety, and heal their social and emotional wounds thereby resulting in a myriad of physical and mental health challenges even decades later (Attorney General Task Force on Children Exposed to Violence, 2012).

Interval House has worked tirelessly over the past 34 years to address these problems as a means to delivering seamlessly integrated care. We received over 11,600 crisis calls in 2012 and considering the over 42,000 domestic violence-related calls within LA/Orange County, this speaks to the tremendous reach our organization has. With figures growing at a rate of 6% annually, the need will only grow. On Molokai, the issues are compounded by rural and geographic isolation. As a result, Molokai reports domestic violence rates that are two times that of Maui County and a rate of child abuse that is higher than the State of Hawaii overall (State of Hawaii Department of Education). In the California and Hawaii communities served by Interval House, services for youth affected by violence and personal and social crises are available to some degree; however, isolation due to cultural or linguistic barriers; low socio-economic status; and fear are just some factors that limit access to services.

THE INTERVAL HOUSE ED AWARD PROGRAM WILL TARGET disadvantaged youth in the high-risk and economically disadvantaged communities of California and Hawaii. In CALIFORNIA, Interval House will target services to high-risk communities in Los Angeles County and Orange County. Los Angeles County is the largest county in California and in the nation, with a population of 9.9 million and covering 4,061 square miles. Within LA County, we will target the Greater Long Beach area, which is the 2nd largest city in the area and one of the most culturally diverse cities in the nation. According to the Census, more than 1 in 4 (27%) residents live below the federal poverty level, a figure that is nearly double that of the region (15%). Youth under the age of 18 account for one-third of the population. Of those, one-fourth do not complete their high school education and at least 20% are idle (neither enrolled in educational nor employment activities). Orange County is the 2nd largest county in CA and the 5th largest in the nation. With over 3 million residents and covering 798 square miles, Orange County has one of the nation's most diverse populations, ranking fourth for Asians and sixth for Latinos. Nearly 20% of residents have less than a 12th grade education and over 400,000 households are low- to extremely low-income. Interval House primarily serves the West and

Narratives

Central region of the county, which has the lowest per capita income and the highest crime rate in the County (DOJ, 2011). The island of MOLOKAI suffers from double-digit unemployment and the highest rate of public assistance in the State of Hawaii. 56.4% of the population live below the 200% federal poverty guidelines (University of Hawaii Center on the Family, 2011). The island faces many barriers to success, and overcoming them is difficult when one of five adults on Molokai has less than a high school education and only 14%, approximately half that of the State, holds a Bachelor Degree or higher. Over one-third of youth report a lack of interest in school, and the number of "idle teens" is among the highest in the State (University of Hawaii Center on the Family, HI Department of Education). Over 47% of youth report poor parental supervision and nearly 40% report unsafe neighborhoods. According to HI Health Surveys, Molokai has one of the lowest overall rankings in the state in measurements of economic health, socio-economic stability, and food security.

In addition to over 11,600 hotline calls, Interval House serves over 1,000 children and youth every year through two emergency shelters, four transitional housing sites, two community service centers, and satellite offices throughout our communities. They come to us with a myriad of challenges: over 96% come from low-income families; over 70% report having difficulty in school as a result of familial instability; less than 25% report confidence in achieving academic and personal goals; and over one-third present behavioral challenges. An internal youth needs assessment found that what they most wanted was to develop a mentoring relationship with strong, positive adult role models, strengthen parental support and family ties, and increase their confidence as learners.

INTERVAL HOUSE SELECTED THIS POPULATION TO BE SERVED because: (1) it has been a core target group for our organization over the past 34 years and we have experienced landmark successes in impacting change within this target population; and (2) the population demonstrates compelling need and the complexity of contextual and socio-economic barriers lends itself to far too great a risk for long-term negative physical and social consequences if we don't tackle these problems. Interval House is uniquely qualified to meet the needs of this population. Our award-winning Second Generation Youth Violence Prevention Program, developed in 1980, was the first program of its kind in the nation developed by youth who were raised in homes where domestic violence destroyed their families, and has earned the prestigious Presidential Award because of its model to the nation of innovative youth-led programming. Interval House has also worked in partnership with the highly respected Bridge Learning Center over the past 20 years to provide homeless children with mentoring support that fosters empowerment and increased self-esteem and social skills. The Bridge Learning Center was legally merged with Interval House and incorporated into our umbrella of programs two

Narratives

years ago when the outgoing CEO cited Interval House as the most effective program to continue working with disadvantaged, culturally underserved youth.

B. AMERICORPS MEMBERS AS HIGHLY EFFECTIVE MEANS

PROPOSED MEMBER ACTIVITIES -- The Interval House AmeriCorps Personal Empowerment Program is designed to address the educational, developmental, emotional, and psycho-social problems among children facing crisis, poverty, cultural isolation, homelessness, and violence; our focus is on creating opportunities for personal, social, and academic development for youth. The Program, based on a community-driven youth empowerment model, is an effective approach to service delivery particularly given the socio-economic demographics of the targeted youth population, combined with the low levels of trust and reluctance to seek help that is characteristic of this youth population. Specific objectives to be addressed by our 150 MSY Education Award members include: (members may be engaged in more than one activity)

1) MENTORING -- Interval House's mentoring program is based on a highly successful model utilizing Ed Award members who represent the socio-economic backgrounds of the youth we serve and have, themselves, overcome a host of stigmas to become successful role models. 100 AmeriCorps members will serve as adult mentors to youth in a one-on-one capacity for a minimum of two hours each week for a period of 12 months. Activities will be tailored to the interests of the youth mentee (e.g. therapeutic counseling, arts and entertainment activities, sports, cooking, service activities), and will be supplemented with a weekly, one-hour empowerment group that will focus on confidence/self-esteem building; nonviolent relationships; leadership development/character building; etiquette; goal setting; and college access.

2) PARENT EDUCATION & TRAINING -- 50 AmeriCorps members will involve parents in improving academic engagement and fostering the emotional & psychological well-being of their children by conducting parent education activities and outreach, facilitating ongoing workshops for parents, and providing one-on-one counseling and support services. Topics will include: academic and personal development of children; monitoring children's progress; nonviolent parenting; and life skills development.

3) 24-HOUR YOUTH HOTLINE -- Interval House developed the nation's first 24-hour crisis hotline for youth, by youth, and has been highly successful in providing information, emotional support, and crisis counseling for youth who are reluctant to seek help elsewhere. 100 AmeriCorps members will be trained and scheduled to provide culturally and linguistically appropriate hotline coverage in multiple languages 24 hours a day/7 days a week for 1,000 youth each year.

Narratives

4) HEALTH EDUCATION PROGRAM: COMMUNITY GARDENS -- Community Gardens have historically provided fresh opportunities to link food security needs with healing and empowerment goals. Interval House has effectively run this program since 1999, when we were chosen by the CA Department of Health Services to implement a statewide 21-month demonstration project called "Project GROW" that became a model to provide healthy food, horticultural therapy, and job skills to economically disadvantaged individuals experiencing crises. Interval House Molokai has also experienced tremendous success, creating one of the two official community gardens in the state (produce grown on Molokai is also donated to the Food Bank and veterans). 50 Members will facilitate bi-weekly workshops to coincide with the progressive development of the garden, and will expand partnerships with nutritional counselors to coordinate the integration of produce into daily meals.

4) COMMUNITY EDUCATION & DEVELOPMENT -- 50 AmeriCorps members in will reach over 25,000 community members and youth to: increase knowledge and access to resources and support services, expand reach into culturally isolated communities, strengthen networks and partnerships, and build support for our programs. Activities will target schools, community events, community centers, and faith communities.

6) VOLUNTEER RECRUITMENT -- ALL AmeriCorps members will assist in recruiting and mobilizing 200 new community volunteers, with a focus on reaching students and boomers who will contribute a total of at least 52,000 hours.

Through the AmeriCorps program, INTERVAL HOUSE HAS ACCOMPLISHED NUMEROUS THINGS THAT WE OTHERWISE WOULD NOT. Since beginning our historic partnership in 1998, the AmeriCorps identity has become embedded into our rich organizational history, and the legacy of AmeriCorps lives on through the over 1,600 AmeriCorps alumni we've produced; the over 10,000 volunteers generated; the numerous awards won by our program and our members, including the Presidential Point of Light Award; and the tremendous community impact. Together, we have built a successful program model that has generated an array of distinguished AmeriCorps alum, many of whom today lead Interval House's programs. AmeriCorps members have enabled Interval House to expand services into more communities, in additional languages, and for thousands more individuals 24/7. The proposed Program will continue to accomplish much more than would be possible with existing staff and volunteers, including: (1) increasing the number of advocates within our program by 150 MSY AmeriCorps members to expand service delivery; (2) assisting nearly 1,000 high-risk youth over the three-year period through structured services designed to improve academic, personal

Narratives

and social development; and (3) educating more than 25,000 additional community members annually.

NUMBER OF MEMBERS REQUESTED & SLOT TYPES -- Interval House is requesting 150 MSY (145 full time slots and 20 part-time slots). Many Interval House AmeriCorps members are dealing with a multitude of stressors in their lives. The wider range of terms has allowed our members to serve their communities, cope with family issues, and begin to make critical changes in their own lives. Interval House works within an approved, standard scope of program activities and objectives that do not vary according to slot types.

C. EVIDENCE-BASE / EVIDENCE-INFORMED

HOW THE INTERVENTIONS ARE EVIDENCE BASED & EVIDENCE INFORMED --Interval House has received funding from AmeriCorps for the past 15 years and in each of those years has not only demonstrated community impact, but has also a growing demand for our programs. We conduct summative evaluations and in many cases we partner with funding partners to conduct more rigorous research to demonstrate outcomes based findings. Often, our research is used to help model other programs and demonstrate how to effectively design programs.

The proposed AmeriCorps Personal Empowerment Program will draw from an outstanding 34-year track record of success in youth-targeted programming, as well as research-supported intervention models and best practices. Interval House's interventions have resulted in highly effective outcomes over the years, including over 93% of youth, on average, reporting increased levels of emotional support; increased access to resources for support; and increased self-esteem. Our youth "graduates" have grown into strong, successful leaders in their own right and have been recognized with numerous awards, including the Presidential Award citing the Interval House Second Generation as a "model" to all youth prevention programs across the nation.

The core elements of Interval House's AmeriCorps Personal Empowerment Program lend themselves to the success of the proposed project, including:

1) STRUCTURED, YET FLEXIBLE, MENTORING OPPORTUNITIES: We know that mentoring is associated with a range of favorable outcomes for children (behavioral, health, motivation) and has a positive, long-term impact on school, career and personal development (Eby, Allen, Evans, Ng, DuBois, Behav, 2008). We have found the same holds true for our population, in that over 90% of the children and youth who received Interval House's youth-tailored services demonstrated reduced problem behavior (e.g. acting out at home, at school, and in public); increased interest in school and

Narratives

increased educational aspirations; and improved psychological wellbeing, including enhanced self-esteem. Interval House's program design is informed by the evaluations and recommendations of two of the top national mentoring experts, Dr. Jen Rhodes of the University of Massachusetts, Boston, and Dr. David Du Bois, University of Illinois at Chicago, as well as other leaders in the youth mentoring field. Existing literature outline the following elements of successful mentoring relationships: endure at least one year; have consistent contact; are developmental or youth driven; and the mentor promotes youth's endeavors (DuBois et al, 2002; Grossman & Rhodes, 2002; Langhout, Rhodes, & Osborne, 2004; Morrow & Styles, 1995). These best practices resulted in mentoring outcomes that include: increased competence, greater school attendance, and more pro-social behaviors.

2) BUILDING AN INTERNAL SUPPORT NETWORK FOR YOUTH BY STRENGTHENING PARENTS' SKILLS to address the academic and developmental needs of their children. Interval House's program design is supported by a study presented at the Annual Meeting of the American Educational Research Association, which studied the impact of a best-practice program intervention called the Parent Institute for Quality Education (PIQE) on a group of 198 Latino immigrant parents in Southern California (our key demographic). The study demonstrated how educating parents through a series of classes can shift parenting style and engagement thereby influence child outcomes. This is consistent with previous findings that students' senses of competence were greater when their parents were more involved (Marchant et al., 2001).

3) PROVIDING HANDS-ON, INDIVIDUAL AND TEAM BUILDING ACTIVITIES THROUGH COMMUNITY GARDENS as a means of linking food security and sustainability needs with healing, empowerment, and self-efficacy goals: In 1999, Interval House was one of only 9 programs funded by the CA Department of Health Services to implement a 21-month demonstration project called "Project GROW," which went on to become a model for statewide programs. The results of Interval House's project were published by the Center for Food and Justice in March 2002 in an evaluation report titled "Growing Food, Healing Lives: Linking Community Food Security and Domestic Violence." Among our many accomplishments, the program resulted most notably in demonstrating that gardening and food activities can be therapeutic and educational, as well as provide esthetic, economic, social and cultural benefits. Consistent with other research, the garden helped awaken the senses and stimulate a range of responses that influence interpersonal processes (learning, affirming, expressive experiences) and social relationships (James H., et al. 2011).

4) INCREASING 24/7 ACCESS to support and resources for youth via a Youth Crisis Hotline, and reaching and working with youth in their communities through Community Education and

Narratives

Development activities. An overwhelming majority of youth (98%) who participated in our community education activities reported increased access to resources & support and also reported increased knowledge about healthy lifestyles.

IMPACT OF AMERICORPS INVESTMENT -- As the largest and most culturally diverse prevention and intervention program in our community, Interval House will serve a large number of youth who cannot be effectively served by other agencies due to their unique barriers. With a nominal cost per MSY, the 150 MSY will be able to provide over 255,000 hours of service that will profoundly change the lives of hundreds of youth, demonstrating the benefits of the program outweigh the cost. With the AmeriCorps investment, Interval House will be able to 1) expand our reach into the community; 2) expand the high level of service that we have provided for over 34 years and 3) empower the community by delivering high-impact youth-targeted services aimed at breaking the cycles of poverty, violence, and instability that have long affected our target communities.

OVERALL CHANGE EXPECTED --By the end of the three-year grant period, Interval House expects the following outcomes: (1) EDUCATION: Nearly 1,000 disadvantaged youth/mentor matches will be sustained by the CNCS-supported program, with 85% of youth demonstrating improved academic engagement. (2) HEALTHY FUTURES: Nearly 1,000 individuals will participate in the Community Gardens Health Education Project, with 85% reporting increased access to healthy food. Interval House utilizes the skilled individuals who have benefited from our programs in the past to help empower others in the community. The net result is: the underserved youth benefit from seeing others they know become elevated, so they are modeling social advancement; and youth are able to get help from those who have experienced the same barriers, thereby opening up levels of trust and making them more open to services.

INTERVAL HOUSE WILL MEASURE THE IMPACT in the Education Focus Area with attendance logs to document the number of youth mentor matches sustained, and student surveys to measure academic engagement. Outcomes in the Healthy Futures Focus Area will be measured with attendance logs to document the number of participants in the Community Garden Health Education Project, and participant surveys to measure the impact on access to healthy food. Interval House will also conduct evaluations to assess overall program outcomes and process.

INTERVAL HOUSE WILL REPORT ON OUTCOMES ON AN ANNUAL BASIS by aggregating weekly and monthly data (ie participant surveys). Annual reports will be completed by the Project Director with input from AmeriCorps members and staff.

PERFORMANCE MEASURE TARGETS WERE DETERMINED based on prior performance data,

Narratives

community needs, and program capacity.

PERFORMANCE AGAINST OBJECTIVES DURING LAST FULL YEAR -- The Interval House AmeriCorps program has exceeded and accomplished all projected outcomes each and every year since it began in 1998. DURING THE LAST FULL PROGRAM YEAR, members provided support services to 12,116 victims of domestic violence and economically disadvantaged individuals (exceeding our goal of 12,000), with over 98% (exceeding our goal of 90%) reporting increased knowledge and skills to establish life skills and independence through counseling, 24-hour crisis hotlines, legal assistance, emergency response with law enforcement, parent education & training, mentoring, fostering caring learning environments and community education & development.

D. MEMBER RECRUITMENT

MEMBER RECRUITMENT PLAN -- Members are recruited from local communities, educational institutions (ie. colleges and universities), Interval House graduate programs, and the national AmeriCorps recruitment website. We have developed position descriptions and flyers to market the program.

OUR PROGRAM IS A TRUE REPRESENTATION OF LOCAL COMMUNITY involvement, with over 60% of members being graduates of Interval House programs. In addition over 95% of members reside locally and have had personal experience with domestic violence, homelessness and poverty.

ENGAGING TRADITIONALLY UNDERREPRESENTED POPULATIONS is embodied in the Interval House mission and from the day our doors first opened in 1979, Interval House has been a mirror of the communities we serve. Staff and advocates (including youth) are indigenous to our culturally isolated communities and every member of Interval House is a reflection of the communities we serve -- this is an inherent part of our heritage, our legacy, and our future. Interval House has a history of enrolling a very diverse group, including at-risk youth, boomers, and "kupuna" (the elderly). Many members are dealing with a multitude of stressors in their lives including parental illiteracy, broken families, incarcerated parents, welfare, unemployment and underemployment, teen pregnancy, and family illness.

E. MEMBER TRAINING

OUR PLAN FOR ORIENTING MEMBERS includes a comprehensive on-site orientation with key staff on the following: Program Orientation; AmeriCorps Background; Eligibility Requirements; Terms of Service; Benefits; Rules of Conduct; Prohibited Activities; Timekeeping; Other Critical

Narratives

Policies (e.g. Drug Free Workplace, Nondiscrimination & Sexual Harassment Policy); Release from Service; Grievance Policy & Procedures; Member Rights & Responsibilities; and Position Description. TO PREPARE MEMBERS FOR SERVICE ACTIVITIES, INTERVAL HOUSE PROVIDES FRONT-END TRAINING for a full week at the beginning of service, followed by ONGOING IN-SERVICE TRAINING on a monthly basis (at minimum). Members also participate in conferences and trainings throughout the year related to intervention and prevention strategies. TRAINING TOPICS INCLUDE: a minimum state certified 40-hour domestic violence counselor training prior to starting direct services to at-risk youth that covers crisis intervention, working with victims of abuse and trauma, effects of violence on children and youth, hotline counseling skills, and cultural competency, among other topics. Members will also be trained on group curriculum content, co-facilitating groups and volunteer recruitment and mobilization.

MEMBERS WILL ACQUIRE SKILLS in their areas of service as well as community mobilization, citizenship and civic responsibility, public speaking, educational opportunities, conflict resolution, and community empowerment.

MEMBERS ARE MADE AWARE OF PROHIBITED ACTIVITIES in their member contract; position descriptions, which only outline allowable service activities; at member orientations; and during ongoing trainings. Site Supervisors monitor day-to-day activities through schedule of events, calendar of activities, daily reports, and activity reports.

F. MEMBER SUPERVISION

INTERVAL HOUSE'S PLAN FOR SUPERVISING MEMBERS ENSURES THAT THEY RECEIVE ADEQUATE SUPPORT AND GUIDANCE. On-site supervisors provide daily supervision and support, as well as weekly monitoring, coaching, and guidance to review and assess program activities and to coordinate ongoing member training. Member development support includes assistance with furthering education and career advancement. Formal member satisfaction and placement evaluations are conducted at the end of initial training, at 6 months, and at the end of the service.

SUPERVISORS -- There are four levels of supervision: Executive Director oversees all programming; Project Director ensures all goals are being met; Clinical Director provides direct service training; and on-site supervisors provide day-to-day support.

SELECTION & TRAINING OF SUPERVISORS -- The Interval House Executive Director and Clinical Director have served as primary supervisors since our AmeriCorps program began in 1998. On-site supervisors are selected based on leadership and management skills and knowledge of

Narratives

AmeriCorps policies and procedures. All supervisors are trained with a highly comprehensive Procedure Manual developed by Interval House that was reviewed in depth by our Program Officer. The Manual covers all aspects of program, member, and grant management.

WE PROVIDE TRAINING, OVERSIGHT & SUPPORT TO SUPERVISORS via daily reports and memos, weekly supervisor reviews, monthly management meetings, and quarterly visits to each site. Financial technical assistance is often provided by the Grant Officer and our own financial consultants.

G. MEMBER EXPERIENCE

WE ENSURE POWERFUL SERVICE EXPERIENCES by providing comprehensive on-site orientations to enhance member security and sensitivity to the community, and opportunities for reflection. Members also engage in the design and implementation of training; participate in leadership development and civic engagement; and participate in National Service Days.

INTERVAL HOUSE PROVIDES STRUCTURED REFLECTION OPPORTUNITIES at monthly program meetings and events, and quarterly member gatherings.

INTERVAL HOUSE ENSURES THAT MEMBERS ARE AWARE THEY ARE AMERICORPS MEMBERS by identifying the program as an AmeriCorps program and members eligible for an education award as AmeriCorps members. Interval House uses the AmeriCorps name and logo on service gear and all program materials.

INTERVAL HOUSE CONNECTS MEMBERS WITH EACHOTHER & OTHER NATIONAL SERVICE PARTICIPANTS by participating in opening ceremonies, service days, and conferences. We also connect with our local AmeriCorps alumni chapters. Partnerships with other AmeriCorps Programs include: Red Cross disaster preparedness training, VISTA programs working with homeless and impoverished children, and many other organizations.

WE FOSTER CONNECTION WITH AMERICORPS IDENTITY in the following ways: administering the AmeriCorps pledge; providing t-shirts with the AmeriCorps logo; using the AmeriCorps name and logo on program materials; participating in AmeriCorps Week and National Days of Service; and connecting with the AmeriCorps Alums Network.

H. VOLUNTEER GENERATION

HOW WE WILL RECRUIT VOLUNTEERS --AmeriCorps members will recruit 200 volunteers through outreach with local universities, corporations, community centers, and local media. We have

Narratives

an outstanding reputation in our community, which results in successful word-of-mouth recruitment. VOLUNTEER ROLES will include providing language translation, support to groups, administrative support, and overall program support for the Program, in addition to creating linkages with community partners to help maximize services to our community. MEMBERS WILL BE INVOLVED IN VOLUNTEER RECRUITMENT & MANAGEMENT by reviewing recruitment procedures, assisting with interviewing prospective volunteers, and assisting with volunteer orientations and trainings. WE ENSURE THAT VOLUNTEERS ARE NOT ENGAGED IN PROHIBITED ACTIVITIES through comprehensive orientation and trainings prior to the start and throughout their volunteer service. Site Supervisors also monitor day-to-day activities of members through schedule of events, daily reports, and activity reports. Interval House has never experienced any incidents or challenges with prohibited service activities.

I. ORGANIZATIONAL COMMITMENT TO AMERICORPS IDENTIFICATION

BRANDING NATIONAL SERVICE -- Over the past 15 years, we have committed ourselves to branding national service by enhancing positive visibility of the program. All AmeriCorps members, program staff, and volunteers are trained on the history of AmeriCorps so that they may speak of themselves as being part of a larger, national social movement. They are also trained to speak about their experiences serving with AmeriCorps so that they can communicate the impact and encourage others to support the program and/or become involved. Physical branding occurs through use of the AmeriCorps name and logo on service gear and program/public materials.

USING THE AMERICORPS NAME -- We will continue to use the AmeriCorps name and logo on service gear, stationery, application forms, recruitment brochures and flyers, position descriptions, orientation materials, member curriculums, member evaluations, and press releases related to the AmeriCorps program.

Organizational Capability

A. ORGANIZATIONAL BACKGROUND AND STAFFING

MISSION & HISTORY -- Founded in 1979, Interval House is a foremost leader in the violence prevention and intervention movements, having earned a reputation for expertise in pioneering one of most vibrant, innovative, and culturally sensitive programs to meet the immediate health and safety needs of the most disenfranchised individuals, while providing them with the skills, support and resources they need to build new lives. In 1979, Interval House operated from a small, cramped garage, providing counseling services in the driveway of our shelter. Today, we are a nationally

Narratives

recognized program honored with three Presidential Awards, two California Governor's Awards, and a U.S. Department of Justice Award citing Interval House as a model violence prevention program to the nation. Interval House operates two emergency shelters, four transitional housing sites, three community service centers, and 10 satellite offices. The MISSION of Interval House is to restore a sense of dignity, self-sufficiency and increased independence in underserved individuals and families affected by violence, enabling them to reclaim their lives and achieve long-term stability.

EXPERTISE, STAFFING AND MANAGEMENT -- AmeriCorps has been a core part of Interval House's heritage. We have successfully managed AmeriCorps Education Awards Programs since 1998, AmeriCorps National Direct since 2009, and the Promise Fellows program from 2001-2004. Over the past 15 years, we have enrolled, trained, supervised, and supported OVER 1,600 AmeriCorps members. We have SUCCESSFULLY ENROLLED 100% of MEMBER SLOTS received each and every year of program operation, with overall retention rate of 95.6% (100% in most years). The Program is coordinated by staff who have supervised the AmeriCorps program since inception. Interval House developed a comprehensive Procedure Manual/Compliance Monitoring training guide that was reviewed in depth by our Program Officer at the Corporation. We have extensive member orientation, development and training plans that have been successfully implemented for the past 15 years, resulting in an outstanding 95.6% overall retention rate and a 98.5% retention rate for our current EAP grant cycle).

PROGRAM STAFFING -- Interval House's Executive Director supervises and establishes strategic direction of the AmeriCorps Program. She has guided the development of Interval House since 1979, and has been at the forefront of developing the extraordinarily successful Interval House AmeriCorps program since 1998. Interval House's Clinical Director has supervised direct services performed by AmeriCorps members since the program began in 1998. She has spent the last 40 years serving as a leading advisor to hundreds of violence prevention and intervention programs. The Project Director supervises program progress. She holds a Master's Degree and has worked with the AmeriCorps program for the past five years. On-site supervisors have each worked with the AmeriCorps program for an average of 10 years, and are primarily "graduates" of our programs who are leading experts in the field.

FINANCIAL & PROGRAMMATIC TRAINING occurs via a Procedure Manual that covers all aspects of program, member, and grant management, as well as through daily reports, weekly supervisor reviews, monthly management meetings, and site visits. Supervisors and staff receive ongoing training on updates regarding AmeriCorps regulations through attendance at the annual Grantee

Narratives

Meeting.

INTERVAL HOUSE HAS A WELL-ESTABLISHED CAPACITY TO PROVIDE MEMBER TRAINING & SKILLS DEVELOPMENT. We utilize a training plan that has been used and updated annually over the past 15 years and includes a comprehensive on-site orientation and ongoing training (a minimum of 8 hours monthly) on specialized topics related to each service area. Members also receive a minimum state certified 40-hour domestic violence training prior to starting direct services to at-risk youth.

CAPACITY TO COMPLETE AN EVALUATION -- For 34 years, Interval House has completed numerous formative and summative evaluations, as well as local and federally driven participatory evaluations. We have successfully worked with external evaluators and completed evaluation with the CA Department of Health Services and the CA Emergency Management Agency and community needs assessments/ evaluations on Molokai. Our evaluations have helped serve as guidance for other programs statewide and nationwide, and has served as building blocks for our own programs moving forward. Staff is trained on collecting data throughout the project and that we contract with external evaluators when needed.

EXPERIENCE ADMINISTERING AMERICORPS -- Interval House has successfully managed Education Awards Programs since 1998, National Direct since 2009, and Promise Fellows from 2001-2004. Since beginning our historic partnership over 15 years ago, the AmeriCorps identity has become embedded into our rich organizational history, and the legacy of AmeriCorps lives on through the over 1,600 AmeriCorps alumni we've produced; the over 10,000 volunteers generated; the numerous awards won by our program and our members, including the Presidential Point of Light Award; and the tremendous community impact we've had. Together, we have built a successful program model that has generated an array of distinguished AmeriCorps alum, many of whom today lead Interval House's programs. The Interval House AmeriCorps program has exceeded all projected outcomes every year since it began in 1998, and we've always been in compliance with all CNCS policies and regulations.

MANAGEMENT STRUCTURE -- Organizational policy is developed by the 15-member Interval House Board of Directors. The Executive Director has complete charge of daily operations and is assigned by the Board as the authorized representative for the AmeriCorps grant. The Executive Director, Program Directors and staff coordinators meet weekly to discuss the AmeriCorps program and the agency's progress toward meeting strategic objectives. A report on compliance is presented quarterly to the Board, which monitors and fully supports all AmeriCorps program activities.

Narratives

OUR AMERICORPS PROGRAM IS INTEGRATED AND SUPPORTED WITHIN ALL LEVELS OF OUR ORGANIZATION. AmeriCorps members and service activities have expanded critical support to the community. All staff receive training on the AmeriCorps goals and objectives, participate in member orientations, and take an active role in member training activities throughout the year.

EVIDENCE OF EFFECTIVE PROGRAM MANAGEMENT AND COMPLIANCE -- Over the past 15 years, we have enrolled, trained, and supported OVER 1,600 AmeriCorps members, with enrollment rate of 100% and an overall average retention rate of 95.6% (98.5% for our current EAP grant cycle). Interval House has exceeded our targeted outcomes each year and has submitted all progress and financial reports on time. We have participated in the Quarterly Position Description Monitoring every quarter since it was initiated, and there have never been any findings.

B. SUSTAINABILITY

WE HAVE SECURED ALL RESOURCES NECESSARY TO SUPPORT THE PROGRAM. CNCS funds are the only federal funding source used for the AmeriCorps program. Of the total program budget of \$355,920 we are requesting 33.8% from CNCS while leveraging over 200% above the fixed amount received per MSY through non-federal private resources fundraising events. WE HAVE EXTENSIVE EXPERIENCE RAISING FUNDS TO SUPPORT SERVICES. Examples of formalized sources of private funding include quarterly direct mail solicitations, an annual auction, and an annual golf tournament. We also engage our extensive network of community businesses and social service partners to contribute in-kind human and financial resources. THESE EFFORTS CONTRIBUTE TO SUSTAINABILITY by build collaborative relationships and identify emerging needs. This opens doors to new ideas, new funding opportunities, and new volunteers to build community support and engagement.

WE WILL ENSURE PROGRAM SUSTAINABILITY by continuing to cultivate strong community partnerships to build a strong and diverse network of supporters and exploring new funding opportunities. An example of our key sustainability strategies is the retention of community volunteers/stakeholders who meet monthly and convene on quarterly, at minimum, to network, build ongoing support, strategize, and ensure that all stakeholders remain vested in our programs.

COMMUNITY STAKEHOLDERS & PARTNERS include over 100 organizations including churches, schools, and law enforcement, who provide referrals, cross-training, and support. We also work closely with the largest multicultural advocacy support groups in California and Hawaii, including: Asian Women Speak, Hermanas, Salaam, Slavic Voices, and the African American Network for

Narratives

Violence Free Relationships. STAKEHOLDERS ARE INVOLVED IN PLANNING & IMPLEMENTATION through: identifying service gaps and barriers to assist program development; advising community leaders of issues critical to the success of high risk populations; and educating providers about resources and time-sensitive service opportunities. THEIR INVOLVEMENT CONTRIBUTES TO SUSTAINABILITY by enabling Interval House to expand and address the growing needs of our communities. Non-financial support offered is key to the success and growth of our programs and include: donated consultation; donated equipment and program supplies; communication within their networks; and joint proposal submissions to diverse funding sources.

C. COMPLIANCE & ACCOUNTABILITY

INTERVAL HOUSE MONITORS OUR PROGRAMS with a Site Monitoring Plan that we developed with guidance from our Program Officer using the AmeriCorps provisions and federal regulations (updated annually as appropriate). Program sites are monitored through the use of: (1) Daily Reports & Communication; (2) Weekly Supervisor Reviews; (3) Monthly Management Meetings; and 4) Quarterly Site visits using our comprehensive Compliance Monitoring Tool. WE HAVE THE ABILITY AND STRUCTURE TO ENSURE COMPLIANCE, as demonstrated by our 15-year history of effective and compliant programming. We orient and train all site directors, program staff, AmeriCorps members and volunteers with the Procedure Manual and we utilize a comprehensive Site Monitoring Tool to test sites on compliance with critical policies, such as Prohibited Activities. WE ENSURE COMPLIANCE WITH RULES AND REGULATIONS by training all supervisors with a Procedure Manual that covers all aspects of program, member, and grant management. Supervisors receive ongoing training regarding AmeriCorps regulations at the annual Grantee Meeting and from webinars throughout the year. WE PREVENT & DETECTING PROHIBITED ACTIVITIES by requiring Site Supervisors to monitor day-to-day activities of members through schedule of events, daily reports, and activity reports submitted by AmeriCorps members and program staff. WE WILL HOLD OURSELVES ACCOUNTABLE TO INSTANCES OF RISK OR NONCOMPLIANCE by continuing to require site directors to develop a corrective action plan to resolve any identified issues within 10 days. Past issues are re-visited in future site visits and monitoring to ensure continued compliance.

DEMONSTRATED COMPLIANCE -- Interval House worked closely with our Program Officer to update and improve our Site Monitoring Tool to: 1) include indicators that review each significant area of site responsibility, 2) phrase indicators in a way to allow staff to get a complete description of

Narratives

the site's systems and processes, and 3) clearly connect indicators to specific grant requirements.

ENROLLMENT RATE -- During the last full year of program operation and over the past 15 years of AmeriCorps programming, Interval House's enrollment rate has been 100%. **RETENTION** -- Interval House's average retention rate for the current grant period is 98.5%. Attrition without award is low, but has happened due to program violations or personal reasons (e.g. marriage, going back to college). Plans to maintain high retention rates will include multiple interviews and clarifications regarding commitment to term with potential candidates.

STATE CONSULTATION -- Interval House provided updates on AmeriCorps member activities to the California and Hawaii State Commissions, submitted information requested on consultation forms, and sent copies of proposed applications. Interval House AmeriCorps Program supervisors have provided training to other Hawaii-based programs per request from the Hawaii Commission, and we had also been recognized by the California State Commission through its annual Women's Conference in past years for our outstanding programs and service opportunities for women and youth.

OPERATING AND SERVICE SITES -- Interval House's two operating sites are in Long Beach, California, and Molokai, Hawaii. Our service sites are Interval House sites (confidentially located shelters and community service/outreach centers).

SITE SELECTION PROCESS & ENSURING SUCCESS -- Interval House provides ongoing training and support to all site supervisors and program staff about all AmeriCorps regulations and provisions with our Procedure Manual and ongoing trainings. We consistently have more than one staff director involved in the supervision of our program and our members to ensure compliance. **SITE**

SELECTION CRITERIA -- All member service activities will be performed at existing Interval House sites in California and Hawaii. However, due to the rural and isolated nature of Molokai, collaboration between community organizations to achieve program goals is strong. Interval House Molokai maintains program partnership agreements with community organizations we work with to ensure that our partners are aware of the goals and objectives of our programs. Program Partnership Agreements simply document collaborative relationships; Interval House Molokai is responsible for complete supervision & training of all AmeriCorps members. **RELATIONSHIPS WITH SITES** -- The unique relationship between Interval House and Molokai started in 1996. Today, the program has grown in dramatic and powerful ways, and is presently designed to work in creative ways with the predominant social issues on Molokai, addressing the roots of violence such as poverty and low educational attainment among the economically disadvantaged youth population of this isolated, rural island.

Narratives

Budget/Cost Effectiveness

A. COST EFFECTIVENESS

THE BUDGET IS COST EFFECTIVE because it consists of the members' support costs, criminal history checks, and personnel needed to administer the program. It does not include excessive overhead or unnecessary expenses. CNCS funds are being requested only to cover the members' support costs. Of the total program budget of \$355,920 Interval House is requesting 33.8% from CNCS while LEVERAGING OVER 200% above the fixed amount received per MSY. Interval House also utilizes volunteers in all aspects of our program including administrative and member support to maintain the cost effectiveness of our programs.

THE REQUESTED CNCS FUNDS DO NOT EXCEED THE MAXIMUM MSY, and our cost per MSY is not increasing over the past program year. OUR SOURCES OF ORGANIZATIONAL FUNDING include: Federal (\$1,017,987), State (\$596,673), County (\$533,683), City (\$343,749), Private (\$948,390), Fundraising (\$338,956) and Other (\$357,035). The Interval House Education Award Program represents 8.6% of our organizational funding and only 33.8% of the program budget of \$355,920.

CNCS SUPPORT DURING LAST FIVE YEARS includes:

- Interval House AmeriCorps National Direct Program: 2012/2013 (\$312,000/24 members); 2011/2012 (\$312,000/24 members); 2010/2011 (\$312,000/24 members); 2009/2010 (\$252,000/20 members).
- Interval House AmeriCorps Education Award Program: 2012/2013 (\$201,600/252 MSY); 2011/2012 (\$201,600/252 MSY); 2010/2011 (\$150,000/250 MSY); 2009/2010 (\$150,000/250 MSY); 2008/2009(\$150,000/250 MSY)
- Interval House VISTA Program: 2012/2013 (\$99,159 /5 members; 2011/2012 (\$96,099/5 members); 2010/2011 (\$93,879/5 members)

INTERVAL HOUSE HAS NOT MADE ANY STATE COMMISSION FUNDING REQUESTS.

WE HAVE ALWAYS OBTAINED DIVERSE RESOURCES FOR PROGRAM since the Interval House AmeriCorps Education Awards Program was formalized in 1998. The majority (66.2%) of the program budget is funded by non-federal public agencies, private, corporate and foundation resources, as well as leveraged funds through fundraising events and activities. In-kind services have also expanded in scope, including training resources, volunteer support, program materials, and administrative support. HOW MUCH CNCS FUNDING IS NEEDED -- The Interval House AmeriCorps Education Award Program needs \$235,568 in non-CNCS sources. NON-CNCNS

Narratives

RESOURCE COMMITMENTS that have been obtained include private contributions and public sources totaling \$235,568. ADDITIONAL COMMITMENTS -- There are currently enough commitments secured to support the non-CNCS portion of the program budget. THE PROGRAM IS A COST EFFECTIVE APPROACH because the majority (66.2%) of the program budget is funded by non-federal public agencies and private resources. These funds form a strong, cost-effective budget that provides the necessary support for our members. With a nominal investment of \$120,000 in Corporation funds, the 150 MSY will be able to provide over 255,000 hours of service annually that will profoundly change the lives of nearly 1,000 high-risk youth over the three-year grant period. WHEN COMPARED TO THE COSTS & BENEFITS OF ALTERNATIVE MODELS, the Interval House program is extremely cost effective. For the 2011/2012 Fiscal Year, our agency-wide Administrative and Fundraising Expense was only 10.54% while our Program Expense was 89.46%. The ratio is extremely competitive with other nonprofit organizations and programs, and is well below industry standards and recommendations (such as the Better Business Bureau Wise Giving Alliance at 35% and the Office of Personnel Management/OPM at 25%). NO INCREASE IN FEDERAL FUNDS -- We expect to exceed our program goals without increasing the amount per MSY of our program, while providing deeper impact in the communities we serve. Over the three-year grant period, over 1,000 economically disadvantaged and high-risk youth will receive intensive, high-quality services.

B. BUDGET ADEQUACY

THE BUDGET FOR THE PROGRAM IS CLEAR AND REASONABLE because it consists of the members' support costs, criminal history checks, and personnel needed to administer the program. Of the total program budget of \$355,920 Interval House is requesting 33.8% of that from CNCS while leveraging over 200% above the fixed amount received per MSY. THE BUDGET IS IN ALIGNMENT WITH THE PROGRAM NARRATIVE because it provides adequate funding for costs associated with comprehensive member development and training, which is required to ensure rewarding service experiences, high member retention, and high impact. THE PROPOSED PROGRAM BUDGET IS ADEQUATE TO SUPPORT OUR PROGRAM DESIGN because it includes all costs associated with member development, training, and supervision that will be covered by non-federal including private contributions and fundraising. COSTS FOR STATEWIDE CRIMINAL HISTORY CHECKS are included in the budget and are covered by other funding streams.

Evaluation Summary or Plan

Interval House conducts evaluations of the program with internal staff and outside evaluation

Narratives

consultants. Evaluation components include: 1) PROCESS EVALUATION, which will describe the amount and types of services rendered. Quantitative methods will include data from program records, attendance sheets, and planning documents. Qualitative methods include participant interviews/surveys as well as observational data gathered by the evaluation team. 2) OUTCOME EVALUATION will measure the extent to which the program has had the expected impact on the community. 3) MEASUREMENT INSTRUMENTS will be developed by the Evaluation staff in conjunction with Interval House staff. 4) DATA ANALYSIS methods will be used and will include but not be limited to descriptive statistics (frequencies, correlations), T-tests and analyses of variance where appropriate. All results will be compiled in a report that will be distributed to the program staff.

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A