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## Executive Summary

197 AmeriCorps members will serve to both increase the quality of family and child mental health services provided to at-risk families in New Hampshire and the greater Boston Metropolitan area. At the end of the three year period: 4,500 students will have participated in services offered by our program and of those 3,825 will report improved academic engagement as a result of their participation in the project; the behavioral climate at 35 K-12 schools will be improved and 35 K-12 schools and 590 AmeriCorps members will complete the program with the skills necessary to work with vulnerable children in the fields of psychology, social work and special education. This project will focus on the CNCS focus area of Education. The CNCS investment of \$177,642 will be matched with \$146,301.

## Rationale and Approach

### a. Need

The partnership of Campus Compact for New Hampshire (CCNH) and Wediko Children's Services is an innovative relationship between two distinct non-profit organizations committed to meeting the needs of at risk youth in both New Hampshire and Boston, Massachusetts. The Wediko AmeriCorps Professional Corps Program seeks to both increase the quality of family and child mental health services provided to at-risk families in selected communities in New England and to attract and place qualified mental health professionals and educators to serve needy communities and populations. The partnership will place pre-professionals and professionals in various roles based at three sites through Wediko Children's Services (Wediko). According to the National Institute of Mental Health in the U.S., half of all cases of mental health begin to develop before age 14. Despite this, the U.S. has a severe shortage of mental health providers who specialize in children, said Dr. Howard Liu, medical director of the Behavioral Health Education Center of Nebraska, University of Nebraska at Omaha. The Substance Abuse and Mental Health Services Administration (SAMHSA) in the U.S. released a report on this issue, which states that "the mental health system has many shortcomings, which includes a critical shortage of mental health providers specialized in children and adolescents," said Liu. In the words of the report, "there is a critical shortage of individuals trained to meet the needs of children and youth, and their families. As just one example, the federal government has projected the need for 12,624 child and adolescent psychiatrists by 2020, which far exceeds the projected supply of 8,312. There currently are only 6,300 child and adolescent psychiatrists nationwide, with relatively few located in rural and low-income areas."

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The Wediko AmeriCorps Professional Corps program is designed to address the shortage of qualified mental health providers, social workers and special education teachers to work with children and adolescents in New Hampshire and the greater Boston, Massachusetts area. The program focuses on training professionals and pre-professionals to deliver services to children whose emotional and behavioral symptoms handicap their ability to learn and be successful in mainstream schools. The collaboration between Campus Compact for New Hampshire and Wediko Children's Services seeks to prepare AmeriCorps members for graduate study or professional placement in the fields of social work, psychology and special education. By providing essential training, high quality supervision and rich clinical experiences while working with seriously emotionally disturbed youth and their families we believe that we can enhance the recruitment and retention of professionals in the fields of social work, psychology and special education. By addressing the shortage of qualified individuals to work in the fields of social work, psychology and special education the program will facilitate access to services and resources that will contribute to improved educational outcomes for vulnerable children. By delivering specialized mental health services for children New Hampshire and the greater Boston, Massachusetts area our program will promote improved educational and behavioral outcomes for children with mental health issues. Mental health -- an essential part of children's overall health -- has a complex interactive relationship with their physical health and their ability to succeed in school, at work and in society. Both physical and mental health affect how we think, feel and act on the inside and outside. All children and youth have the right to happy and healthy lives and deserve access to effective care to prevent or treat any mental health problems that they may develop. However, there is a tremendous amount of unmet need, and health disparities are particularly pronounced for children and youth living in low-income communities, ethnic minority youth or those with special needs. An estimated 15 million of our nation's young people can currently be diagnosed with a mental health disorder. Many more are at risk of developing a disorder due to risk factors in their biology or genetics; within their families, schools, and communities; and among their peers. There is a great need for mental health professionals to provide the best available care based on scientific evidence, good clinical expertise, and that also takes into account the unique characteristics of the child or adolescent. However, it is estimated that only about 7 percent of these youth who need services receive appropriate help from mental health professionals (Dept of Health and Human Services, 2001 -- Report of the Surgeon General's Conference on Children's Mental Health: A National Action Agenda). We believe that improving a child's mental and coping skills has a direct impact on their ability to be successful both in and out of the classroom.

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### b. AmeriCorps Members as Highly Effective Means to Solve Community Problems

The program seeks to expand the impact of Wediko to support their mission by utilizing AmeriCorps members as a strategy for building the next generation of mental health professionals and educators trained to meet the unique needs of seriously emotionally disturbed children and their families.

Without the support of AmeriCorps, Wediko would be challenged to recruit emerging professionals to address the high need for quality mental health professionals to provide services to vulnerable children. The program will place professionals in various roles based at three sites through Wediko Children's Services. These professionals will serve to meet unique family needs in a wide spectrum of service sites including public schools, community based direct services and residential treatment sites. We are requesting 135 quarter time slots, 17 part time slots and 45 full time slots that will be distributed across three program sites. Our request is an increase from our previous program but we have consistently met our enrollment targets and believe the impact of our program can be expanded as a result of this increase. The number and type of slot being requested reflect the intensity and duration of each service site. (See below for a complete description of each site and the breakdown of positions requested.) Wediko runs 3 distinct but complementary programs whose primary objective is to provide a flexible continuum of psychological and educational services to children with serious emotional and behavioral problems. Consonant with this central goal, each of the three programs was developed to meet specific needs along a continuum identified to address challenges of the most vulnerable children, their families, and their schools. These sites are the Wediko School (residential, 365 days / year in NH); Wediko Summer Program (short term residential treatment, 45 days located in New Hampshire) and the Wediko School Based Program (partners with K-12 schools in greater Boston metropolitan area)

1. Wediko School: The Wediko School is a year-round therapeutic residential school for boys ages 6 to 21 struggling with complex psychiatric, emotional, and behavioral issues. Wediko's therapeutic and educational milieu (a form of psychotherapy that involves the use of therapeutic communities/environments) is the primary intervention at the Wediko School. The core of the milieu is the Wediko staff, clinicians, and teachers who develop strong relationships with each student, focus on the student's strengths, and use positive behavioral interventions to teach and reinforce prosocial coping strategies at the Wediko School. We are requesting 25 full time members and 2 part time members to serve at the Wediko School exclusively for 10-12 months. AmeriCorps members serving at the Wediko School will be involved in the following activities: -Residential Counselor: Serve as part of a team of 6-8 adults responsible for a group of 8-10 children or adolescents with serious emotional

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and behavioral disabilities. Provide individual and group clinical interventions in the areas of academic, social and emotional growth and development. -Special Education Teachers: Plan and implement active, learner-centered language arts, math and science curricula. Assistants are affiliated with a therapeutic group. Specific education is based around the Individual Education Plan's (IEP) of students. -Assistant Teachers: Serve as part of a team of 4-6 adults responsible for assisting in classroom management of 8-12 serious emotional and behavioral disabled students. -Program Coordinators: Oversee programming on a daily basis for all either day or evening program.

2. Wediko Summer Program: Wediko Summer Program is a 45-day therapeutic residential program for 170 boys and girls ages 7 to 19 in a picturesque New Hampshire setting. The Wediko Summer Program is treatment oriented. Students are able to have fun, try new things, and build skills, all while working on things that are really challenging for them. Wediko's program, setting and community is the primary intervention during the Summer Program. At the Wediko Summer Program, we believe that students can make gains that they can bring home with them. We are requesting 130 quarter time members to serve at the Wediko Summer Program. AmeriCorps members serving at the Wediko Summer Program will be involved in the following activities: All staff work in a residential, psycho-educational treatment program, serving children and adolescents, ages 7-18, with serious emotional and behavioral disabilities (SED). The program is located in Southern New Hampshire. -Residential Counselors: Work as part of a team of 7-9 adults. Each team is responsible for a group of 8- 10 children or adolescents with SED.-Special Education Assistants: Plan and implement active, learner-centered language arts, math and science curricula. Assistants are affiliated with a therapeutic group. -Therapeutic Activity Assistants: Specialized staff with training in aquatics, athletics, and visual & performing arts create and implement active, learner-centered curricula. Assistants are affiliated with therapeutic groups. -Nurses: Work as part of a team of licensed nurses to operate the community health system, administering medications, providing First Aid, and monitoring public health concerns. 3. Wediko School Based Services: Wediko School Based Services Program offers clinical and program consultation to teachers and school administrators, direct clinical services to students and families, trainings, and workshops. Wediko School Based Services work together with school leaders to assess each school's needs and to develop a strategy for action. The starting point for consultation may be an individual student, or a targeted subgroup/school issue (e.g. bullying, transitions that are disorganized or ineffective, or classrooms that are not spending adequate time on learning), but Wediko School Based Services offer expertise that often addresses both the original concern, as well as the needs of the larger school. Close collaboration with school staff, families, and

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other service providers helps to support positive environments in which children can feel safe to grow and achieve success. Examples of the work done by the Wediko School Based Services Program include: school-wide behavior support; Positive Behavior Intervention Support (PBIS), Response to Intervention (RTI) framework, working with trauma-sensitive schools, school service team development, parent outreach and support, whole-school improvement and crisis Intervention. We are requesting 20 full time members and 15 part time members and 5 quarter time members to serve with the Wediko School Based Services program. The schools to be served by the School Based Services Program are located in the greater Boston area and in select schools in NH. AmeriCorps members serving at the Wediko School Based Services program will be involved in the following activities: providing individual, family, and group therapy; facilitating Side by Side social skills groups, supporting parent groups and delivering workshops.

c. Evidence Based/Evidence-Informed and Measurable Community Impact - Wediko's mission is to improve children's lives through a range of therapeutic services and programs which are tailored to fit each unique child and situation. From summer and year-round residential programs on our 450-acre, wooded New Hampshire campus to school-based interventions provided by our Boston-based clinicians, Wediko strives to collaborate with families and schools to improve outcomes for vulnerable children.

Wediko draws on the best practices within the field, using evidence-based assessment procedures to identify both strengths and barriers to student learning and growth. We collaborate closely with parents and school personnel to ensure that each assessment addresses all identified concerns, and to identify a common language for families and schools to discuss students' emotional, behavioral, and learning needs. Our unique strength-based model, focuses on the reality of the tasks of childhood. We help children determine what they do well and teach them how to use their skills to support success, by viewing mistakes as opportunities for change and room for growth to master new skills

The field of mental health and social services has a long history of focusing on children's deficits, problem behaviors, and pathologies. Within the last decade researchers and practitioners within the fields of education, mental health, psychology, social work, and child welfare have begun to question the deficit-based approach and move toward a more holistic model of development (Trout, Ryan, La Vigne, & Epstein, 2003). Rather than focusing on individual and family weaknesses or deficits, strength-based practitioners collaborate with families and children to discover individual and family functioning and strengths (Laursen, 2000). At the foundation of the strength-based approach is the belief that children and families have unique talents, skills, and life events, in addition to specific

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unmet needs (Olson, Whitebeck, & Robinson, 1991 as cited in Epstein, 1999). As described above Wediko Children's Service utilizes a strength based approach in all their interactions with vulnerable children and their families to ensure success. At the end of the three year cycle our program seeks to improve the mental health of 3,825 children resulting in increased academic engagement for these vulnerable children, improve the climate at 35 K-12 schools and develop the skills of 590 AmeriCorps members to serve in the fields of psychology, social work and special education. The main purpose of developing the Wediko AmeriCorps program is to improve the professional services delivered to children and families in Massachusetts and New Hampshire. The end outcome for all Wediko programs is for the children to have the skills needed to function in the least restrictive environment. For the in-school treatment program the end outcome is to develop in the children the coping skills and behavior management to be successful in main stream classrooms. For the NH programs (short term and long term residential treatment), the end outcome is to develop in the children the coping skills and behavior management needed for the children to leave the residential setting and return to their families and communities. A secondary outcome of the program is the enhancement of the fields of social work, psychology and education by providing new professionals in these fields with the support necessary to enter these lines of work and remain engaged in serving others. By expanding the professional membership of these fields our hope is that the long term impact will be the addition of new professionals in these fields who remain committed to this work which will in turn improve the capacity of communities to provide services to children with severe mental health issues. Through their service at Wediko, members will be better prepared to continue serving in the health and human services professions. This goal is achieved by Wediko's ability to provide the resources needed to serve this high risk population through high quality training, individual and group supervision and professional development focused on self care. The impact of the program will be measured in a variety of ways at each site including member Records of Service to be completed monthly, attendance logs to be used in classrooms, activity logs to be kept by members, teacher pre / post surveys of student behavior and AmeriCorps member exit paperwork. These methods of evaluation will be completed over the course of each program year. We will also contract with an outside evaluator to assist us with tracking our performance measures, the overall impact of our program and other elements of the project. We will work with the evaluator to develop a longitudinal study of our current and past members to identify the long term impact of the AmeriCorps Professional Corps model on their long term career goals as well as the ongoing impact of the program on the children being served by AmeriCorps members. This work is being completed by Wediko's Research Co-

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Directors Drs. Jack Wright, (Brown University) and Audrey Zakriski (Connecticut College) Dr. Wright and Dr. Zakriski have worked with the Wediko Professional Corps program on two evaluation projects in recent years. The "Wediko Transitions Project", is a multi-year study of how children change in response to short-term residential treatment of which the previous cycle of Wediko AmeriCorps Professional Corps program was a part of. The Transitions Project focused on the impact of AmeriCorps members on the children they work with during the Wediko Summer Program. The Wediko Summer Program AmeriCorps Research Project is looking at the effects of clinical training and experience on Americorps members. We have completed two of three years of this study and results from the first two years were sent to CNCS. Our performance measures for the proposed project are based on our past experience and from estimates of the number of schools we will work with combined with the student population for these schools. These targets will be adjusted as necessary over the course of the project. As a current grantee we have met or exceeded our performance measures each year. To date, 3,630 vulnerable children have received services from AmeriCorps members that promote their mental health. The performance measures and the results of our interventions from the current program year are described below.

- Output #1 - 650 students will start participation in the Wediko Children's Services Boston School Based or Wediko School and Treatment program.
- Results for Output #1 -- For this reporting period, 1,194 students (1,100 Boston and 94 NH School Year) began participation in the Wediko Children's Services Boston School Based and Wediko School and Treatment Program.
- Output #2 -550 students will complete their participation in the Wediko Boston School Based Program or the Wediko School and Treatment program.
- Results for Output #2 -- For this reporting period, 91% or 1,088 students completed participation in the Wediko Children's Services Boston School Based and Wediko School and Treatment Program.
- Intermediate Outcome #1 - 520 students will have improved attendance records while participating in the program.
- Results for Intermediate Outcome #1 -For this reporting period, 955 students participating in program have had improved attendance records.
- Intermediate Outcome #2 - 150 Students participating in Wediko AmeriCorps Professional Corps programs or receiving support services from AmeriCorps members will have a decrease in the number of disciplinary referrals or suspensions during the program as compared to their previous school year or other record.
- Results for Intermediate Outcome #2 -- 790 students participating in the Wediko AmeriCorps Professional Corps programs or receiving support services from AmeriCorps members have had a decrease in the number of disciplinary referrals or suspensions during the program as compared to their previous school year or other record. As a result of

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innovative programs such as Side by Side (described above) we were able to significantly exceed our performance measure targets. The performance measures we are proposing for the upcoming project reflect more accurate targets given our experience over the last three years.

### d. Member Recruitment

Members will be recruited for the Wediko AmeriCorps program through an extensive recruitment and placement process. Because the Wediko AmeriCorps program seeks to engage staff with professional skills in both Social Work and Education it is crucial that members have a minimum level of education and experience. From the start, we will prioritize creating a diverse and locally connected corps through our recruitment process. We recognize that a diverse corps enhances member experience and improves community outcomes. By recruiting both nationally and locally through Wediko and their alumni network, the corps will be balanced with wide geographic representation. In addition, we will actively recruit for a Corps diverse in age, gender, race, sexual orientation, and set of experiences. We will do this by including a strong equal opportunity employer statement with our position descriptions. In each state we will make specific outreach to nonprofits that work with diverse populations to further expand the reach of our program. We also have close relationships with the Career Development Offices on the campuses in each state and will utilize those connections to recruit members. The most successful recruitment tactic for the School and Treatment Program and the Boston School-Based Treatment program is recruiting from within the Summer Program. Staff who spent their summer serving in the Summer Program go on to serve fulltime in both Boston and New Hampshire. Wediko recruits for the Summer Program from over 100 college and universities across the country. Wediko is a familiar program for many faculty and administrators in the human services professions and is promoted by faculty in many colleges and university classrooms.

### e. Member Training

After successful placement with a program of Wediko Children's Services members will be provided high quality ongoing training throughout their term of service. The basis for a successful term of service is a thorough orientation to the program, the community to be served and the service site. The focus of the member's training at Wediko Children's Services will be on providing vulnerable children with the skills they need to be successful. For the members the focus of their member development will include learning strategies and competencies for working with at risk youth but also to ensure the improvement of the fields of social work and education by providing the communities being served with high quality, dedicated professionals. All members will attend a weeklong orientation with one day intensely focused on identity and responsibility as an AmeriCorps Member.

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Specific topics covered at the orientation to AmeriCorps will include: 1) An overview of the program ; 2) Review of the program goals ; 3) History and overview of AmeriCorps including the types of AmeriCorps programs and the AmeriCorps mission ; 4) History and overview of Campus Compact including our regional structure and mission ; 5) Team-building and opportunities for members to begin networking ; 6) Review of AmeriCorps policies and procedures including allowable activities, CNCS rules and regulations, and reporting; and 7) Review of Wediko AmeriCorps Professional Corps program policies and procedures including member benefits, grievance and disciplinary procedure, and member and program evaluation. Rules and regulations including prohibited activities for AmeriCorps will be explained explicitly as part of the orientation. CCNH works very hard to ensure our AmeriCorps members have adequate support and preparation for their terms of service in addition to an understanding of AmeriCorps and national service. Following orientation, AmeriCorps members in collaboration with their host sites are required to complete an On Site Orientation Checklist designed to assist members as they begin their terms of service. The On Site Orientation Checklist covers the following topics: site supervisor preparation prior to AmeriCorps member arrival; orientation to site, office personnel/staff, office policies; history and present status of the site; locating community resources / community partners; and reviewing overall goals and position descriptions. In addition to their program orientation and on site orientation each member will receive more specific training depending on the site they will be serving in (Wediko School - year round residential, Summer Program-intensive short term residential, or the School Based Program). Below is more detailed information about the training offered at each service site.

1. Wediko School (residential, 365 days / year in NH) - All members receive two or more hours of weekly group and individual supervision from experienced supervisors. Supervisors work in the milieu, offering the opportunity for on-site supervision with direct modeling to childcare counselors and to clinical staff. AmeriCorps members attend three day-long in-service seminars and participate in Wediko's weekly staff training - 'Wediko Academy.' Presentations cover topics such as child development, residential care, special education, approaches to managing behavior and facilitating positive change, and current research findings.

2. Wediko Summer Program (residential, 45 days located in New Hampshire): Beginning with the application process, staff are involved in a process of self-observation, critical thinking, and in-depth learning. As a result, when staff leave the summer setting, they are prepared to provide clinical service with an enhanced level of empathy. Wediko's training program includes a weeklong orientation and reorientation, didactic presentations, small group seminars, bi-weekly group supervision meetings, and hands on training. Program

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administrators and clinical supervisors are in the setting, working with children and staff, on a daily basis. 3. Wediko School-Based Program (partners with K-12 schools in greater Boston) - Supervision - Wediko has licensed psychologists and social workers on staff who provide supervision to all AmeriCorp members in the school based program. Each AmeriCorps member receives two or three hours of individual supervision weekly, and senior clinicians are always available for consultation in urgent situations. All staff participate in weekly case conferences chaired by licensed senior staff. Each AmeriCorps member will prepare a written case summary to present to the group for review. Case conferences are an opportunity to ask questions and learn from the multi-disciplinary peer group.

### f. Member Supervision

Supervision is the cornerstone of the ongoing training of AmeriCorps members seeking to become clinicians in the field of child mental health. Members will be provided direct supervision by their Service Site Supervisor on a day to day basis. The Service Site Supervisors and any other Wediko staff having daily interaction with AmeriCorps members will be required to attend a Site Supervisor Orientation facilitated by CCNH staff before having members placed at their site. Weekly records of service verifying the hours served by the members will be signed by the Service Site Supervisors. The Director of Outreach and Community Relations will be the final sign off on all records of service before they are submitted to CCNH to ensure members are involved in appropriate service activities. The Wediko Resource Manager will have responsibility for handling any supervisory issues that may arise during the program year in consultation with the senior staff of Wediko and CCNH. Additionally, all members will receive group supervision once a week with the other members of their team by a senior Wediko Children's Services staff member. The purpose of this supervision is to ensure members are receiving adequate support while working with the children, to deal with any issue that may arise and to allow members a chance to process the events of the week in a confidential and safe setting. Members will also receive one on one supervision as needed but generally at minimum once a week. A senior Wediko Children's Services staff member will be paired with each member and will act as both a professional mentor and a confidential sounding board for the member during their year of service. For members serving at the School Based Program in Boston, they will receive individual supervision from both their Wediko Children's Services mentor and their supervisor at the school they are serving at.

CCNH employs a comprehensive monitoring plan for all of our programs that is designed to enable program staff and administration to review strengths and challenges as they relate to compliance, program management and overall impact. CCNH believes ongoing support and communication

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between our office and host sites is crucial for AmeriCorps members to have a successful term of service. To this end Campus Compact will conduct site visits at each service site twice during the year, facilitate a host site list serv, and provide ongoing support through by phone and email. CCNH will also convene the host site supervisors at least twice during the program year to address any issues, promote collaboration and provide opportunity for ongoing improvement of the project. As a past AmeriCorps program sponsor CCNH has developed multiple tools and strategies to ensure that both service sites and members are meeting the requirements of the program and moving towards a successful completion of the project. These include: host site and member orientation; member handbooks ; host site handbooks; on site orientation; monthly team meetings; site visit monitoring tools; monthly records of service that include program and performance measure reporting; electronic updates of member service hours and regular contact with host site supervisors

### g. Member Experience

AmeriCorps members serving at any one of the Wediko Children's Services sites are immersed in an experiential learning experience unequalled in other work settings. AmeriCorps members are participants in, not simply agents of, the process of change and growth that the children are experiencing. AmeriCorps members can see the impact of their interventions as they interact with children across areas of functioning (e.g., in school, in social situations, at times of calm, and at times of crisis). Serving at Wediko Children's Services enhances the rate, depth, and breadth of learning for every staff member in the setting. Most direct care staff are enrolled in undergraduate or graduate programs, preparing for a career in human services. Wediko brings classroom lessons to life, and staff report that their academic studies are accelerated after their experience. Clinical staff are recruited across the nation, and alumni can be found in hundreds of schools, mental health agencies, and treatment programs where they apply what they have learned at Wediko. Wediko's senior administrators have all started their professional careers in the intensive milieu setting in New Hampshire. Over the past six years, Wediko AmeriCorps Alumni have remained committed to serving vulnerable populations in the human services field in both micro and macro settings. Wediko AmeriCorps Alumni include social workers, psychologists, educators, public administration professionals, business professionals, health professionals and lawyers. Many have reported that their AmeriCorps service at Wediko has been influential in choosing to peruse graduate education and stay connected to volunteerism and service in the communities they now live in. According to exit paperwork from our most recent program year 96% of AmeriCorps members reported that they strongly agree or agree that they feel better prepared to continue work in the health and human

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services field as a result of their service with Wediko. We feel strongly that we will garner similar results towards our performance measures during our third and current year of the grant cycle. As part of their ongoing training and development AmeriCorps members will be required to participate in reflection activities that will ensure they are able to contextualize their service and develop a lifelong ethic of service. We will also develop an alumni network of past members that we will work with to develop a mentoring program. The purpose of the mentoring program will be to connect current and past members who have gone on to work in the fields of social work, special education and therapy to provide additional support to current members, engage past members in the continuing work of the program and to give current members an opportunity to understand the types of work they can do within fields of social work, therapy and special education beyond their term of service. The staff at Wediko Children's Services and Campus Compact for New Hampshire takes their responsibility to ensure that AmeriCorps members are aware of the importance of national identity. All members receive AmeriCorps shirts and other gear that they use proudly throughout their service. We work with our AmeriCorps members to help foster their connections with AmeriCorps beyond our program through participation in national service days and training opportunities through the Massachusetts Service Alliance and Volunteer NH. Our members will also participate in MLK Day of Service, AmeriCorps Week and the Mayors Day of Recognition for National Service. Campus Compact for NH also acts as the fiscal agent for the NH Chapter of AmeriCorps Alums which often hosts opportunities for both current members and alums to connect at service events and other activities that our members participate in throughout the year.

### h. Volunteer Generation

The nature of our work with children makes it difficult for volunteers to become closely involved with the children receiving services from Wediko. That being said the program has identified other strategies to utilize volunteers in multiple ways that do not involve direct interaction with children: to help coordinate and staff activities with families at the Boston school based program (ongoing) , to introduce children being served by Wediko to volunteering as interns in each of the three sites(ongoing), to assist with promotion of the mission of Wediko (episodic) and to fundraise for ongoing programming at Wediko (episodic -- three events annually and annual fund). Campus Compact for New Hampshire and Wediko Children's Services will work together to ensure that all volunteers in the project receive adequate training, supervision and recognition. To this end we have decided to include the activity of volunteer management in the position description of at least one member at each service site. The opportunity to engage volunteers from the greater community is

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another benefit the Professional Corps program will bring to the project. The infusion of volunteers into the project is a wonderful way to increase awareness in the community of the challenges that children with mental health issues face. Wediko also sponsors three annual athletic events; our Boston Marathon® team (April), the Climb For Hope stair climb (April), and the Wediko Century Ride (September).

Many children being served by Wediko AmeriCorps Professional Corps Program will also become volunteers. These children will be trained and supervised by the AmeriCorps members. The youth volunteers will participate in both ongoing service and episodic volunteer opportunities. We believe this is a crucial component of this project that allows the children being served to give back to their communities. Partnering with the various community service agencies affords Wediko students the opportunity to have the entry-level work experience as well as a chance to give back to their local communities.

### i. Organizational Commitment to AmeriCorps Identity

Campus Compact for NH and Wediko Children's Services work together to ensure that both organizations promote AmeriCorps identity at each service site and with our AmeriCorps members. We believe promotion of the AmeriCorps program is important in order to tell the story of AmeriCorps and to show the impact of our program in the community and with our community partners. Promoting AmeriCorps also helps raise awareness of both Wediko Children's Services and Campus Compact for NH within our community. Our promotion of AmeriCorps consists of displaying signs, posters or banners in our offices, at our service sites, making AmeriCorps brochures available to our partners, posting information, logos and links on each of websites and social media and utilizing our local media, newsletters or other media formats to get the message out. Campus Compact for NH and Wediko have had modest success promoting the program across NH and MA. This past year we have had stories about our MLK activities and our AmeriCorps Week projects covered in the Union Leader (NH's only statewide newspaper) and WMUR (NH's only statewide television channel) and Wediko was selected by the Boston Athletic Association to be one of its official charities participating in the Boston Marathon. A major goal related to promotion for the coming year is to have the unique partnership between AmeriCorps, Campus Compact for NH and Wediko Children's Services featured on New Hampshire Chronicle. NH Chronicle is a nightly magazine program on WMUR about the people and places that make New Hampshire special. We also work to be an active partner with other AmeriCorps programs and national service initiatives. For instance, Debby Scire the Executive Director of CCNH currently serves on the board as the Treasurer for Volunteer NH! and has worked

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closely with NH's Department of Education on a variety of service learning initiatives funding by the Corporation for National and Community Service. CCNH staff also enjoy a close relationship with the CNCS ME / NH / VT State Office; we participate annually in planning and presenting at the Northern New England Tri State Streams of Service Conference; we are members of the NH Service Alliance and assist with the annual Governor's Conference on Volunteerism in NH.

### **Organizational Capability**

Since 2000, Campus Compact for New Hampshire (CCNH) and Wediko Children's Services have been partnering to meet the needs of at risk children. This partnership began at the request of the Corporation for National and Community Service. Staff at CNCS requested CCNH expand their Education Award Only Program to include members serving at Wediko Children's Services. This request resulted from the closing of Wediko Children Services original AmeriCorps sponsor. Had CCNH not stepped in and expanded their portfolio to include the members serving at Wediko those members would have been unable to successfully complete their terms of service. Through the current partnership between Wediko Children's Services and CCNH more than 750 part time and full time AmeriCorps members have successfully completed their terms of service. Campus Compact for NH (CCNH) is a statewide consortium of colleges and universities in NH committed to promoting the civic purposes of higher education. Founded in 1997, CCNH unites member college presidents in leading their campuses toward the integration of service into the academic, student life, and civic goals of their institutions and supporting campuses in the development of reciprocal campus - community partnerships. Through its current programming CCNH recruits more than 5,000 volunteers annually, these volunteers contribute a quarter of a million hours to local communities. CCNH will be the lead organization on the grant. CCNH has extensive experience managing private and federal grants, including multiple Corporation for National and Community Service programs. Campus Compact for New Hampshire serves as the lead agency for the Northern New England Campus Compact AmeriCorps\*VISTA Collaboration. CCNH has served in this role for many years and continues to provide sound fiscal and program management. CCNH has successfully managed the Wediko AmeriCorps Professional Corps for two grant cycles. CCNH continuously responds CNCS requests and remains compliant. Annually Campus Compact for New Hampshire has an audit of their finances completed by Hession & Pare. The annual audit also includes an A-133 audit and each year Campus Compact for New Hampshire receives a clean unqualified audit with no material weaknesses. The key program staff will include: Debby Scire, Executive Director of Campus Compact for New Hampshire who will have overall supervision of the project and will be the authorized agent

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of CCNH. Debby has worked at CCNH since 1997 and has extensive experience managing federal grants and developing partnerships between higher education and local communities. Stephanie Lesperance, Associate Director of CCNH and Jillian Oates, Program Coordinator at CCNH will share overall supervision of the project and handle the management of the AmeriCorps grant. This will include ensuring compliance to all AmeriCorps guidance as well as timely submission of paperwork and other reporting documents. Stephanie has worked at CCNH since 1999, prior to that she was an AmeriCorps Program Coordinator and served as an AmeriCorps member and an AmeriCorps Leader prior to coming to CCNH. Jillian Oates, Program Coordinator at CCNH served as an AmeriCorps\*VISTA member and then as the VISTA Leader at CCNH prior to being hired as a Program Coordinator at CCNH. Her background is in education which makes her a nice fit with the Wediko AmeriCorps Program. Dennis Calcutt, the Director of Outreach and Community Relations at Wediko Children's Services will serve as the liaison between Wediko Children's Services and CCNH. He will be involved in the implementation and ongoing support of the program. Dennis has served as the Service Site Supervisor at Wediko for the current CCNH AmeriCorps Education Award program. Dennis has been at Wediko Children's Services since the summer of 1984. CCNH will also utilize a Leadership Team for the Campus Compact for New Hampshire/ Wediko AmeriCorps Professional Corps program to conduct ongoing internal assessment and improvement of the overall project to ensure that it remains sound and well managed. This team will be convened quarterly to review the progress and development of the project. The members of this team will reach beyond the day to day management team for the program. In addition to the key staff mentioned above the Leadership Team will include: Executive Director of Wediko Children's Services; Program Director of the Boston School Based Program; Program Director of the Wediko School; Program Director of the Summer Program; Principal of the School and Treatment academic program; Principal of a K-12 School receiving services from Wediko; and 3 current AmeriCorps members representing each of the program sites. The role of the Leadership Team is to provide oversight and feedback on the program, ensure compliance to CNCS regulations, maintain communication between each site and to verify that the project continues to address the community need for supporting new and emerging professionals in the fields of social work, therapy and special education. We will work together to provide any needed financial and programmatic technical assistance to our service sites as need arises. Project staff will maintain regular communication with sites to monitor and address needs as they occur. The Wediko AmeriCorps Program has a track record of compliance and responsiveness to any requests from the Corporation for National and Community Service. We work diligently to ensure

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our members, supervisors and community partners understand the rules / regulations of AmeriCorps and the Corporation for National and Community Service. To date we have not had any issues of compliance. We received the following feedback on our most recent progress report: "The program has excellent enrollment and retention rates. In addition the 30-day enrollment and exit requirements are also outstanding."

### b. Sustainability

The main purpose of developing the Wediko AmeriCorps program is to improve the professional services delivered to children and families in Massachusetts and New Hampshire. A secondary outcome of the program is the enhancement of the fields of social work, psychology and education by providing new professionals in these fields with the support necessary to enter these lines of work. By expanding the professional membership of these fields our hope is that the long term impact will be the addition of new professionals in these fields who remain committed to this work.

The project design serves as the basis for sustainability and outlines clear steps to connect sustainability with all Wediko AmeriCorps Professional Corps activities and implementation and documentation strategies. We will utilize data collection in this process and will document the extent to which the Wediko AmeriCorps Professional Corps has addressed community needs and publicize these results. From the community perspective, community involvement and support is critical. Beginning with the creation of the Wediko AmeriCorps Professional Corps we will seek to be seen as a resource to meet community need and from the Wediko AmeriCorps Professional Corps member perspective, we will create a life time passion and commitment to service and to working with at-risk youth. Wediko's commitment to improving the lives of vulnerable youth is illustrated not only in its directservice programs, but also in its continuing investment in basic and applied research that leads thefield in working with at risk children. Research at Wediko can be traced to the work of those who helped create the program. Robert Young and colleagues evaluated treatment techniques in the summer program (Young, Miller, & Verven, 1951). Howard J. Parad examined the need for uniform recording and reporting practices (Parad & Young, 1953). The early 1980s signaled the emergence of a research program with a dual emphasis on evaluating behavior change (H. W. Parad, 1983) and on basic processes in personality and social development (Wright, 1983). As Howard Parad and Robert Young emphasized over 50 years ago, Wediko remains committed to the systematic study of troubled youths. In the decades to come, Wediko will continue to be a model of clinical-research integration-- by serving the immediate needs of children in treatment, by helping professionals evaluate the services they provide, and by contributing to basic research on children's socio-emotional development.

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### c. Compliance and Accountability

The Wediko AmeriCorps Professional Corps Program has achieved a 100% enrollment rate for the 2010 and 2011 program years. We anticipate achieving the same rate of enrollment for the 2012 program year. To date, we have enrolled all of our half time members and 74% of our fulltime slots. All of our Boston slots have been filled and the remaining fulltime New Hampshire slots will be filled over the course of the program year as new members are placed with the program. Our 105 quartertime slots are reserved for the Wediko NH summer program. These members will be enrolled in July of 2013 and we do not anticipate any issues in filling all of the slots. Filling all of our awarded slots is an important priority for the Wediko AmeriCorps Professional Corps program. The Wediko AmeriCorps Professional Corps Program had a 93.7% retention rate for the 2010 program year, and a 98.6% retention rate for the 2011 program year. The nature of the work at Wediko is challenging and the children and families that members provide services to are demanding. We continuously make improvements to our retention rate, with a goal of achieving 100% retention. Methods used to reach 100% retention include: making improvements to orientation materials to make sure that members are aware of their commitment prior to completing enrollment, evaluating and improving trainings for members to ensure that they are well supported and trained throughout the duration of their term of service and recruiting the highest quality candidates who have proven experience and a demonstrated commitment to working with children and families. Campus Compact for NH consulted with the State Commissions in New Hampshire and Massachusetts and submitted a National Direct Consultation form to both the MA Service Alliance and Volunteer NH since the proposed program will take place in those states. Our response from these forms was that for both states we could report to CNCS that our consultation process was complete and that they did not see any issues with our proposed program. CCNH has a multi-year history of collaborating with other streams of service both within and outside New Hampshire and Massachusetts.

The Wediko AmeriCorps Program will continue to build on the success of the program over the past six years. This program will not duplicate any other AmeriCorps Professional Corps programs in existence in New Hampshire or Massachusetts since no programs in these states focus entirely on meeting the needs of at risk children in both school based and residential facilities. This project complements the existing programs by providing services to children and families with severe mental health issues.

The Wediko AmeriCorps Professional Corps Program proposes to work with two operating sites within the Wediko Children's Services Organization. The first site is the Boston Massachusetts School Based

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Services Program which offers clinical and program consultation to teachers and school administrators, direct clinical services to students and families, trainings, and workshops. The second site is located in Windsor, New Hampshire and runs two programs -- the Wediko School and the Wediko Summer Program. CCNH has worked with Wediko Children's Services for the past six years under the AmeriCorps Professional Corps program. Wediko Children's Services is a demonstrated leader in providing top quality therapeutic services and programs tailored to improve the lives of vulnerable children and families. CCNH is not seeking any new partners, but seeks to continue to deepen and strengthen the work that Wediko provides for vulnerable children and families through the Wediko AmeriCorps Professional Corps Program. The two Wediko staff members that serve as the AmeriCorps site supervisors at both sites have a thorough understanding of AmeriCorps, including prohibited activities and the overall mission of the program. CCNH employs a comprehensive monitoring plan for all of our programs that is designed to enable program staff and administration to review strengths and challenges as they relate to compliance, program management and overall impact. This allows CCNH to maintain consistency and compliance across the three Wediko service sites throughout each program year. The monitoring system also allows CCNH to ensure continuous improvement and address items of concern. Our monitoring plan involves the following elements: \*A mandatory orientation of host site supervisors that includes review of prohibited activities, AmeriCorps regulations including prohibited activities, promoting AmeriCorps identity and other program requirements \*Completed Host Site Agreement prior to members starting terms of service (clearly outlines the roles and responsibilities of CCNH, Wediko Children's Services and the service site) \*Required submission of completed On Site Orientation form from sites within 30 days of members beginning their term of service date (a document that details the things that sites should be sure to cover with members during their first month of service to ensure the member gets off to the best possible start at their service site) \*Host site monitoring visit within the first 3 months of a member term of service to review service plan, identify any issues and discuss any need for continuous improvement for the site. The visit is also designed to prevent / detect prohibited activities through review of member files, assessment of service activities and host site visit questionnaires \*Mid year evaluation of AmeriCorps members \*Host site monitoring visit between 6-9 months of a member term of service depending on evidence of issues \*Quarterly Site Supervisor meetings with CCNH -Site Visits by CCNH twice a year at which CCNH staff meet with site supervisors, members, community partners and when appropriate clients that are part of the program. \*An action plan for handling host sites that are non-compliant that includes documentation of compliance issue, performing of an

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additional host site visit to discuss issue, potential removal of member from site for noncompliance and disqualification of site from eligibility to be a host site in a future year. CCNH will ensure compliance with AmeriCorps rules and regulations by utilizing a compliance review for all of our sites that is designed to complement our monitoring system and focuses on compliance to AmeriCorps guidance. The components of our compliance review will include: \*Document reviews\*Compliance reviews\*Program quality and performance reviews\*Special audits or surveys of sites when necessary\*One on one technical assistance to ensure compliance and resolve any issues. If a site is found to be non-compliant or at risk CCNH will employ an action plan for that will include documentation of compliance issue, performing of an additional host site visit to discuss issue, potential removal of member from site for non-compliance and disqualification of site from eligibility to be a host site in a future year.

### Cost Effectiveness and Budget Adequacy

#### a. Cost Effectiveness

We believe the proposed project is cost effective as approximately 60% of the grant is allocated directly to supporting programming and initiatives that will directly benefit the children being served high quality training and support for members, with the remaining 40% allocated to staff time. Experience has taught us that adequate staffing is critical to maintain rapport and regular communication and to ensure appropriate monitoring and high quality outcomes. Towards that end we have designated senior staff members to serve as key staff for this program to integrate the proposed activities and to collect fiscal and outcome data.

Our request for funds does not exceed the maximum cost per MSY. Our proposed budget reflects a cost per MSY of \$1,991 which is \$293 below our current cost per MSY.

CCNH and Wediko have worked together to gather diverse nonfederal resources that will provide living stipends for members, additional training funds, other staff positions and overall administrative support of the project. The sources for these funds will include campus assessments, operating funds raised from program fees and local contributions. All of these funds have been secured to date and we do not anticipate any issues meeting our match requirements. We have decreased our overall funding request to CNCS while increasing our required match to 45% which is 7% higher than our required match. CCNH's budget is made up of the following funding sources: assessments from member campuses (15%), training and technical assistance Contracts (45%), CNCS funded projects (40% total - AmeriCorps VISTA -30% and AmeriCorps Professional Corps-10%). If funded this project would make up approximately 10% of CCNH's operating budget. (Note: Our VISTA project represents a

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significant portion of CNCS funds but these are directly related to living stipends and another large portion of administrative funds that are subgranted to Maine and Vermont Campus Compact since CCNH acts as the lead and fiscal manager for the project.)

We believe our program model is cost effective because we fund the majority of the project from non federal sources. The return on investment from our program results in improved mental health for children in NH and Boston and an increase in the number of professionals prepared to enter the fields of psychology, social work and special education.

### b. Budget Adequacy

As current grantees of the Corporation for National and Community Service, CCNH and Wediko have been strategic in seeking funding sources and support from outside the national service network. We have worked with our partners and member campuses to increase their financial contribution through an increase in annual support from member campuses as well as through other private funding sources. Our funding scheme dictates that we provide as much fiscal and programmatic support as possible to the three service sites and our AmeriCorps members. The funds requested of CNCS and those allocated as cash match are all reasonable and appropriate given the scope of the Wediko AmeriCorps Program. The budget for this project was developed to align directly with the overall goals and specific outcomes intended for the project.

### **Evaluation Summary or Plan**

Submitted to CNCS

### **Amendment Justification**

N/A

### **Clarification Summary**

N/A

### **Continuation Changes**

N/A