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Executive Summary

Salt Lake County Community Resources and Development (CRD) seeks to place 20 full time AmeriCorps members representing diverse ages, cultures and backgrounds to serve from October 1, 2015 through September 30, 2017. These members will provide direct client services that benefit the homeless population under the Economic Opportunity focus area. Specifically member's activities/interventions will be aimed at: outreach to and engagement of homeless persons which include refugee populations, helping place these persons into housing, providing stabilization and support of previously homeless individuals and families who are in housing, assist homeless and formerly homeless persons to obtain employment and access mainstream services. Concurrently CRD will use up to 5 VISTA members to provide community engagement activities, administrative support and expand the capacity and deliver, evaluate and assess the impact of these services. Members will work with and under the direction of case managers in private non-profit organizations that serve homeless and refugee populations and/or under the supervision of CRD in Salt Lake County. This program is in line with the County's efforts to end Veteran Homelessness by 2015 and Chronic Homelessness by 2016. Through the efforts of the AmeriCorps and VISTA members, they will transform these individuals' lives by identifying and placing 100 homeless individuals and families into housing with an 85% retention rate, assisting 150 individuals in obtaining employment, helping 125 individuals access mainstream services designed to increase their self-sufficiency. In addition, 1,000 volunteers will be recruited. Data will be collected and reported on a quarterly basis from agency logs and the Homeless Management Information System (HMIS) to document these efforts and the outcomes achieved. Salt Lake County is asking for \$259,812 in support of this effort from the Corporation for National and Community Services with matching funds of \$265,216 (51%) for total program costs of \$525,028.

Rationale and Approach/Program Design

Housing is a basic human need. It provides stability to both the individual and the community. It is also a key to future economic opportunity. Yet many in Salt Lake County struggle to access and remain in housing. This project proposed by Salt Lake County Community Resources and Development (CRD) seeks to assist those who are currently or were recently homeless. Data demonstrates a high number of people in Salt Lake County fall into the category of currently or recently homeless. For example: 1) Each year a Point in Time (PIT) count is conducted of those who are homeless in Salt Lake County. The 2014 PIT identified an annualized total of 9,356 individuals in

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Salt Lake County that were homeless with 332 of those being chronically homeless (homeless for more than one year or having had four episodes of homelessness in the last three years) and 273 veterans. 2) The most recent Housing Inventory Count (HIC) identified 2,000 plus recently homeless and chronically homeless individuals now living in housing. 3) Each year approximately 1,200 refugees are resettled in Salt Lake County, many coming to America as homeless having lived much of their in refugee camps. They are at high risk of returning to homelessness.

Those who are homeless and recently homeless face many barriers in accessing and staying in housing. A study done in 2012 of adult residents at Palmer Court documents these barriers. Palmer Court is a permanent supportive housing apartment complex located in Salt Lake City for individuals and families with a recent history of chronic homelessness. According to the study at entry into Palmer Court the adult residents had these challenges: 36% had no High School diploma or GED, 65% used the bus as the primary source of transportation, 46% described their physical health as fair to poor, and 61% said their mental health is fair to poor.

In the Salt Lake County CRD project, AmeriCorps and Vista members will be placed in a variety of agencies which serve homeless and recently homeless individuals and families. At its root, homelessness is a housing problem. The Salt Lake County CRD project activities help currently and recently homeless individuals and families access and remain in housing. AmeriCorps members will provide direct service focused on the following three activities:

1. Housing Placement Services. Assess and refer clients for housing services; transition clients into housing and conduct home visits with case managers to identify and assess client needs to maintain housing, and provide housing stability services.
2. Access to Mainstream Services. Provide client referrals to medical, health, public assistance, child care, employment agencies and other mainstream services and assist clients in receiving services from those programs
3. Job Placement Services. Determine which clients are appropriate for employment and assist with the job search, applications, skills training and the interview process. Work with clients in developing goals for gaining employment in assessing their needs and providing assistance in developing habits necessary to be a good employee.

VISTA members will provide the following three services:

1. Volunteer Recruitment: Working at a variety of community based non-profit organizations to recruit, train and manage volunteers to help augment the services provided by agency staff and AmeriCorps members.

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2. Data Analysis: Collect and analyze data on a monthly and quarterly basis on clients being served at community based non-profit organizations to review accomplishment of goals and trends with the focus of improving services and outcomes for clients. Develop data analysis capacity by implementing data collection forms surveys and analysis tools.

3. Networking: Develop and network with other social service agencies to identify resources that would enable homeless and formerly homeless to access mainstream services and increase capacity to serve clients.

The Salt Lake County AmeriCorps and VISTA project activities are in line with both federal and local homeless goals, performance measures and best practices.

¿ CNCS is a member of the United States Interagency Council on Homelessness. That group developed the Federal Strategic Plan to End Homelessness whose goals are to end Veteran Homelessness by 2015 and Chronic Homelessness by 2016.

¿ Recently Salt Lake County was selected through a competitive process to be one of 71 sites around the Country to join with Community Solutions ZERO 2016 campaign. This campaign has two specific goals which mirror the Federal Strategic Plan to End Homelessness and the two goals noted above.

¿ Salt Lake County and the State of Utah adopted a Ten Year Plans to End Chronic Homeless in 2006 and 2005 respectively and the ten year plans are nearing completion within the next two years.

¿ Salt Lake County has adopted the principles of Collective Impact which encourages data analysis, identifying outcome measures and the examination of services delivery systems to improve efficiencies and expand capacity.

The federal government has established performance measures for communities to assess goal progress. One of these is tracking the reduction of both veteran and chronic homelessness by performing an annual Point in Time Count of the homeless population. Salt Lake County has adopted these same priorities and participates in the PIT. The following activities are examples of how the Salt Lake County CRD Operation AmeriCorps project directly relates to the federal and local homeless performance measures. Within the description of activities, AmeriCorps and VISTA members will provide services as permitted and recommended by AmeriCorps and VISTA program regulations for direct and indirect client services.

¿ AmeriCorps and VISTA members will provide housing placement activities which include: identify individuals and families in need of housing. Interview clients to assess the type and need for housing. Record client information for tracking in agency data base. Provide clients with information on

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housing opportunities. Explain the rules and requirements of housing. Work with landlords to identify housing opportunities. Provide assistance to help clients move into housing. This supports federal and local performance measures to reduce the return to homelessness and length of homelessness.

¿ AmeriCorps and VISTA members will provide housing stability services to formerly homeless individuals now housed by: Visiting clients on a regular basis to assess housing stability. Develop working relationships with clients. Develop an individualized client self-sufficiency plan with goals. Based on assessments of client needs, refer clients to appropriate agencies for additional services such as mental health, substance abuse, housing maintenance and assist in the eligibility process. Communicate with property management staff to identify and reduce problems. Act as an advocate for clients. Provide opportunities for clients to interact with others to foster healthy relationships and overall positive housing experience through workshops, holiday celebrations, exercise groups, trips to local venues, trainings, etc. This reduces the return to homelessness.

¿ AmeriCorps and VISTA members will provide job placement activities which include: Develop and provide opportunities for clients to gain additional skills and abilities to become employed. Prepare employment assessments and employment plans. Discuss short and long term goals for employment. Assist with gathering information and preparing resumes. Engage in one on one job coaching. Provide internet training opportunities for trainings to learn how to do job search. Develop and locate appropriate employment opportunities for clients. Arrange and/or escort clients to potential places of employments. Promote workshops, classes and programs offered on site. This supports federal and local performance measures to increase income from employment.

¿ AmeriCorps and VISTA members will help access mainstream services which include: Perform or use data from client assessments to determine additional needs to maintain housing and/or secure employment. Based on assessment data refer clients to other agencies for services such as mental health, substance abuse, public assistance, social security disability, etc. Follow up on referrals. Work directly with clients in filling out paper work or attending meetings with client to become eligible for services. Act as an advocate for clients. Manage an active caseload of clients seeking mainstream services. This supports the federal and local performance measure to increase income from mainstream benefits.

¿ AmeriCorps and VISTA members will gather and use data including: Create new hard files and electronic files and enter data on activities provided to clients. Provide information for quarterly reports that reflect activities provided in the areas of housing, employment and access to mainstream

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services. Analyze service provision and offer recommendations for improvement.

AmeriCorps and VISTA members are in a unique position to provide these services. Most will work almost full-time for a year and will be able to establish trust, rapport and follow through with clients. Many have also recently been recently involved in securing housing and employment in their own personal lives. VISTA members can devote their time and efforts to increasing organizational capacity which in turn benefits client services.

AmeriCorps and VISTA members will utilize evidence based and best practice guidance from SAMHSA and HUD in their activities which assist homeless and recently homeless individuals and families. For example:

¿ HUD guidebook on making the transition to permanent housing:

<https://www.onecpd.info/resources/documents/shptransitionpermanenthousing.pdf>

¿ SAMHSA guidebook on evidence based practice supported employment:

<http://store.samhsa.gov/product/Supported-Employment-Evidence-Based-Practices-EBP-KIT/SMA08-4365>

¿ HUD guidebook on strategies for improving homeless people¿s access to mainstream benefits and services:

<http://www.huduser.org/publications/pdf/StrategiesAccessBenefitsServices.pdf>

¿ National Alliance to end Homelessness on using the Housing First Model

www.endhomelessness.org/pages/housing_first

With the use of the above evidence based and best practice guidance, Salt Lake County anticipates AmeriCorps and Vista member work will have a strong program impact. At the end of two years, Salt Lake County expects to see the goals of ending Veterans and Chronic Homelessness completed while providing economic opportunities for recently homeless individuals and families. This means that all who are willing to engage in housing and supportive services will have the opportunity to do so. It is expected that secure housing and employment will reduce the incidences of jail bookings, court costs, emergency room visits and other public safety costs in the community.

Program impact will be measured using the performance outcomes and measures suggested by the CNCS under the area of Economic Opportunity. This includes two specific output and outcome measures for housing and job placement. For housing the number of economically disadvantaged individuals receiving housing placement services and number of economically disadvantaged individuals transitioned into housing. For employment, the number of economically disadvantaged individuals receiving job placement services and the number of economically disadvantaged

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individuals placed in jobs. Through the use of AmeriCorps and Vista members Salt Lake County also expects to have 125 individuals on annual basis access mainstream services such as Social Security Disability, Food Stamps, Child Care, Medicaid, etc.

Agencies which receive homeless funding from the County, State, and/or the HUD Continuum of Care (CoC) program are required to input and track client data in the Homeless Management Information System (HMIS). This data system collects standardized information on all individuals and families that access homeless services in Salt Lake County. Information on approximately 85% of all the homeless in Salt Lake County is entered into the system. As an example Salt Lake County can use the HMIS database to pull information and reports on numbers, length of time in homelessness and return to homelessness. Information from the HMIS is used in the PIT count.

The project will support volunteer generation to increase the capacity of delivering housing, employment and access to mainstream services. For example, under job placement, for clients who are not appropriate for employment, members can connect clients with volunteer opportunities to increase their ability to learn pre-employment soft skills. In the last program year, over 1,000 volunteers were recruited, supported and coordinated by AmeriCorps members. VISTA members can be particularly helpful in this area with recruiting volunteers that can help expand the capacity of the organizations to provide additional individuals that can work with clients. We anticipate the sites hosting the AmeriCorps and VISTA members will have volunteer coordinators. Members will work with these coordinators. Members may help supervise or direct the work of the volunteers. Most of the volunteer activities may be project specific and short term in nature such as hosting an event, gathering donations, teaching a class, reading to children, tutoring/mentoring clients, etc.

Salt Lake County will select placement sites through a competitive Request for Proposals (RFP) process. Applications will be ranked based on how agencies would use AmeriCorps members to deliver services that meet the Economic Opportunity goal of housing and job placement services and their agency mission.

Salt Lake County will utilize several recruitment methods to assure diversity of AmeriCorps and VISTA members including: asking current and potential host agencies for referrals, placing notices on Craigslist and the Utah Non Profit Association web site, re-connecting with those who have expressed interest, and contacting local post-secondary universities. We work with a variety of ethnic organizations and will also reach out to them during the recruitments process to ensure diversity among the members. Because of the various sites that host members diversity in age, gender, race, and income which will be ensured.

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By providing orientation, training, supervision and support, members will have the tools needed to succeed in their placement and contribute in a meaningful and valuable way in the community. Members bring with them new and fresh ideas because for them this a temporary work experience where they are encouraged to get in, work hard and make a difference. They are often younger and are not involved just to make money but make a difference. 20 MSY are being requested. It is estimated that 13 MSY will work in housing activities (full time) and 7 MSY will work in employment (4 full time and 6 part time). This is in addition to the VISTA members who would all be full time. Salt Lake County is aware of the other resources provided through CNSC such as NCC and RSVP volunteers. NCC is used by The Road Home who operates the State's largest emergency shelter to provide services to those in the shelter to achieve goals similar to those in this proposal. They have also served as a site for AmeriCorps and VISTA workers. During the course of this program, the County will discuss with our partners about accessing other CNSC resources to further expand the positive impacts we expect from this program.

The program is designed for members to make a difference. Members will get first-hand experience about the challenges homeless individuals and families face. Helping them access housing, visiting them in their housing, assisting them in accessing and having services to keep them in housing adds to the member's own life experience. Member orientation, attendance at the Annual Homeless Summit, participation in the Utah Commission on Volunteers's conference/training and community service projects provides members a chance to learn more about their roles, interface with other members and share experiences while giving back to the community. CRD has quarterly meetings with all members which includes sharing with other members the work they do. On a quarterly basis stories will be submitted from each member about the experiences they have had. As part of orientation members are instructed in answering the question of where they work to say "I am an AmeriCorps member serving at such and such agency". Members are also provided with AmeriCorps gear. Whenever they are working they are required to have something on that identifies them as AmeriCorps members (shirt, button, etc.). Members will be provided a list of other sites within the County and the state where other members serve. They will be provided websites such as AmeriCorps.gov that offer a more in depth view of the AmeriCorps program, its purpose and gives examples of what is being done in other areas of the country. Each member will receive a copy of the AmeriCorps pledge and will stand and recite that pledge as part of the orientation process. Because the host sites are service agencies, they exist to make a positive change in people's lives and to get things done, a good fit for AmeriCorps members and the purpose of AmeriCorps.

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Organizational Capability

Organizational Strength CRD is a division of County Government under the County Mayor. It is "committed to improving the quality of life for Salt Lake County residents by strengthening families and neighborhoods, which are the foundations of a strong and vibrant community". CRD receives federal mostly block grants to administer services that improve communities and the lives of individuals and families. These funds include Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME, etc. These funds are generally targeted to individuals and families that make less than 80% of the Area Medium Income (AMI) with some focused on those making 30% or less of AMI. As with the AmeriCorps program, the goals center on economic opportunity. An important component is the leveraging of funds/partners to help deliver services. Managing, monitoring and reporting on these federal programs are ongoing responsibilities. Many of the agencies that receive these other funds are also agencies that host AmeriCorps members. This increases the collaboration among our community stakeholders and partners. Providing services to the homeless is a priority for many of the other federal funds CRD receives. The primary contact for this AmeriCorps grant is Kerry Steadman, who is the AmeriCorps Project Director. Kerry has been in County and State Government for many years with most of his time spent in the administration of Human Service programs. He helps prepare the grant request, the AmeriCorps budget, identifies needs in the community where AmeriCorps members can make a positive impact, aligns members activities with the goals of the County Plan to End Homelessness, reviews and approves AmeriCorps reports, coordinates with the other program managers in the office in the use of other federal funds for homeless services, and works with the agency directors where the members serve in helping plan for a successful program. Lora Bawden is the Program Coordinator with 8 years of experience. She is responsible for the recruitment and selection of members, keeping track of time worked training and orientation of new members, acting as a liaison with the members and the site supervisors, arranging for and conducting the quarterly site visits, exiting members, collecting the mid-term and final evaluations, and gathering information and preparing the quarterly reports. Because Salt Lake County CRD has been and is currently the recipient of AmeriCorps funding, staff have been trained on the rules and regulations of the AmeriCorps program. Current staff now funded from AmeriCorps will continue their roles in the Operation AmeriCorps program. Jared Steffey the fiscal manager has attended AmeriCorps fiscal training. He and his staff processes payroll, prepares budget reports and supports the AmeriCorps program. The AmeriCorps program is established as a separate cost center. The AmeriCorps program has been operating continuously in Salt Lake County since 2006.

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Documentation of work provided and outcomes achieved are collected and reported on a quarterly and annual basis as appropriate. CRD has participated in and contracted for external evaluations of other program. CRD would be interested in having an outside independent evaluation of the program.

The Mayor of the County or his designee signs all contracts and grant applications for AmeriCorps. Member Experience: Supervision AmeriCorps members are provided their living allowance through Salt Lake County Government and are responsible to Lora Bawden, who is the Program Coordinator. She can help enforce the efforts of site supervisors plus with her years of experience can identify potential problems or areas that need attention to ensure a successful program and program completion for the members. Day-to-day supervision, assignment and review of work, training, approval of time worked, mid-term and final evaluations will be done by the site supervisor and others at the host agency. The site agreement with each agency identifies these responsibilities. Agencies hosting AmeriCorps members will be required to identify and approve those who will be site supervisors. These decisions will be communicated to Salt Lake County. If Salt Lake County has a concern with a suggested supervisor, that will be discussed with the agency. Site supervisors play a pivotal role in helping make the AmeriCorps experience a success. Supervisors coach and mentor members, provide opportunities for AmeriCorps members to increase their knowledge and skills, develop work schedules, approve or deny leave requests, keep track of hours worked, approve time worked, participate in CRD AmeriCorps training and orientation, notify the County of any problems or concerns with the member or the program. Each site supervisor receives a binder with information about the AmeriCorps program. During orientation, specific items such as approval of time sheets, approval of time off requests, prohibited members activities, etc. are reviewed. Agencies hosting AmeriCorps members have typically had similar experiences in the past and understand the importance of training, support and supervision. During site visits, supervisors will be asked about the program. CRD staff will provide any training or assistance that may be needed since the initial orientation. County staff interacts regularly with site supervisors. If there are questions or concerns that arise during those interactions, training or counsel will be given on a case-by-case basis to resolve concerns.

Member Experience: Training - Providing training is an ongoing, yearlong process with a variety of activities for members. It starts with the posting of job descriptions that describe the duties of the members being recruited. Job descriptions not only contain duties but often the agency mission and purpose, which tie together how AmeriCorps members help fulfill that purpose. It continues with interviews at the potential host site (agency) and Salt Lake County, which manages the program.

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Agency interviews occur at the work sites so potential AmeriCorps members can physically see where they may be serving and perhaps the variety of clients with whom they may be working. Salt Lake County also has regular training opportunities that occur throughout the year. A formal training will be held during the first week of member placement (October 1, 2015 timeframe). This day of training will include, among other topics, the purpose of AmeriCorps, the background of homelessness here in Salt Lake County, reiteration of prohibited activities, member contract information, mid and final evaluations, etc. Members and supervisors are invited to ensure all receive the same training. Agencies provide additional training, specifically on the jobs and duties of the members for their respective agencies. Quarterly visits will be made to each site where discussions will be held with supervisors and members to determine how the program is operating. These visits include a standard set of questions that are asked at each site. Some visits may be unannounced and provide an opportunity to see the AmeriCorps member in action. Opportunities will be provided to involve members in a day(s) of service as another way to offer community orientation. Attendance at Utah's Annual Homeless Summit as well as State CNCS trainings will be provided to members. Regular interaction with members/supervisors via email and phone occurs to help identify and problems and provide additional training where appropriate. Feedback on mid-term and final evaluations from supervisors provides additional information on training needs. Exit interviews provide valuable feedback to develop the type of training for the following year. From the variety of trainings provided, members will be able to perform, record, and report their time and activities.

Compliance and Accountability: CRD, as part of Salt Lake County government, is required to be open and transparent in selecting agencies to provide services. As with the current year program, a request for proposals would be released by the County Division of Contracts and Procurement indicating the availability of AmeriCorps members to serve in Salt Lake County. The RFP would indicate the requirements the site would need to meet and other contract issues. Interested agencies would submit a proposal which would be received by Contracts and Procurement. A committee will be assembled to review the proposals, excluding those who would have a conflict of interest. After review and scoring based on a variety of criteria such as agency history, experience, qualifications of staff, program design, expected outcomes, etc., recommendations on which agencies should receive members would be forwarded to the County Mayor for his approval. Upon approval, the successful agencies would be notified and a resulting site agreement (contract) would be developed and negotiated. This process helps in selecting experienced and well qualified organizations. The RFP released by the County contains language which details prohibited activities. In the response to the RFP, the agencies provide

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a description of the type of activities they want members to perform. Responses are reviewed for compliance with AmeriCorps regulations, including prohibited activities. The site Agreement contains Language on prohibited activities. Visits to the sites and speaking with members about prohibited activities are another method to review compliance. In addition to verbal training, each site supervisor and member is provided with a manual which covers a variety of information about the program, dos and don'ts and what AmeriCorps is all about. Good customer service, which is one of CRD's goals, is to provide technical assistance as needed or upon request. Because CRD does broker a variety of federal and state funds, it is common to provide ongoing technical assistance to programs. This will be done by both fiscal and programmatic staff. This allows training to be specific to the site. The program provides several natural ways to monitor performance. The State of Utah recently switched to an automated time keeping system. This provides a quick review of member hours worked, supervisor approval of time worked and allows CRD and the site supervisors to assess members' completion toward their educational award. Quarterly report data required by the State office which is submitted by the sites gives CRD the ability to see if the members' services are resulting in the expected outcomes. Regular interaction with the sites by the project manager provides another method to keep up to date on program performance. As the grantee, CRD has developed internal policies and guidelines related to the AmeriCorps program, specifically in time reporting, payroll, processing of reimbursements, monitoring member hours, etc. These functions are not centralized with one person or section of the office. CRD does not anticipate instances of non-compliance to occur based on the training that will take place. However, should problems occur, it would be investigated by others not directly involved in the program to avoid any conflict of interest. Depending on the nature and extent of the findings, if any, appropriate actions would be taken. There is a site agreement which allows the County to take appropriate action should non-compliance be found. If there were an issue of non-compliance, there would also be a corrective action plan put in place. The same would be true for CRD. If risk or non-compliance occurred on the part of CRD staff, there are disciplinary actions that could be taken based on the severity of the finding based on AmeriCorps guidelines and County policies.

Cost Effectiveness and Budget Adequacy

The budget for the proposed year demonstrates the partnership with agencies that will be hosting AmeriCorps members. Each will pay an amount to house each member for the program year. The requested federal funds do not exceed the maximum cost per Member Service Year (\$13,000) as calculated in E-Grants. In looking at the program and its purpose, using AmeriCorps members to

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assist case managers is a cost effective way to operate the program. Case managers have large caseloads. Because of that constraint they often do not have the time to provide individualized services to clients. AmeriCorps members fill that niche and offer homeless clients an additional resource that can help meet their needs. On a cost basis, AmeriCorps members are less costly than a full time case manager yet work almost as many hours. AmeriCorps members extend the reach of a case manager in a cost effective way. Regular reporting, (generally quarterly) is required to our federal funding partners. All funding partners require accountability on the funds expended and the results achieved. As part of the match requirement, CRD is tracking the cost of supervision provided to AmeriCorps members. This began for a portion of the last program and approximately \$25,000 worth of services was identified. This helps focus the agency on the AmeriCorps program because that time is reported each week. To support this application, CRD will secure \$265,216 from other sources to meet the program match and implement the program. Each year CRD has operated an AmeriCorps program it has been successful in obtaining the non CNCS funds. Placing AmeriCorps members in community agencies that serve the homeless populations that focuses on the goal of Economic Opportunity including housing placement services, services to maintain housing and other services which access mainstream resources and increase self-sufficiency is a cost effective model rather than leaving them unserved. From studies done around the country and here in Utah, living on the street or in a place unsuitable for human habitation is more costly than providing housing with supportive services. Evidence Based/Evidence Informed and Measurable Community Impact demonstrate the cost effectiveness of these services. A few years ago, a study performed in Salt Lake County identified cost as approximately \$12,000 a year to keep a person in housing with supportive services compared to the cost of \$20,000 on the street.

The budget for the requested program year is in line with the request for 20 MSY AmeriCorps members and up to 5 VISTA members. It clearly shows the amount requested from the Corporation and the matching funds provided by Salt Lake County (51%). Funding is adequate to handle and the administrative and programmatic requirements for the program. The matching funds are higher than needed but reflect the on-going commitment of Salt Lake County and the community partners to support the AmeriCorps Program. The State of Utah is also a partner in funding and supporting the AmeriCorps Program and included in the budget is a grant from the State amounting to \$75,000. Host agencies will contribute approximately \$200,000 toward the operation of the program. Funds have been included to perform the required criminal history and background checks. Member supplies and funds for training are also a part of the budget. Adequate time has been budgeted and

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accounted for the program coordinator, director and fiscal staff to supervise and administer the program. The budget allows for the completion of the activities described in the program narrative. The budget aligns with the program narrative.

The amount of matching funds from the host sites shows a commitment to continue this program after the grant period. Salt Lake City has recently provided additional resources to serve the homeless.

The State of Utah has identified homelessness as a priority in their appropriation process. CRD will continue to appropriate funds for homeless services. CRD has secured funds from private organizations such as American Express or other banks or private foundations to help augment services. Because of the needs AmeriCorps members fill, it is possible that these agencies hosting members could request funds from other CRD resources to continue services. Each site agency that hosts AmeriCorps members has an ongoing and vibrant volunteer program that may attract volunteers to do some one-time or short term services. Agencies hosting AmeriCorps members often use interns from local schools and universities who have an interest in human service programs. The homeless services providers (about 40 in Salt Lake County) are committed to this work. The community has endorsed the idea of ending homelessness. The results of that effort are demonstrable and is a major reason why the amount of funding and concurrently the positive outcomes have continued to increase over the years. That is expected to continue.

Evaluation Summary or Plan

The language in the Notice of Federal Funding Opportunity (NOFO) for the 2015 Operation AmeriCorps funding opportunity indicated that there was no evaluation proposal that needed to be included as part of the final submittal. Instead the NOFO stated the following: „In order to learn more about the feasibility, structure, and effectiveness of the coordinated grant making approach of Operation AmeriCorps, CNCS will conduct a national assessment of Operation AmeriCorps projects. The national assessment may include a study of the context, structure, organization, and implementation of Operation AmeriCorps, site specific analyses of innovation and systems change associated with the program, including partnership arrangements, information technology and data sharing, adoption or improvement of evidence-based practices, development of innovative approaches to management and service delivery, sustainability; and/or other specific topics based on success grantee program models.

Salt Lake County and the partners involved the proposed Operation AmeriCorps Project look forward to any review and assessment of the project designed to improve services and outcomes for the clients identified in the program design section of the application. Therefore, we have not included any

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evaluation methodology in the grant other than the information that would be gathered in the quarterly reporting of the performance activities and outcomes.

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A