State of California
Department of Community Services and Development
CSBG Community Action Plan
CSD 410- Vision (01/09)

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COMMUNITY SERVICES BLOCK GRANT

2010/2011 PROGRAM YEAR COMMUNITY ACTION PLAN
COVER PAGE

TO: Department of Community Services and Development
Attention: Field Operations
P. O. Box 1947
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CERTIFICATION OF COMMUNITY ACTION PLAN AND ASSURANCES

The undersigned hereby certify that this agency complies with the Assurances and Requirements of this 2010/2011 Community Action Plan and the information in this CAP is correct and has been authorized by the governing body of this organization.

Board Chairperson — Date: 5/20/09

Executive Director — Date: 5/20/09

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AGENCY VISION & MISSION STATEMENTS and STRATEGIC PLAN

The Vision Statement describes a desired future based on your agency's values. The vision is broader than what any one agency can achieve; the agency collaborates with others in pursuit of the vision.

Provide your agency's Vision Statement.

VISION STATEMENT:
Our vision is to establish a highly effective collaborative services delivery system that mobilizes community resources, integrating high performance with innovation and a "put people first" attitude that empowers the diverse populations of those we serve to strive for and achieve the ultimate goal of obtaining living wage employment and their very own home.

The Mission Statement describes the agency's reason for existence and may state its role in reaching its vision.

Provide your agency's Mission Statement.

MISSION STATEMENT:
The mission of the Associated Community Action Program (ACAP) as the public Community Action Agency for all of Alameda County outside of Berkeley and Oakland is to undertake strategic actions that work to eliminate poverty and the causes of poverty within the twelve cities and the unincorporated communities of the ACAP consortium. To accomplish this purpose, ACAP's community services block grant (CSBG) will be used to provide services and to fund community programs for the specific purpose of enabling low-income families and individuals to become economically self -sufficient by obtaining living wage jobs and affordable housing.

STRATEGIC PLAN:
Does your Agency have a Strategic Plan? ☒ Yes ☐ No
If yes, please attach a copy.

PIEDMONT PLEASANTON HAYWARD

EMERYVILLE DUBLIN FREMONT LIVERMORE

UNION CITY ALAMEDA COUNTY ALAMEDA ALBANY

ACAP STRATEGIC PLAN 2009-2010

SAN LEANDRO NEWARK

General Plan

Overall Strategy: Youth, Reentry, Green Jobs
Recovery Act projects for economic growth and employment opportunities at ACAP will build upon existing ACAP programs. The projects are targeted towards youth and reentering men and women. The programs will combine with augmented asset development programs in order to allow those we serve to learn important strategies to preserve their income thereby enhancing family self-sufficiency.

Programs Needs Assessments

Youth
Alameda County has long battled juvenile delinquency, youth violence, and crime among young adults. Most notably in the city of Oakland, but also in other cities along the Interstate 80/880 corridor, in unincorporated areas, and, increasingly, in more middle-class cities in the southern and eastern parts of the county, crime related to organized street gangs and loosely affiliated "posses" has turned many neighborhoods into what residents describe as "war zones."

Oakland has no monopoly on gangs and crime in the county. Hayward and San Leandro, the unincorporated Eden Area, and Union City, Fremont and Newark all have serious and growing issues. In 2006, there were 2,261 felony arrests of juveniles ages 10-17 in Alameda County; of these 442 were in Hayward, 323 in Fremont, 216 in San Leandro, and 209 in unincorporated areas. There were also 3,088 juvenile misdemeanor arrests county wide; 796 for assault and battery. Children as young as 10 are increasingly perpetrators and victims of crime and violence in these cities. A San Leandro teen was shot on his way to a football team victory party; a Union City 8th-grader was killed just off campus on a school day in late 2007.

One of three 2006 homicides in unincorporated Alameda County was gang-related. In 2007, the Union City Police Department reported five gang-related shootings in a six-week period in November-December, in addition to two gang-related homicides earlier in the year. An August 2006 *Oakland Tribune* article stated that "Alameda County Sheriff's Sgt. Colby Staysa has seen gang violence worsen in the unincorporated flatlands during each of the six years he's worked in gang prevention, especially now that Southern California gangs are taking over Bay Area territory." Instances of mid-level gang crimes are "very high" in unincorporated Alameda County, Staysa said. In an October 2007 community forum held by the Eden Area Livability Initiative, gangs and gang violence were more frequently cited as a threat to safety than any other factor.

By and large the dominant gangs in Hayward, such as the Latino Nortenos and Surenos, are based on and spread along racial/ethnic lines and thus are not bound by neighborhood, city or even county borders. Rather, membership and recruitment stretches across the Bay Area and even the state, from Los Angeles and San Jose to Oakland, San Francisco, Richmond, and other cities in the Bay Area where pockets of impoverished, disconnected youth are concentrated. Some of the region's gang activity is directed by groups outside of the city. A side effect of our cities' large ex-offender population is the influence and reach of prison gangs, including the notoriously violent "EME" and La Nuestra Familia, to recruit youth and adults for gang-related crime.

Hayward's gang issues cross over city borders and affect the neighboring cities of Fremont, Newark, and Union City. The police departments of these cities, along with the Alameda County Sheriff's Office, are members of the Southern Alameda County Gang Violence Suppression Task Force (SACGVSTF), which investigates organized gang violence. SACGVSTF has a list of over 2,500 gang members in the Tri-Cities area, predominantly Nortenos and Surenos, as well as Crips and UCV, a Vietnamese-American gang.

The fragmented nature of re-entry from juvenile and adult correctional and detention facilities is a contributing factor to criminal behavior among young people. While county leaders have stepped forward to more effectively serve young people in juvenile facilities, re-entry coordination is still in its beginning stages, and there are significant service gaps, particularly in the areas of effectively returning young people to school, non-probation case management, employment, and utilization of behavioral health services.

Effects of the problem on the target population and larger community.

Poverty and unemployment are often predictors of gang and crime activity in a neighborhood, and statistics for Oakland, Eden, and Hayward fit this pattern. In many of the County's hardest-hit areas, law enforcement and social services are seeing multigenerational involvement and the normalization of gang culture within families and peer groups. Young people grow up without a vision for their future, often lacking stable family situations and relationships with caring adults. They develop untreated mental health issues due to family stress, exposure to violence and trauma, and the fear of violence at home, in the neighborhood, and/or at school. Gang violence creates a toxic environment for children and youth in these neighborhoods. Whether victimized by violence or witness to it, our youth are at high risk for post traumatic stress disorder and substance abuse, as well as for involvement in delinquent activity in the future.[1]

Previous or current attempts to address the problem

[1] Youth Victimization: Prevalence and Implications. *Research in Brief.* Nat'l Inst. of Justice. 2003.

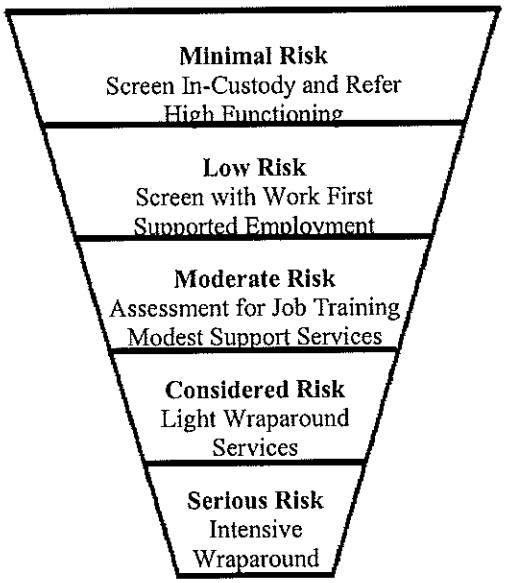
A number of CalGRIP (Gang Reduction, Intervention and Prevention) programs and other anti-gang initiatives have been implemented in cities and unincorporated areas in Alameda County and the Bay Area; however, the scope and degree of the problem far exceeds current efforts and resources. In short, while fires are being put out in one community others continue to burn and even spread elsewhere. In order to stem, much less turn, the tide on escalating gang activity and youth violence it is imperative to approach the problem systemically and comprehensively with a high degree of coordination and collaboration among city and county and even state agencies.

Ex-Offender

With over 15,400 adults currently on parole or probation, Alameda County is more severely impacted by reentry issues than 12 states together.[2] The Reentry population consists of approximately 11,695 probationers, and 3,795 parolees. The county's Santa Rita Jail houses approximately 3,500 male and 500 female inmates in minimum through maximum security levels. Santa Rita, the third largest correctional facility in California and fifth largest in the nation, is the only California facility accredited by the American Correctional Association. State prisons house approximately 4,700 inmates from the county.

ACAP in partnership with the partners incorporated in the newly founded Reentry Network (RN), an Alameda County reentry task force, plans to increase services to Santa Rita inmates and those released from prison through the state early release initiative. We are targeting a variety of inmates as determined by the court's evidence-based sentencing report, which includes the LS/CMI[3] risk assessment. The population under Probation supervision is disproportionately comprised of males of color, particularly African Americans, who make up 52% of probationers in the county, but only 13% of the overall county population. In contrast Latinos comprise 21% of the county and 19% of the probation populations.

Crime statistics for Alameda County indicate high levels of crime and violence, particularly in Oakland, but also in other cities and unincorporated areas along the Interstate 80/880 corridor. *Basic components of local collaborative.* The Reentry Network consists of a large number of state, county, and city agencies, nonprofits, faith-based organizations, organizations representing the formerly incarcerated and victims of crime; foundations, labor, and business. In January 2008 the Reentry Network includes: **The Reentry Network Coordinating Council (RNCC)** the hub through which information is exchanged throughout the Network. The RNCC produces the Annual Plan and Mid-Year Reviews. The RNCC determines the goals, objectives, initiatives, and/or activities to be undertaken by the Re-Entry Network. **The Decision Makers Committee:** meets twice a year to approve the Annual Plan and provide a Mid-Year Review. **The Implementation Committee**



[2] US DOJ Bureau of Justice Statistics, accessed at http://www.ojp.usdoj.gov/bjs/dtdata.htm#corrections

[3] Level of Service- Case Management Inventory: the m
evidence-based risk assessment.

works to improve implementation of current reentry initiatives and expand effective reentry initiatives. **The Networking and Professional Development Committee:** a vehicle for service providers and others to network and identify/provide professional development activities. Ad hoc **Community Forums** allow for dialogue between the reentry network and the community. Ad hoc **Reentry Task Forces** collect data and information, identify promising practices and policies, and develop recommendations.
Continuum of services corresponding to individual's risk and need assessment: In order to maximize numbers served and overall impact, the Graduated Risk/Graduated Support continuum[4], on the previous page, provides services that are tailored to the risks and needs identified by the in-custody assessment process. Inmate risk, as determined by the LS/CMI, discussed below, and assessments by providers of specific services (e.g. substance abuse, health care, etc.), will receive focused intensive wraparound services, starting with case management throughout their sentence; educational programming to the extent feasible based on inmate classification, keep separate status, etc.; job readiness training; transitional housing; substance abuse services both inside and outside; and health care services.

Moderate risk inmates will be provided targeted wraparound services based on specific criminogenic needs. Lower risk inmates will be provided with screening, health services via the Single Stop Centers, and employment services, with referrals to the One-Stop career center system and its RESCUE program in the balance of county, and the Oakland Measure Y-funded re-employment services in Oakland, which include the One-Stops and a network of contractors such as America Works, Allen Temple, Volunteers of America, and the Mentoring Center.

Current risk and need assessments The LS/CMI assessment is a quantitative survey of inmate attributes and life situations that are relevant for making decisions about levels of supervision and treatment. The elements of the LS/CMI are based on legal requirements and include relevant factors for making decisions about risk level and treatment based on "criminal history, education/employment, family/marital, leisure/recreation, companions, alcohol/drug problem, pro-criminal attitude and orientation, and antisocial pattern." Probation officers will complete the inmate interview.

At Santa Rita, ACAP Reentry Coordinator James Brown provides *transition planning* for inmates returning to "balance of county" locations. *Pre-release programming* comes under the auspices of Inmate Services, a division of the Sheriff's Office. Services include cognitive behavioral work, substance abuse programming using the DEUCE (Deciding, Educating, Understanding, Counseling, and Evaluation) program, provided through the Tri-Valley Regional Occupational Program. Other substance abuse programs and services include Narcotics Anonymous and Alcoholics Anonymous groups, and the East Oakland Recovery Center, all of which also offer post-release groups. Research from the Project Choice evaluation indicates that 45% of recidivating participants were arrested on drug-related offenses (possession or use), so we are aware that drug treatment is of paramount importance in lowering the recidivism rate. Other pre-release programming includes the TALK (Teaching and Loving Kids) parenting program, anger management; English as a Second Language; Adult Basic Education (GED prep), and Independent Study for inmates

whose risk classification does not allow them to take classes in the educational center; monthly GED testing; literacy tutoring; and occupational programs through the Regional Occupational Program. Vocational programs at present include Food Service, Cosmetology and Barbering, resulting in industry certificates; and Bakery, which provides marketable skills in commercial baking. Employability classes teach resume preparation, interviewing skills, answering the criminal history question on an application or at an interview, and other "soft" skills. MOMS (Maximizing Opportunities for Mothers to Succeed) is a class in healthy parenting and family reunification in the female division of the jail. Case Managers assist mothers to transition from a custodial setting to the community, and housing opportunities are available for women who successfully complete the program.

County inmates returning to the balance of county, including Hayward and the unincorporated areas are eligible for services through ACAP's RESCUE programming at the Eden Area One-Stop in Hayward, whether or not they have been part of ACAP's Prisoner Reentry Initiative-funded pre-release programming. RESCUE (Reentry Service Center for Unemployed Ex-Offenders) provides integration services, transitional housing, cognitive therapy, financial literacy and credit counseling, employment training, anger management, mental health, support services, mentoring, microenterprise training and access to other necessary services. The Sheriff's Office, Probation, the Eden Area One-Stop Center, the Oakland Private Industry Council, Hayward Adult School, and the California Dept. of Corrections and Rehabilitation are all partners in this program, joined by the East Bay Community Law Center and. The Alameda County Reentry Subcommittee acts as the advisory board for RESCUE, which is funded through the federal Prisoner Reentry Initiative and Probation.

Summary of need for project. While ACAP and our partners have made many strides, we still identify several important gaps in service: coordination with Sheriff's personnel at jail regarding inmate risk factors and programming needs; coordination between Oakland and balance of county to more effectively serve inmates in a neighborhood-based approach; persistent legal and institutional barriers to reintegration, and a shortage of substance abuse treatment resources. Based on our experiences working together, we are learning what works and what needs improvement and how to communicate effectively across jurisdictions and agencies. Reentry Network has a number of key pieces in place and the buy-in of many key decision makers. What we need now is to strengthen structures, and the proposed demonstration project provides a catalyst for this.

Project 1. Rising Sun Energy Center – California Youth Energy Services

ACAP is entering its second year of working with Rising Sun Energy Center (RYEC), an organization whose mission is to "*build healthy communities through climate solutions and green career pathways.*" They do this by:

- Educating the community about sustainable behaviors and technologies
- Offering free residential audits and services that save energy and water
- Providing workforce development training for youth and young adults with barriers to employment

RSEC is a 501(c)3 not-for-profit organization that was founded in Santa Cruz, California in 1994. The primary objective of RSEC was to provide a demonstration site and education center for renewable energy and conservation techniques.

In 2000, RSEC moved to Berkeley, California and expanded its objectives to include direct services, green workforce development, and youth employment. Their programs now include:

- Direct installation of efficiency hardware
- Training and employment of young people ages 15-22 years old as Energy Specialists

RSEC and ACAP work together to create a summer site in the ACAP service area and to select youth who are responsible and conscientious to participate in the program. All youth recommended for employment have attended ACAP's Bayfair Employment Training Academy (BETA) 6-week training before being considered for the CYES program.

During the course of the RSEC 'green house call', the youth will:

- Check the water meter and water pressure.
- Inspect all the faucets and toilets for efficiency and check for leaks.
- Install free water-saving faucet aerators and can install free high-pressure efficient showerheads.
- Install free energy-saving compact fluorescent lightbulbs wherever it is possible to replace old incandescent bulbs.
- If the client has an energy-wasting halogen floor lamp they switch it free for an efficient fluorescent version.
- Check the attic, if there is one, to see if the client might qualify for Rising Sun's special subsidized attic insulation program.
- If there is a yard, they can mount a free retractable clothesline
- Provide an energy and water conservation education and the Energy Specialists will craft a personalized energy-saving plan, including recommendations to save on energy bills.

ACAP will use Recovery Act funding to expand the RSEC programming to year round operation.

The program will have a strong educational component as well. Youth 17 ½ years of age or older who have not received a high school diploma or GED will be encouraged to enter the ACAP GED program. ACAP will also work with the local community colleges to provide all of the youth regardless of age, who successfully complete the CYES program with college-level educational credits.

RSEC has several sites within the ACAP service area as follows:

- Emeryville
- Hayward
- San Leandro
- Livermore
- Fremont

ACAP will connect the site with services at their two existing youth employment centers, BETA (San Leandro/Unincorporated Alameda County) and Tri-CETA (Fremont/Union City/Newark). Additionally, we will create a new training center in the Livermore area in partnership with the City of Livermore and the Tri-Valley Community Foundation.

Project 2 Alameda County CREW (Community Reinvestment Employment Workcrew)

The Alameda County CREW (Community Reinvestment Employment Workcrew) is a transitional jobs model, through which returning ex-offenders may earn a wage and complete educational goals, while gaining meaningful and lasting employment training. Positive outcomes of this fast-tracked job component would decrease the number of ex-offenders reentering the community without income opportunities or services. This will be key for lowering the recidivism rate, which in turn lowers the costs associated with incarceration for the local governments and the state.

The program has four (4) key components. They are:

Job Training:

Transitional Jobs are a unique source of opportunity for individuals placed within the CRU program. CRU provides an employment model where participants can:

- Learn by experience in the routines and ethics of working consistently
- Acquire on the job training preparing them for careers after program completion
- Establish an Employment History- Many ex-offenders have limited if any work history, which prevents them from having a Resume and/or Employer References, which increases the difficulty of attaining a job.
- Have the ability to continue their education/training in fields other that those offered by the CRU program.
- Continue to search for outside employment while working within the CRU project

With renewed knowledge regarding employment capabilities and options, participants will increase their competitiveness and their belief in them that they have other options in society opposed to recidivating.

CRU members will become used to maintaining and receiving a weekly stipend placed on a debit card.

CRU members will become used to maintaining and receiving a weekly stipend placed on a debit card. This encourages the participants to utilize the skills learned in resource classes in financial literacy and budgeting. With support necessary from case managers, participants should begin to transition, to full-time and permanent employment.

Life Skills training:

Due to the fact that the populations we are serving typically exhibit the need for general life skills training, it becomes necessary to focus on skills needed to succeed in life as well as resolving challenges presented while at work. CRU members will attend classes related to the issues they face daily. These classes will provide training in several of the following areas:

- Conflict Resolution/Anger Management
- Narcotics Anonymous /Alcoholics Anonymous components
- Employment Skills i.e. Resume Skills, Interviewing, Applications etc
- Workplace Behaviors
- Financial Literacy
- Career Planning
- Job Searching techniques

Case Managers will also be responsible for the assisting with integration of these skills into daily activities. All classes are designed to provide valuable resources in areas that clients will likely encounter on a daily basis.

Education:

CRU Case Managers and Staff will provide assistance in connecting CRU participants with community resources to acquire their GED as well as vocational training certification in a field associated with labor.

Building on the Vocational Training and GED attainment, CRU will implement a competency-based structure for the educational and vocational components of the program. This will include two levels of training; each designed to provide assistance to each participant as it reflects within their individual action plans and the overall goal of the CRU program. Success.

Pre-Release- Participants incarcerated within Alameda Counties Santa Rita Jail will participate in Tri-Valley ROP program, which offers employability training in various fields, but will service CRU participants specifically in the Construction trade. Participant s will begin Construction training through ROP within 6-12 months before their release.

Level 1 Training would include: Remediation efforts to establish Reading/Math levels towards completing GED testing requirements. Informal certification in fields of interest including but not limited to vocational trades as well as basic finance, educational and literacy training. Life skills training and Behavioral Training will provide participants with skills that will enable them to act accordingly both while working and within daily living.

Level 2 Training would include: Formal Certification in chosen field or profession while within the CRU program. Training can include resource classes that would serve as additional

training or education within a different field from those primarily offered within the CRU program such as: CPR training, Culinary Training, Maintenance Training, Property Management.

The full Training curriculum will be offered by the AC CREW program and in coordination with various community Partners. This new structure will allow us to serve approximately 100 people per session. AC CREW has the possibility of having enormous growth within the next two years to possibly serve over 500 people by 2010.

Connection to Support Services:
AC CREW has developed employment opportunities with various county agencies such as Public Works and the General Services Agency. Other employment relationships will be developed and expanded with Recovery Act monies including the partnership with our local energy provider, Spectrum. The following is the proposed partner matrix:

General Service Administration-l Provides jobs to AC CREW participants who have exhibited trustworthy behavior will have the opportunity to drive shuttles to and from the Juvenile Justice Center. As well as General Contracts for external work for participants.	**Public Works-** Will serve as a contractor that provides jobs within various offices to AC CREW participants.
Child Support Services-Will work in conjunction with AC CREW program to develop individual plans to assist clients with paying fines or lessening fines due to incarceration. As well as avoiding garnishments of Participant wages while working within the program.	**Private Contractors-**These privately owned businesses will serve as a conduit between the client and AC CREW program by providing jobs free of financial obligation to AC CREW participants. AC CREW participants will be paid from the AC CREW program for all jobs performed at outside agencies. Participants will gain helpful On the Job Training as well as job resources and referrals from Job Site staff. Contractors will be asked to provide weekly evaluation of employees

District Attorney- Will work in conjunction with AC CREW Program to provide reviews of restitution vs. time spent within the AC CREW program.	**Sheriff Department-** Will provide referrals from Santa Rita Jail and allow for pre-release services to be performed by ACAP
Probation/Parole- These agencies will serve as funnel directly into the AC CREW program based on their referrals of incarcerated clients.	**Community Development Agency-** Will partner with **AC CREW** on their Bridgeway project (*proposed*) to rehabilitate housing in Alameda County neighborhoods.-
California Community College Foundation – Will provide connection from AC CREW to Ohlone College or other local community colleges for additional education and training.	**Tri-Valley ROP-** Will provide program Participants with Construction training while incarcerated through their Occupation and Employability Program that offers job training and preparation already in place at Santa Rita Jail.
Public Health- Will provide CRU participants with access to the Health Care System to ensure all clients are physically able to perform tasks required within the CRU program and are in Good Health	**Behavioral Health-** Will partner with AC CREW to provide access to screening and assessment of clients entering into the **AC CREW** program.
Social Services Agency- Will assist in Providing **AC CREW** clients with key support services.	**Spectrum** -Will work in tandem with ACAP to provide employment opportunities and green jobs training opportunities..

Participants will be responsible for working up to four (4) days per week for up to six (6) months. Working according to this reduced weekly schedule, will allow the participant time to meet other obligations necessary during the transitional phase. AC CREW also offer an educational component designed to assist participants in gaining their GED while in the AC CREW and a payment schedule of weekly compensation. Weekly compensation urges participants to open bank accounts and be responsible for budgeting funds and expenses.

While in the AC CREW, job developers will work with the program participants to secure permanent jobs. Studies show that ex-offenders who have an implemented training program can significantly decrease the cost attributed to the State and Federal Justice systems, by allowing ex-offenders the opportunity to become productive citizens, thereby lessening the need to recidivate, which leads to increased incarceration costs, based on monetary need or opportunity.

The Alameda County AC CREW project exemplifies the resources needed within the Re-Entry community. By providing individuals with adequate resources, CRU provides the stability necessary to provide preparation for the transition into functionally living without re-offending.

Project 3 Americorps

Approximately 35,000 people live in the unincorporated communities of Ashland and Cherryland, which make up the core of the unincorporated Eden Area. More than 5,000 of these are between the ages of 14 and 24. Forty percent of the 12,574 households had incomes below $30,000 and 5% of adults over 25 were unemployed; both of these statistics are significantly higher than the overall county rates. Per capita income is $17,652, 19% below the county average. The largest ethnic groups are Latino (35%), White (31%), African American (16%) and Asian/ Pacific Islander (13%). Forty-three percent speak a language other than English at home, indicating recent immigration status. Many adults work multiple low-wage, no-benefit jobs to support their families. An additional 85,000 people live in unincorporated San Lorenzo and Castro Valley, which, while more affluent overall, also have large pockets of poverty, high crime and low opportunity. Parts of Hayward and San Leandro are also part of the greater Eden Area. These neighborhoods are also diverse, poor, and lacking in opportunity in ways that are parallel, though not as severe, as the Ashland and Cherryland communities Even with these neighboring territories, the "heart" of the Eden Area is geographically compact, approximately three miles north/south and two miles east/west. The socio-economic and demographic facts of the Eden Area mean that our youth do not have the access to jobs, sports, recreation, and leadership activities enjoyed by their more affluent counterparts. While we are not naive enough to believe we can fully alleviate poverty through the Heart of Eden AmeriCorps program, we believe that these background data establish the need for greater youth engagement.

Of the county's approximately 22,000 re-entering adult and juvenile ex-offenders, the Sheriff's Department estimates that at least 8,000 live in or within three miles of Ashland/Cherryland. High school age youth have to attend schools outside the neighborhoods, in San Leandro, San Lorenzo or Hayward, as there are no high schools in the area. There are few after-school programs, no libraries, teen centers, or teen-centered businesses. Ashland and Cherryland have so little economic base that the surrounding cities are unwilling to incorporate them and provide services. The initiatives that do exist need support and human power to help them survive and grow.

Gangs from neighboring East Oakland are spilling southward into San Leandro and unincorporated Ashland and Cherryland and leaving violence in their wake. A San Leandro teen was shot and killed when he got lost on the way to a football team's victory party in October 2007. San Leandro police state that the area of 77th Avenue and Rudsdale street is "known for violent drug activity," according to the *Oakland Tribune.* In addition, gangs that used to be confined to Hayward are now moving northward and claiming affiliates in San Leandro and unincorporated areas. Inspector John Lage of the Hayward Police Department states that there is "definitely an upswing in overall violence" related to this phenomenon. In 2006, according to the Alameda County Probation Department, 447 youth were on probation in Hayward, San Leandro, San Lorenzo, Castro Valley, Ashland and Cherryland combined, accounting for 25% of all juvenile probationers in the county.

While district-reported dropout rates often do not reflect the realities on the ground, the school districts targeted by the Heart of Eden do show significant dropout rates. In Hayward Unified School District, the four-year derived dropout rate is 14.6%. The reported rate for San Leandro USD is 7.2%; for San Lorenzo 10.1%. According to the Alameda County Health Care Foundation, Latino youth have the highest drop-out rate of any ethnic group within the county (24.3%), followed by African-American students (21.9 %). In the high schools in our targeted areas, Latino and African American students often make up the majority of the student population

****The need for greater community engagement in the Eden Area****
Without a civic identity of its own, the Eden Area suffers from a lack of opportunities and structures for productive community engagement. Voter turnout is historically low, and, while residents and small businesses have talents and energy to contribute to building a better community, the few organizations that can focus this energy on the Eden Area are small and under-funded. The Cherryland Association, for example, consists of about 20 members, while the Ashland Community Association has only "about two handfuls" of members and is now nearly defunct. (Oakland Tribune, Ashland residents voice concern about crime, blight, 6/19/2006) The nearest service clubs (Rotary, Kiwanis, etc.) are in neighboring cities and have historically focused only on those cities' needs. The Ashland Community Center is under-funded and offers only a fraction of the programs it could offer if the volunteer sector in the area were more robust. Finally, almost 40% of respondents to a survey of Eden Area youth said that they did not feel valued by adults in the community. The Eden Area Livability Initiative (EALI), launched in 2007 by County Supervisor Nate Miley, is beginning to engage citizens in dialogue about how to create a greater sense of community as well as how to bring much-needed services to the Eden Area. Also recognizing the need for greater civic unity in the Eden Area, the San Francisco Foundation made this issue the focus of its 2008 Koshland Community Fellowship program, investing $300,000 over five years in leadership training. This is a terrific development; however, all this dialogue needs consistent, energized follow-up from within the community to make the vision a reality. A volunteerism program in the Eden Area, with youth integrally involved in its leadership and operation, would increase civic engagement among adults and youth, while creating an environment where all groups can value each other's contributions and strengths.

Another aspect of community building is connecting low-income residents in the greater Eden Area (including San Lorenzo and parts of North Hayward and San Leandro) to needed services. These might include health care, mental health services, child care, financial counseling, income tax services, services that result in lower energy costs for residents, and services that help reintegrate ex-offenders into civil society. While ACAP and its partners have programs that provide these services, AmeriCorps members can assist in reaching more clients; help clients to utilize services; and, in doing so, help often-marginalized individuals to become part of a larger community. Poverty, unemployment, and hopelessness are not conditions which foster a strong community. Individuals who are working their way out of poverty and who see their community

working for them are, in our theory of change, more likely to work for their community and make it a more livable place.

****Why these needs were chosen****

A 2007 survey of nearly 200 Eden Area youth revealed 61% of youth say they don't feel their community is safe, 40% don't feel valued by adults, and the majority see gangs, drugs and alcohol as the leading causes of violence amongst youth. The academic literature on social disorganization theory and the asset development model has consistently shown that a lack of social cohesion and trust among residents is linked to inadequate external assets, such as structured opportunities for youth, and leads to a higher risk of deviancy and crime. There is a growing consensus that identifies supportive relationships in youth's lives as a key factor in promoting resilience and healthy development.[5]

Those services that have been launched with the aid of ACAP and its partners need additional support in order to have greater impact. For example, ACAP Youth Leadership Council (YLC) founded in 2005 to help develop leadership opportunities for low-income youth, has played a major role in the planning of the Eden Area Livability Initiative process and the decision at the county level to create a Youth Center there. However, the Council's ability to take part in countywide activities such as Police Activities League conferences, planning meetings, and community events is limited because our youth development coordinator is responsible for many programs and lacks adequate time to support the youths' participation. The recently approved Youth Center needs individuals to follow up on planning activities, coordinating partners, performing community outreach, and facilitating the design of engaging, meaningful youth programming. In another example, the Deputy Sheriffs' Activities League (DSAL) has partnered with ACAP to launch a sports program at several Eden Area schools; however, budget cuts at the Sheriff's Department mean that deputies have to leave the sports activities almost daily to answer law enforcement calls. The program needs additional human power to stabilize and grow. The rocky economy is taking its toll throughout the area. The Hayward Area Recreation and Parks District (HARD), which serves the Eden Area, has indicated they have no funds to pay for or supervise youth activities, though they can provide space.

Participants in the April 2008 community meeting conducted by the Eden Area Livability Initiative prioritized 24 issue areas on which they wanted to see followed up. Number three on that list is youth violence prevention, which includes the creation of structured, positive opportunities for youth, while number five is the creation of the Youth Center to serve the unincorporated areas. The Youth Leadership Council, comprised of 30 middle- and high-school age youth, has also made youth and community engagement its top priorities.

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[5] Rhodes, J. *A Critical View of Youth Mentoring: New Directions for Youth Development*, Number 93, May 2002.

Our partnership decided to focus on the twin needs for greater opportunities for youth to be positively involved in their communities and for stronger overall community engagement because (a) these needs were targeted by youth and adult residents, and (b) **these two needs are closely interrelated. As more youth become involved in community service, recreation, jobs, work experience and other activities, they make connections with other youth and the adults in their community**. As we recruit adult and youth volunteers for a "Heart of Eden" volunteer program, we simultaneously engage youth and adults in activities that build community: coaching sports, raising funds for civic improvement projects (not for ACAP or partner programs, which would fall under prohibited activities), volunteering in after-school programs, and organizing to address local problems at the neighborhood level and with local elected officials.

****How Need was Identified and Documented****

Eden Area residents were actively involved in identifying and prioritizing their needs. Senior, adult and youth residents, representatives of community-based organizations, and public officials all took part in the Eden Area Livability Initiative needs identification process, culminating in the community planning meeting where 238 residents prioritized their needs using English- and Spanish-language ballots. The needs for more positive activities for youth and greater community engagement are documented in EALI planning documents. The Eden Youth Leadership Council developed a youth survey and collected 191 survey responses from youth aged 12-18. Survey responses highlighted the need for things for youth to do besides "hang out and get into trouble." ACAP also examined public health data, as well as engaging in continuous dialogue with its partners: HARD, Rising Sun Youth Energy Services, United Seniors of Oakland and Alameda County, the San Lorenzo Unified School District, Operation Helping People, Alameda County Probation Department, Alameda County Sheriff's Department and the offices of County Supervisors Nate Miley and Alice Lai-Bitker, among others. These partners will be integral in implementing Heart of Eden, as hosts and supervisors of AmeriCorps members, providers of space and matching resources, and sources of community input.

****Description of Activities and Member Roles****

AmeriCorps members' assignments will be determined by ACAP's Heart of Eden AmeriCorps Coordinator in cooperation with our partners in the public and nonprofit sectors. Members will be placed either with ACAP programs, with county agencies, or with nonprofits looking to expand their services in the Eden Area. Two full-time members will be primarily involved in volunteer recruitment and organizing, setting up the Heart of Eden volunteer program under the supervision of the DSAL. Member activities will be broadly grouped as follows:

****Increasing Youth Engagement in the Community****

Member activities at ACAP's Bayfair Employment and Training Academy (BETA) will include developing paid job openings and unpaid work experience opportunities such as job shadowing and internships, teaching workplace readiness skills, career exploration workshops, financial literacy, and entrepreneurial skills, and acting as peer mentors and counselors to youth aged 14-24. Preparing young people to be responsible, productive employees and helping them to develop an educational and career plan that includes

volunteerism and community service are two important ways that we can help engage youth in the community. We also plan to engage the business community and public agency staff to volunteer to host workplace tours and job shadowing; mentor youth, and participate in career fairs.

Another group of members will be based at the Hayward Area Recreation and Parks District (HARD), and the United Seniors of the East Bay. Activities for these members will focus on youth development through sports and recreation, community organizing, and youth leadership activities. Members will support and facilitate the work of the Eden Youth Leadership Council and the multi-generational after-school classes in conjunction with the United Seniors. Members will also work closely with HARD and the local school districts to develop youth-inspired, youth-led programming and activities at the Ashland Community Center and other local venues. We intend that these activities will blend educational enrichment and recreation (dances, poetry slams, art classes, and music) with leadership, such as researching a community issue and presenting youth recommendations to the Eden Area Livability Initiative leadership team and the Board of Supervisors. Adult and senior volunteers will be essential to supporting members in this work.

A third group of members will be providing community outreach, education, and direct services through placements with local programs serving low-income youth, adults, and families. These members will support the programs in building their service capacity as well as furthering multiple objectives: providing needed services, educating youth, adult, and senior residents about community activities and recruiting them to participate in these activities, and demonstrating that youth are a valuable asset to the community. Our AmeriCorps members, aged 17-24, will be recruited from within the ranks of our partnership's existing programs and services and will be local to the Eden Area. Therefore, these members will themselves be both service providers and direct beneficiaries of our strategy to engage youth in the Eden Area. For example, members will be trained to provide mentoring to children of re-entering prisoners, energy audits for low-income residents, income tax assistance, and financial literacy and economic empowerment workshops.

Finally, members will work to build the Heart of Eden volunteer program, which will engage youth, adults, and seniors in one-time and ongoing activities that build community. This element of our AmeriCorps design will be discussed in more detail under "Community Outputs and Outcomes." However, the volunteer program will tie in with all our strategies to create positive opportunities for youth and build community engagement. We will look to the volunteer program for support in creating youth activities and classes, and work experience opportunities. We will recruit volunteers among the youth who participate in our recreational, leadership, and employment activities, as well as among their families. We will also recruit volunteers from among the recipients of community services, so that they can give back as well as receiving support.

In the Heart of Eden AmeriCorps program, members will be on the front lines of community contact. Whether they are leading sports activities; organizing community

service projects and recruiting volunteers; or assisting young people in exploring careers; members will be the face and continuity of our AmeriCorps program. We intend to recruit our members from the Eden Area, so that they will be highly visible as local young people playing a leadership role. Our vision is that at the end of the program, members will have the training, experience, wealth of contacts, and commitment to service that they need to continue to be local leaders.

Heart of Eden and partner staff will supervise members; provide program structure and resources; and support and facilitate the work of members through personal coaching, coordination amongst the partners to ensure that members' service has maximum impact, and liaison activity with other public and private agencies. Volunteers will support the program in a variety of ways: through one-time or ongoing service projects; as providers of work experience and internship opportunities; as mentors for area youth; and as resources for youth activities (e.g. leaders of enrichment activities, recreation and other activities at schools and at the Ashland Community Center).

Members will serve both at ACAP and other partners' sites. Two full-time and 11 half-time members will be based at ACAP's Bayfair office. Two full-time and three half-time members will be engaged in activities related to work experience and employment for youth, while eight half-time members will be primarily out in the community, performing energy audits both as a service to the community and as a way to build relationships and reach out to residents about volunteer opportunities, services, and community events in the Eden Area. Another two full-time and two half-time members will be based at ACAP's main offices in the Eden Multi-service Center, assisting with services to low-income Eden Area residents. Members will be assigned in pairs to serve as co-leaders of after-school classes with the United Seniors of the East Bay, and facilitators of youth-designed, youth focused activities at the Ashland Community Center and other local sites. Two full-time and two half-time members will be assigned to supporting the Heart of Eden volunteer program through volunteer recruitment and training, identifying volunteer opportunities, and helping to coordinate volunteer assignments.

All half time members will provide direct services or volunteer services on the same general schedule: four days/week, three hours/day, Monday-Thursday, for 36 weeks during the school year (September-June). During the summer, they will serve for ten weeks, eight hours/day. Full-time members will serve four days/week (8 hours M, W, F and 4 hours T, Th) for 36 weeks during the school year (September-June) and for ten weeks, eight hours/day during the summer. All members will participate in member development on Tuesdays and Thursdays, for either four hours/day (full-time) or two hours/day (half-time).

By and large, we are planning to assign full-time members to positions that require coordination and planning work as well as leading activities and performing community outreach. Half-time members will generally be involved in providing direct services for almost all their service hours. By utilizing full-time positions and half-time positions we hope to provide opportunities for a broad range of members: those who are able to commit to full-time service, those who are in secondary or post secondary school but able

to serve part-time during the school year and more intensively during the summer; and those who are participating in vocational training or part-time employment that will allow for them to devote 900 hours to service throughout the course of the year.

We plan to focus on training, development, and thoughtful supervision for our members. We will be asking young people to take on significant responsibility in working with peers and younger youth, with partner representatives, and with the public. As described below, we will train members in communications and team-building skills, conflict mediation, creating and implementing work plans, recruiting, supporting and supervising volunteers; cultural diversity awareness, and other skills and knowledge they will need to succeed. These "soft skills" will make members more effective in their service and prepare them for future careers, education, and lifelong service Since our members are engaging in a variety of service activities, we will also be conducting (along with our partners) intensive site- and program- specific training, so that members working with youth employment learn the fundamentals of work readiness and how to work with employers; youth activities organizers will learn how to develop and implement activities in accordance with youth development principles, etc. Ongoing member development will focus at first on the skills and knowledge that members will need to succeed in their service placements. After the first quarter of the service year, member development will begin to focus more on longer-term growth and skills development, education and career planning, and the ethic of lifelong service.

Member supervision will emphasize youth development and leadership – both in empowering members to develop ideas and implement activities based on their own creativity, and in supporting the youth that members work with to contribute their voice, ideas, and energy to projects.

Training for members, staff, and placement site supervisors will include information and role play activities designed to ensure that everyone involved with the program understands which activities are prohibited. In our program, one danger area is likely to be the boundaries between supporting a community in becoming more engaged and aware and advocating for legislation that addresses community issues. Fundraising for partners' programs is another area for concern. ACAP will take responsibility for ensuring that all partners and members know the regulations around fundraising.

Using AmeriCorps members to help address our identified community need is an appropriate strategy for four reasons. Firstly, ACAP and our partners experience more demand for community services projects than we can currently meet. Secondly, recruiting and developing members from the youth population of the Eden Area also addresses the identified need of providing more positive opportunities for area youth to engage in the community. AmeriCorps would provide stipended community service and workplace experience for 35 young people annually. It would also provide extensive member development and assistance in continuing members' education, and it matches ACAP's core competencies in youth development. Thirdly, building a cadre of young leaders from within the Eden Area also helps to meet the need for greater community and civic engagement. Finally, AmeriCorps members participating in a wide variety of service

activities will help to form a network and strengthen coordination among those activities, leading to a greater sense of cohesion and community within the area.

We hope that when Eden Area families realize that clearly visible and identifiable Heart of Eden AmeriCorps members are coaching their children's after-school sports, preparing their tax returns, and planting trees on their street corner with Heart of Eden volunteers, they will see that our partnership values the Eden community enough to blanket that community with AmeriCorps members and volunteers. And in turn, we expect that residents themselves will come to value and to add value to their community. As we stated above, the member service activities of creating positive opportunities for youth engagement and creating a community volunteer program are synergistic. We will be counting on the participation of caring adults to help create opportunities for youth, and we will be counting on the youth we serve to help build bridges among generations. Youth will have opportunities to serve with and provide services to adults and seniors, allowing these generations to interact in a way that benefits both. Whether youth volunteer to serve adults, or adults volunteer to serve youth, the overall goal of creating a more livable Eden is served.

****Positive opportunities for youth engagement in the community****
Outputs: We will create a cumulative total of 310 new jobs, internships, and work experience activities; recreational activities for at least 500 youth, and engage at least 175 adults in volunteering or engaging with youth in programs. Our long-term outcome is that youth are skillfully engaged in the community through community service, work/work experience, sports and recreation.

****Volunteerism****
Outputs: Members will recruit a cumulative total of at least 310 community volunteers through the Heart of Eden volunteer program. These volunteers will serve a total of 8,900 hours over three years. Outcome: Heart of Eden residents will report a stronger sense of community engagement.

****Member Development****
Output: Members will receive a total of 8,600 hours per year of development and training. Outcome: Members will attain or exceed the skill and performance levels required by their position description and will increase their skills in areas of leadership, project management, and communication.

ACAP is experienced in tracking common measures of outputs and outcomes in collaboration with multiple partners for the California Department of Community Services and Development's Community Services Block Grant Program. ACAP will develop common forms for tracking member service hours and activities, volunteer hours and activities, and member development. All member placement sites will submit these data on a monthly basis, and the data will be compiled by the Heart of Eden AmeriCorps coordinator. To track service outcomes, we will utilize surveys of youth and adults who come in contact with the AmeriCorps program, whether as participants in activities,

volunteers, or recipients of services. Independent evaluation consultants will assist in evaluation and instrument design, data gathering strategies and data analysis.

****Plan for Self-Assessment and Improvement****
The Heart of Eden partnership Steering Committee will meet monthly to evaluate progress. Semi-annual reviews of data will be available from our outside evaluator to identify areas of success and challenge, potential problems, and analyze the feedback we are receiving from members and individuals served.

The Steering Committee will gather input from members, their supervisors, the Heart of Eden AmeriCorps program coordinator, and partner agencies. The AmeriCorps program coordinator will be conducting frequent site visits and will be in constant communication with everyone involved with the program. The coordinator will be gathering feedback at weekly member development sessions, and ACAP's Youth Development Coordinator will also participate in many of these sessions. We also plan to set up a Facebook site for members and will encourage them to share triumphs, challenges, and comments on their day to day experience.

If conflicts arise during the course of the program, we are committed to resolving them through a modified consensus process, in which all members of the partnership have a voice as we endeavor to reach a workable solution. Members' voice and experiences will always be respected in working through any problems that arise. If technical assistance and training are needed by partners or program staff, we will work with the California Volunteers AmeriCorps program staff as well as with fellow AmeriCorps/CNCSservice providers in the Bay Area to arrange for training or technical assistance.

****Community Involvement****
Adults, seniors and youth were involved through the Eden Area Livability Initiative, with initial input into the top needs of the community and in the planning meeting prioritizing those needs. The Youth Leadership Council developed, distributed and collected surveys of youth needs and presented their findings to the EALI. All the partners in the Heart of Eden AmeriCorps program were also involved, as were Supervisors Nate Miley and Alice Lai-Bitker.

The Eden Area Livability Initiative will continue to provide a public forum for community interface with the Heart of Eden AmeriCorps program. The EALI holds public forums at least twice per year, and a range of working groups and task forces meet regularly. These include the Ashland Teen Center Working Group, the Safe Schools and Neighborhoods Working Group, the Neighborhood Atmosphere and Beautification Task Force, the Community Engagement Task Force, and the Joint Leadership Working Group. These groups include direct AmeriCorps partners, additional community organizations, and individual community members, as well as the staff of County Supervisors. The Youth Leadership Council will play a special role in engaging young people throughout the Eden Area, continuing to report on youth needs, questions, and contributions to the EALI as well as to ACAP's Governing and Community Advisory Boards.

Relationship to other National and Community Service Programs
We will collaborate with the Alameda County Office of Education (ACOE), which has a school-based Learn & Serve America program, to involve young people and adult volunteers in service-learning through schools. ACAP's gang prevention program already works with the violence prevention and service-learning team at ACOE. We will coordinate with the East Bay Habitat for Humanity AmeriCorps program to match volunteers to opportunities in construction. Experience Corps of the Bay Area does not operate in Eden Area schools, but we will reach out to them as a potential resource. The RSVP of Alameda County launched in 2007, matching volunteers 55 and older to organizations serving seniors throughout the county. The Heart of Eden volunteer program will reach out to RSVP to try and build multigenerational volunteer opportunities. Girls Inc. of Alameda County has a relatively new AmeriCorps program in San Leandro, and we would like to coordinate with them and with the BAYAC and OCASA AmeriCorps programs around national days of service.

Potential for Replication
Our program is designed to be replicable throughout ACAP's service area. While we are beginning our efforts in Eden, one of the highest need areas in Alameda County, we aim to create a program that can be replicated with similar partnerships in areas such as South Hayward, which has an ongoing problem with gangs and youth violence, the Tri-Cities (Union City, Fremont, and Newark), which has a growing youth violence problem, and Livermore and the Tri-Valley area, which is home to a growing pocket of poverty.

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B. Member Outputs and Outcomes

Member Recruitment and Support
We plan to recruit our members as much as possible from within the Eden Area, using our pool of BETA program participants and graduates, the Youth Leadership Council, graduating seniors from area high schools; college students, and recent college graduates. We will work closely with HARD, the Workforce Investment Board and One-Stop System, and our community and faith-based partners to broaden the pool of recruits. Our work with area youth and young adults indicates that interest in having a positive life option for a year, with a living allowance and education award and the opportunity to help build a stronger community, is high enough that we will not experience difficulty in recruiting enough applicants. Recruiting primarily from within the Eden Area, one of the most diverse parts of the county, will help ensure that our members reflect the community they serve.

Members must have a demonstrated passion for working with youth the expressed desire to serve in the Eden Area and be available for full-time or half-time service, including a 10-week period in the summer when service and member development will run for 40 hours/week. Applicants for positions of greater responsibility (coordinating youth activities, supporting Youth Leadership Council) will need to display evidence of

leadership ability/experience. All applicants must be able to pass a background check and TB test.

ACAP staff will screen each application. Partner representatives (HARD, United Seniors, Rising Sun), ACAP staff, and a representative from the Youth Leadership Council will review qualified applications and determine placements by consensus. Full-time member recruitment will occur from September to March each year. Interviews will occur from April to August until all positions are filled. The selection process will end on August 31. Most half-time positions will be filled on the same schedule; with the exception of members who can begin their service later in the year and serve more intensively (e.g. 900 hours between January and August).

Member Retention and Recognition: Recognition is key to member retention and also to recruitment for future program years. We will organize a midyear celebration which includes members' families, beneficiaries of services, and public officials, and an end of year graduation ceremony, featuring honors from county supervisors, music, and awards. We will also organize publicity through local media outlets and recognize members on ACAP and partner websites. The coordinator will do a brief interview monthly with each member to ensure all is going well, identify issues, and develop strategies to correct problems. The coordinator will ensure that members get the training and supports they need to thrive through the ups and downs of service, including but not limited to: access to child care; referrals to family supports such as income support, job training, and continuing education; stress reduction activities; and conflict management tools.

Members will have the opportunity to build skills in a variety of areas, as described below.

Member Development, Training and Supervision:
Our member training will prepare members to serve the public at a high level of quality, integrity and responsibility, to gain the maximum benefit from their AmeriCorps experience, and to realize the importance of public service. Training will begin with an orientation to AmeriCorps (8 hours), which includes introduction to AmeriCorps; a celebration of service; living on their AmeriCorps allowances; community and team-building exercises; policies/procedures; paperwork; and an introduction to the training calendar, events, and National Days of Service. Pre-service orientation will take place in August of each year.

Following orientation, members will undergo a program-wide skills-building training (20 hours). This will involve building members' skill and knowledge in areas that are necessary for working in a community service capacity: communication, problem-solving, conflict resolution, planning and executing a project, documenting work, cultural diversity, stress management, and working effectively with volunteers. All members will also receive a half-day introduction to youth development principles and practices. We will use curricula developed by the Community Network for Youth Development and training developed in house.

Finally, members will participate in site-specific training (20 hours for full-time, 10 hours for half-time) to prepare them for the specific circumstances of their placement. For example, members serving in the BETA office will be trained peer coaching and youth development and by BETA Manager Mary Devine in job training and career development for youth. Members organizing recreation/enrichment activities will be trained by HARD and ACAP staff, etc. All members will be trained sufficiently to succeed during their term of service.

Ongoing member development will take place twice per week. During the first three months of the service year, development will focus on strengthening the skills that members need for AmeriCorps service in general and at their specific placements. The members will meet as a whole for certain development activities, such as communications skills and leadership; in groups of full-time or half-time members where appropriate; and in placement-based groups for developing skills and knowledge that are relevant to particular placements. Partners supervising members will play a role in ongoing member development, as will additional partners with whom we work. For example, the Alameda County Fire Department can provide first aid and disaster preparedness training, while counselors at the Sheriff's Youth and Family Services Bureau can provide training in effective conflict management.

Our AmeriCorps coordinator will work with all member supervisors to ensure strong supervisory relationships. All supervisors will receive a supervision package outlining responsibilities and expectations, and containing a contract for supervision that all members and supervisors will fill out together. Most members will be supervised by ACAP staff and/or placed at ACAP facilities. Our coordinator will check in with all supervisors at least monthly at member sites. Supervisors will hold weekly member development meetings and check-ins with their members, following the protocols in their supervisor packet. The coordinator will interview each member at least monthly to ensure all is going well, identify issues, and to develop strategies to correct problems.

****Ethic of Service and Civic Responsibility****

Each member development session will build in a time for reflection, sharing, and learning from service. Group discussions may include themes such as "What am I learning about myself through service?" "How do my 'normal' world and my 'service world' relate to each other?" "In what parts of my service do I feel most effective?" "How am I affecting the people I encounter in my daily service?" Members will be asked to keep a journal throughout the service year, either online or in hard copy, with themes for reflection each month. We also plan to create a Facebook or similar social networking page where members can share experiences, post photos and video, links to other sites of interest, and connect with each other on a less formal level. Members will all receive training in appropriate use of the site, which will be monitored by the coordinator and open to all program and partner staff. We believe it is important that members have a forum to express themselves in ways in which they feel comfortable. Our mid-year and end-of year celebrations will include activities designed to promote reflection and inspire a lifelong commitment to service.

C. Community Outputs and Outcomes

****Sustainability****
We are anticipating working with partners to generate additional cash match in future years. We will work actively to secure support for the program at the County level and from local school districts through federal 21st Century and state After School Education and Safety funding. Supervisors Miley and Lai-Bitker have always supported youth opportunities in the Eden Area and are strongly behind this proposal. If our program is able to show strong positive outcomes, we would request additional support from the County not only to sustain the Heart of Eden but to expand it to other high need areas within our service area.

The rapid growth of our youth employment and training programs also gives room for optimism that we can leverage additional workforce development funds to sustain and grow members' work in that field. Nanette Dillard, the ACAP Executive Director, now sits on the Alameda County Workforce Investment Board and is in a position to assist the WIB in applying for state and federal monies that could sustain the roles that members will be playing at the BETA office and expand to similar programs county-wide.

While we recognize that the current economy offers little hope that county budgets will be expanded this year or next; there is room for optimism down the line. The East Bay is home to a rapidly expanding "green revolution," with hundreds of green technology and service companies forming a nexus of opportunity. We hope that this next wave of Bay Area innovation, combined with a strong volunteer base built through Heart of Eden and a new generation of community leaders trained through Heart of Eden, will provide a framework for continued and expanded service to the Eden community and beyond.

****Volunteer Recruitment and Support****
Volunteer Recruitment: As noted above, one of the community-identified needs we plan to address is a lack of community engagement in the Eden Area. The Heart of Ashland volunteer program, a partnership among ACAP, the Sheriff's Department, and the Ashland Community Association (launching in 2009) will start to reverse this trend by focusing first on Ashland, the area with the least infrastructure for recruiting and supporting volunteers. Two full-time members, supported by the ACAP youth development manager and supervised by the AmeriCorps coordinator, will work with Sheriff's deputies to recruit a minimum of 125 volunteers for community-defined projects. Projects will be chosen by the Heart of Ashland Steering Committee based on importance to the community, feasibility, and availability of matching resources (supplies, tools, etc.). Heart of Ashland will recruit both adult volunteers and youth volunteers. Volunteers may provide mentoring, support, and homework assistance after school; help lead group activities, present special events, organize or chaperone dances and other events, assist with community cleanup and graffiti removal, and other roles as determined by the Steering Committee. We will recruit volunteers both for ongoing service (weekly homework help, neighborhood watch, etc.) and for episodic service such as tree-planting, building repair, park cleanup, etc. Volunteers will be recruited from among seniors, students (college and high school), parents, and baby boomers looking to

give back. We are aiming to provide at least 1600 hours of service in Year 1 (1000 for ongoing activities, 600 for one-time activities) and raise that number to 3900 hours by Year 3.

Volunteer Support: AmeriCorps members will take the lead in supporting volunteers. Members will review volunteer applications that list interests, and skills of each volunteer. The members (supported for the first three months by the AmeriCorps coordinator), will interview each volunteer and determine an appropriate match. All volunteers will receive an orientation, either before their project begins or at the project site. Members will coordinate volunteers' participation in episodic projects, and will check in with long-term volunteers on a monthly basis to ensure that the placement is working. Members will help develop strategies to increase volunteer participation, keep records of volunteer training and service hours; and create cost effective strategies for volunteer recognition. Members will supervise volunteers where appropriate: e.g. at one-day projects and in after-school programs. For long-term volunteers in other situations, e.g. senior facilities, neighborhood watch, etc., supervision will be provided either by Sheriff's deputies or staff, facility staff, or Heart of Ashland members. Members will be responsible for checking in at volunteer assignments to ensure that volunteers are receiving appropriate supervision and reporting any need for improvements to the AmeriCorps coordinator. Two Heart of Ashland members will spend 80% of their time in volunteer recruitment and support; while other members will spend approximately 5-10% of their service time in these activities.

Project 4 Green Jobs Training

Alameda County sits in the middle of the so-called Green Jobs Corridor. ACAP plans to work with Alameda County agencies, Civicorps, Spectrum, and private industry notables to provide job training and access to new jobs offered through numerous county-run projects throughout Alameda County.

Civicorps, formerly the East Bay Conservation Corps, is youth focused and offers educational remediation coupled with green jobs through their very own charter school. The graduates of the Civicorps charter school earn high school diploma's, not GEDs. The job opportunities offered through Civicorps are broad in nature and are located throughout Alameda County.

There are many projects being forwarded by several Alameda County agencies. Projects with an eye towards upgrading homes and buildings throughout the County with energy efficient amenities as well as large scale features such as solar panels or upgraded water collection systems.

Project 5 WIA Youth Programming/Youth Leadership Council

Leveraging Workforce Investment Act funding with Recovery Act funding will allow for accelerated job creation through strategies designed to provide youth with job training and educational remediation. Furthermore, WIA partnered funding projects will provide

opportunities for youth to obtain admission into key apprenticeship programs in a broad range of construction and green areas.

Project 6 Asset Development

ACAP proposes to expand our Asset Development program, which includes Earned Income Tax Credit (EITC) Volunteer Income Tax Assistance (VITA), Individual Development Accounts (IDA), Credit Counseling, Pre-and Post-Foreclosure Counseling, and Homeownership training to provide an integrated volunteer management network and three coordinated service sites working together to provide a higher level streamlined, year-round service delivery system.

To date, we have opened 486 IDA accounts and assisted 18 families to purchase homes including clients who are on Section 8 housing assistance. Additionally, we have assisted 15 clients to complete education or job training, and 4 clients to capitalize their own small business. This program also includes financial literacy training, credit counseling, and free tax preparation through VITA. Power Up! was initiated in 2005 and is funded by a $500,000 federal Assets for Independence (AFI) grant. The IDEAs are funded by the Federal Home Loan Bank and are offered in partnership with Washington Mutual and Citibank. Business management training is offered in partnership with the Small Business Administration/SCORE.

Move Up! – Financial Counseling and Free One on One Credit Counseling. Low-income folks have less of a cushion when it comes to their finances, but many do successfully save funds to improve their life situation. By becoming financially pro-active, low-income people can improve their credit, get better jobs or housing, learn to live a life without subsidies, and experience release from the stresses of debt and poor credit. Clients attend an initial financial counseling workshop, Finances 101, prior to enrolling in the program. After attending the workshop, the clients meet with our credit counselor to review spending, discover areas where monies may be saved, and create a monthly spending plan. The credit counselor also assists the client to pull their free credit report, digest the information, and create an action plan to eradicate any derogatory information it may contain. The credit counselor is a certified VITA tax preparer and can prepare a client's taxes back to tax year 2005. We can also refer to one of our associates who can prepare taxes back to tax year 2003. The credit counselor is trained in assisting clients facing identity theft, foreclosure, or the threat of foreclosure, to get back on their feet. Finally, the credit counselor prepares taxes for those who wish to access their Economic Stimulus Rebate.

Banking the Unbanked in Partnership with Citibank. ACAP uses monthly meetings with our sub-contracting organizations to glean information about the needs of their clients and those clients' barriers. One of the main barriers noted was lack of access to traditional financial resources. As a result, ACAP built upon its relationship with Citibank, our IDA program banker, to provide free checking and savings accounts for our clients, even if they are on ChexSystems. Additionally, Citibank maintains a site in our VITA sites that offers free accounts so they can receive their EITC electronically. To date, Citibank has opened 734 accounts for ACAP clients.

*VITA Power! – Free Income Tax Preparation with Earned Income Tax Credit (EITC) and Child Tax Credit. A*CAP has been preparing taxes in the cities of Emeryville and Livermore since 2005. ACAP provides tax assistance at facilities provided by the

cities, we also provide a "roving" VITA operation that takes tax preparation into the community, going to agencies where clients may not be able to exit to get their taxes done or where they may be loath to leave. These agencies may have clients battling drug or alcohol addiction, domestic violence victims, or people living in shelters. In 2008, we began offering our services inside Santa Rita Jail and plan to expand this service in 2009. Statistics for VITA Power!

Alameda County Community Asset Network (AC CAN). ACAP is a founding member of AC CAN, a collaborative of asset development organizations providing a comprehensive system to build the financial assets of Alameda County citizens. The collaborative is based on the successful "Bank on San Francisco" model and has produced banking and financial tools for use by the collaborative participants. The tools are made available at www.alamedacountycan.org.

Income Patching Services: LifeLine and PG&E CARE In order to help clients maintain their budget, ACAP also offers "Income Patching" services. These services include LifeLine, a low cost phone service subsidized by the California Public Utilities Commission, and CARE, a program offered by Pacific Gas and Electric that reduces clients' energy bills by 20%.

Season of Sharing (SOS) offers a one-time grant of up to $1,500 to families, seniors, and disabled individuals who have suffered an unpredictable financial crisis. This service has assisted people to retain housing, gain housing, or pay childcare or medical bills. In order to gain this assistance, the client must fit into one of the categories mentioned above and provide evidence that this one-time infusion of funding will resettle them and no further assistance will be needed.

Youth Development Services. ACAP has several programs which target at-risk and gang-involved youth, especially in the Unincorporated Eden Area of Alameda County, a severely depressed area with the highest rate of teen pregnancies in the county. The *Bayfair Employment Training Academy (BETA)* program, funded by federal Workforce Investment Act and county resources, provides employment training for at-risk youth. To date, BETA has assisted 220 at-risk youth to become employment ready, helped 123 to find and retain employment, and provided critical support services to 54 youth. In 2008, ACAP assisted nine youth in becoming trained tax preparers for Jackson Hewitt in San Leandro. The youth provided stellar service and received a large boost in their self-esteem. Health disparities are rampant in the Eden area and few services are available.

Requirement 1

COMMUNITY INFORMATION PROFILE, NEEDS ASSESSMENT AND GOAL-SETTING

COMMUNITY INFORMATION PROFILE

Alameda County is one of California's busiest urban areas. It is a major port for the Pacific Rim trade and its diverse economic base includes manufacturing, services, wholesale and retail businesses. It is home to almost 1.5 million people and covers 738 square miles. The Associated Community Action Program (ACAP) works with residents in 12 cities and the unincorporated areas in Alameda County. The cities are divided into four groups: North Cities (Alameda, Albany, Emeryville, and Piedmont), the Eden Area (Hayward, San Leandro, and the unincorporated areas of Castro Valley, San Lorenzo, Sunol, Fairview, Ashland, and Cherryland), Tri-Cities (Fremont, Newark, and Union City), and the Valley (Dublin, Livermore, Pleasanton, and the unincorporated areas).

These targeted cities represent 65% of the county's population and is home to more than 50% of Alameda County's poorest residents. The number of foreign-born persons is significantly higher and more concentrated and consequently, language proficiency is lower than in the inner cities of Oakland and Berkeley. For example, in the City of Fremont where 52% of the residents are people of color (primarily Asian), 39.5% speak a language other than English in the home. In Hayward, people of color constitute 57% of the population; 34.8% are foreign born and 48.9% speak a language other than in English in the home. In Union City, 70% of the population is of color (primarily Asian and Latino), and 48.9% indicate that a language other than English is spoken in the home. The Eden, Tri-Cities, and North Cities communities have sizeable populations of people whose primary languages are Spanish, Urdu, Tagalong, and Farsi. One of the challenges in these communities is to develop culturally competent and consistent service delivery systems to support these very diverse populations.[1]

The United Way study identifies neighborhoods with concentrations of unemployment in the ACAP areas where access to jobs is a major need. Service providers in the Tri-Cities and Valley areas identify lack of resources for the poor in their communities since none of the cities or sub-regional groups they are attached to have concentrations of poverty such as those found in large urban areas. Therefore, the ability to generate large public or foundation grants is hampered, and providers depend on small grants and donations to carry out their missions. Needs for the low-income population identified by providers include extended childcare availability, additional housing subsidies, transportation, post-shelter services to remain stable, basic life skills, employer training, healthcare, drug and alcohol rehabilitative services, financial and credit assistance, ex-offender assistance, and awareness regarding domestic violence and parenting education. Needs for service providers include multi-year funding, support in maintaining collaborations, and administrative funding.

ACAP is the designated Community Action Agency (CAA) to administer federal Community Services Block Grant (CSBG) funds in Alameda County outside the cities of Berkeley and Oakland, each of which has its own designated CAA. As such, it is governed through a joint powers agreement (JPA) among the County of Alameda and the twelve (12) cities and the unincorporated areas in its jurisdiction.

Alameda County has a population of approximately 1,421,308 people. The 11.8% countywide poverty rate is distributed unevenly, with 52% of the low-income population living in the ACAP area. The Countywide Continuum of Care Plan identifies 40% of the homeless population as living in the ACAP area and that there are more homeless families in the ACAP area than in the urban cities of Oakland and Berkeley. This is the most recent information available as of May 2004. The Alameda County Social Services Agency reports 42% of the CalWORKs population and 34% of the General Assistance population as living in the ACAP area.

[1] U.S. Census Bureau, http://quickfacts.census.gov/qfd/states/06/06001.html

As we move to transition the poor and the working poor to a better quality of life, we are committed to comprehensive services. Consistent with input from both service providers, clients, and others who are among the economically challenged, ACAP will continue to place its focus on jobs and housing linkages as the primary attainable goal for our programs. However, an emphasis on support services also continues to be a concern as these remove the barriers to reaching these wished for objectives. On the following pages, we have outlined the various needs as discerned through public input. To assist in understanding depth of the need, we have provided quotes from discussions we have held with program participants.

NEEDS ASSESSMENT

Affordable Housing

- The cost of housing and the wages for newly created and entry-level jobs are out of balance. Housing is the greatest single expense item for the ACAP area. Alameda County is the 7th least affordable county to live in America. According to the National Housing Coalition report, a worker earning minimum wage would have to work 165 hours per week in order to afford the 2006 fair market value of $1238 for a two-bedroom apartment. The combination of upward price pressure in the housing market and relatively tight urban housing markets has led to increased cost burdens, particularly for the low-income population. The problem of affordability is compounded by other issues that keep people from acquiring housing such as poor credit or a criminal record.

Vocational Training

- Many low-income individuals lack the educational and vocational training, work maturity, and job seeking skills necessary to obtain employment that pays adequate wages. There are those who seek to improve their education at a much higher level seeking university degrees or high-end certification. ACAP is committed to our partners who invest services in this area.

- There is a growing void of middle class jobs as more mid-wage positions move out of the area, out of state, or out of the country. This growing void makes it difficult to move people from entry level positions, which generally pay very low (minimum) wages, to a job with a life sustaining salary and benefits. In order to provide families and individuals with an opportunity to "move up", it is important to provide training and employment opportunities in the areas that are highest in demand.

- The regional labor market demands skilled workers. Job growth in Alameda County is projected for skilled trades such as construction, information technology, biotechnology, automotive, registered nurses, teachers, (elementary and secondary), electricians, carpenters, home health care workers, licensed practical nurses, medical assistants, dental assistants, and paralegals. In-demand jobs that require fewer skills are to be found in the currently hot retail and hospitality fields. Few occupations requiring little skill such as house cleaners and waiters will be available. Low-income people who do not have literacy skills at the 7th grade level or above are left out of the labor market while those who do not have skills in demand occupations must acquire them. English proficiency is also an area of import. Many of our program participants are of an intelligence level where they look to higher education rather than job training. There must be a wide range of services provided including grants research for education to keep these program participants from accruing debt through student loans.

Transportation

- The high cost and limited access to transportation highlights the fact that transportation services are essential. It is estimated that 80% of the jobs in Alameda County are not located within easy access to public transportation. It is also of note that few employees in the ACAP area live within 10 minutes of their job, a key factor that reduces job wages in light of high gas prices. In addition, many entry-level jobs have evening and weekend hours with shifts that are outside the normal 40-hour schedules. BART can cost more than $8.00 per day, a relatively high expense on a minimum wage job.

Case Management/ Life Skills Training/ Soft Skills Training

- Lack of knowledge and ability to access support services is a serious limitation for many low-income people. In order to seek and obtain employment, people often need work maturity, coaching, counseling, life skills development and job seeking skills. These issues are generally addressed through service providers' case management services, when a family is connected to a case manager. There continues to be a gap in services for people who are not connected to a service provider in the most isolated parts of the County. Program participants are also in need of comprehensive life skills training to including goal setting, writing and following an action plan, and learning essential coping skills.

Energy Assistance

- Energy costs place a monetary strain on the residents of Alameda The need for utility assistance and increased involvement in collaborations with the energy sector in addressing the issues of the economically disadvantaged is key. Working with the local LIHEAP provider, Spectrum, provides assistance for this population through distribution of HEAP applications and referrals. PG&E's Reach program offers energy assistance and they want to increase participation from current levels to 80% participation in Alameda County, ACAP operates the PG&E CARE program, which cuts energy costs by 20%. The Lifeline Telecommunications Program provides basic telephone service at a very low cost. These income-patching programs are key to assisting clients to become self-sufficient. In the future, ACAP would like to participate in the Energy Partners Program conducted by PG&E. Not only is the program a way to lower the energy bills of low-income families by providing them with education and energy-saving appliances, it is also a strong employment program that can provide both youths and adults with living wage jobs. Our clients, the poor and the working poor will be apprised of the energy-saving program in the ensuing years.

Integrated Services: Jobs, Housing and Healthcare

- "11 percent of people were in poverty. 14 percent of related children under 18 were below the poverty level, compared with 9 percent of people 65 years old and over. 9 percent of all families and 20 percent of families with a female householder and no husband present had incomes below the poverty level." Source: American Community Survey, 2003, US Census Bureau.

- New approaches linking integrated services to include housing, jobs, and healthcare are needed to address the population ACAP serves. The poverty ratio is glaring with 12.3% of Alameda County households making less than $35,000. At the same time, the Governor proposes to eliminate 18 Medi-Cal optional benefits for adults over age 21. These proposed cuts in dental and health care indicate a severe challenge to services such as dental, elderly, psychiatric and health care services to the low-income.

Affordable Childcare

- Childcare is one of the most pressing problems for Alameda County's low income working parents. Currently, 30% of the children in Alameda County are living in poverty. Alameda County ranks 38th for children in poverty among California's 58 counties. Childcare requests increase, but the supply has not kept up with demand. Other indicators of this crisis is the closing of family day care homes and centers due to low market rate reimbursement, and job competition among qualified and experienced childcare workers who leave the childcare field for better paying careers in related or other industries. Also, resource and referral agencies throughout the County report a dramatic increase in requests for help from low-income parents who work but cannot afford the cost of childcare. Many of these families qualify for government childcare subsidies but do not receive them because the subsidy programs are under funded. This has created childcare provider waiting lists for low-income parents who must also meet the varied criteria for eligibility to access subsidized childcare. Many parents who currently benefit from subsidies will face a dilemma, once their subsidies expire because their earnings are often insufficient to pay for the childcare they need in order to keep working. As a result, low-income working families are at risk of entering or reentering the welfare system if they cannot locate dependable and affordable childcare.

TANF Families Timing Out

- Over 3,166 participants have already timed out. Of those who have timed out as of September 2004, 68% are working. Ethnic breakdowns for September 2004 timing out clients were: 44% Asian or South Asian; 34% African-American; 5% Latino; 4% White, and 12% other. Source: September 2004 SSA Quarterly Report Distribution of Caseloads by City of Residence.

- Flexible services that are linguistically and culturally competent stand to provide appropriate transition services for TANF families timing-out. Education, literacy and financial literacy are key program components in the success of our participants.

Families and the Criminal Justice System

- "California has the largest state prison system with 160,315 inmates. It is estimated that 12% of African-American men ages 20 to 34 are in jail or prison according the Justice Department. The proportion of young black men who have been incarcerated has been rising in recent years, compared to 1.6% of whites in the same age groups."[2] Since this quote was printed in 2003, the prison population in California has grown to 173,000, in 2007.[3] Seventy percent more than it was built to hold,
- "Nearly 6 million people are currently in the criminal justice system and 600,000 will be released from prison this year to return home. Many workforce development organizations are already serving ex-offenders in programs and seek strategies to improve their services." Working Ventures.

- The Annie E. Casey Foundation report, Thus Far By Faith, Faith Into Action reinforces the urgency in services for prison re-entry programs and family support services for recently released prisoners. The report states that as these men and women, many who are mothers and fathers, return to the larger population, services are minimal; the reentry programs are few. These prisoners, many parents, re-enter their neighborhoods "without adequate preparation or community support structures. High incarceration rates may disrupt a community social networking, affecting family formation ... and income to families, and weakening ties among residents."

- Intensive case management and direct services to this population reduces rates of recidivism and despair. Criminal expungement services, family support programs and prison services were also recommended in focus sessions held by Alameda County Social Services. In each session, the demand for services to assist ex-offenders and their families in the community in financial literacy, child support programs and payments, and parenting is urgent.

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[2] " New York Times, 04/03.
[3] A look inside the overcrowded California state prison system, Timothy Jue, The California Aggie

- ACAP is also working with our partner organizations in defining the problems suffered by formerly incarcerated people and seek solutions through our ACAP Re-entry Service Center for Unemployed Ex-offenders (RESCUE), a "One Stop Solution" to connect returning prisoners with essential services. Our Female Ex-Offender Re-Entry Initiative (FEORI), a task force is made of participants of our sub-contracted programs takes a look at the problems unique to females who are currently struggling to reenter society after being incarcerated. FEORI includes ex-offenders as participants. Besides being an empowering experience, it also works to provide ACAP, our contractors, and our partners with much needed information to assist other clients. In the coming years, placing a focus on juvenile re-entry will be crucial.

- ACAP participates on Alameda County committees that are placing a spotlight on ex-offender re-entry including the Alameda County Violence Prevention Leadership Council, the Ashland Violence Prevention Committee, the Community Reentry Service Providers Network (CRSPN), the Oakland Think Tank, and the Alameda County Re-Entry Sub-committee of the Alameda County Violence Prevention Blueprint (www.acgov.org/acvpb.htm). This sub-committee, convened by Alameda County Supervisors Nate Miley (Member ACAP Governing Board) and Keith Carson, acts advisory to ACAP's RESCUE program and includes directors from the various Alameda County agencies, community organizations, and the City of Oakland.

Youth Services

"A severe crisis faces our nation's workforce: Too many youth are leaving high school without their diplomas, unprepared for post-secondary training and employment. The Educational Testing Service's "One Third of a Nation: Rising Dropout Rates and Declining Opportunities" reports that one-third of all youth who begin ninth grade will not receive a high school diploma. Eleven percent of .8 million youth, are out of school and have neither a diploma nor a GED. This problem is particularly pronounced in urban areas. – Income and education are more closely than in any time in our history. – State and regional economies are being negatively impacted by low graduation rates."[4] There are several issues plaguing the youth in Alameda County. Statistics represent a sharp rise in the number of crimes committed by youths between the ages of 15 to 21. Teen prostitution is rising as is the high school drop out rate. Add to this the risks of online sexual predation and it is clear that youth in the ACAP area require a dedicated focus to research these issues and present solutions. ACAP would like to acquire a Youth Development Coordinator for this purpose in order to provide options for a healthier, more stable life for its youngest citizens.

Medical Services

- Alameda County is home to approximately 4600 uninsured children[5]. ACAP would like to become a certified Enrollment Entity for the State of California Healthy Families Low-Cost Health Insurance program as a means to close the gap on the number of uninsured children in our service area.

- Over 140,000 Alameda County adults between the ages of 19 and 64 years of age are uninsured. "More than 50% of the uninsured are immigrants...-major factors not to be forgotten as the County tackles the complex issues of improving health access for its residents. The relationship between ethnicity and health access is documented. Ethnic and racial groups continue to "bear a disproportionate burden of mortality and morbidity across a wide range of health conditions," according to a Kaiser Family Foundation report just published. Health insurance could reduce health disparities among ethnic and racial groups."[6] Immigrants make up 53% of uninsured Alameda County residents. Of uninsured immigrant adults, one-fourth were naturalized citizens and three-fourth were non-citizens. The largest portion of uninsured adults are poor Latino and Asian-Americans. According to a Stanford research study, African immigrants also face language and cultural barriers that make it difficult for them to navigate the social service system (*Community Voices Project and Stanford University Class on Migration Patterns).* ACAP stands committed to working with immigrants and

[4] Solicitation for YouthBuild Grant Applications – Department of Labor, Catalog of Federal Assistance

[5] Alameda County Children and Families Health Insurance Task Force –Alice Lai-Bitker, Alameda County Board of Supervisors

[6] Alameda County Children and Families Health Insurance Task Force – Board of Supervisors

refugees. Data indicates this targeted population falls within our income guidelines and is a population that traditionally has lacked culturally-appropriate access.

Mental Health Services

Mental health problems such as bi-polar disorder, schizophrenia, and post-traumatic stress are common factors among the low-income population. It is important to provide access to treatment for the conditions in order to stabilize individuals and families and improve their employability. ACAP and its partners will continue to stay abreast of culturally-relevant solutions to mental health issues as available and provide a linkage to these services to our clients.

Domestic Violence

Domestic violence plays a very large role in the recurring cycle of crisis suffered by many of our program participants. Focusing on this area when delivering services addresses the problem at its root and allows the case manager to more effectively assist the client towards permanent change.

Non-custodial Parents

- Increased focus on support services programs for low-income fathers is essential. Many fathers lack the necessary resources or the support necessary to embrace family life. Fathers need programs that holistically identify and address their involvement financially, spiritually, and emotionally in their children's lives.

- The Casey Foundation and the Interdenominational Theological Center in Atlanta stated that half of incarcerated men are fathers of minor children. For incarcerated women more than 2/3 are mothers with minor children. Prison clearly reduces income to the family's lifeline and impacts family life.

Asset Development

In line with the direction of the federal government, ACAP has developed and implemented an asset development program: The Economic Empowerment Initiative (EEI), that works to assist program participants in learning healthy financial practices and allow them access to programs that will allow them to keep more of their money and plan for their future. The EEI includes individual development accounts (IDA) for education, homeownership, and business capital, financial literacy workshops including credit repair and income-patching measures, home ownership workshops, microenterprise training, and a year-round Earned Income Tax Credit (EITC) program. Each of these programs features a financial literacy component to ensure that the program participants learn to skillfully handle their finances. These programs work in partnership with other community entities such as the adult schools, One-Stops, SCORE, and several community-based organizations. Through the Alameda County Income and Asset Development Coalition (ACIAD) , which is gearing up to present an Alameda Countywide asset development strategy to increase the overall amount of family assets and savings in the county.

Drug and Alcohol Rehabilitation

The 2004 report of the Bay Area Continuum of Care noted that 61% of homeless and very low-income people suffer from drug and alcohol dependency. 85% of convicted felons were "high" at the time of arrest. Working with our partner programs, we are committed to providing services in this area.

Support System

Many of our program participants do not have a stable support system to assist them in their progression to self-sufficiency. We and our programmatic partners are committed to maintaining a supportive network for those who

participate in our programs. One innovation we would like to feature is a website tool that will allow clients to help each other through a listserv support system.

Disaster Preparedness

ACAP's disaster preparedness efforts center around the dissemination of Lifeline Telecommunications literature and access. Many low-income families and individuals use their mobile phone service as their only source of telephonic communication. This practice puts them at great risk. 9-1-1 calls on cell phones are routed through the California Highway Patrol's phone center. This line is often busy and calls, when answered, have to be rerouted to the local law authority, extending the response time. It also poses a great threat to family safety in the event of both small and large-scale disasters. For example: A child is left with a baby-sitter while the mother goes out. The child injures itself, but there is no landline in the home from which the babysitter can make contact with the parent. Lifeline offers a cost-effective solution to this issue. ACAP will also disseminate information from the California State Office of Emergency Services to its sub-contractors and clients.

ACAP Community Partners: Development of public and private partners

- In this decade our community partners face challenges that demand increased creativity and innovation. ACAP encourages the fostering of collaborations and partnerships to provide the best possible outcomes for the neighborhood, community and ultimately families. Collaboration in a time of shrinking resources to improve client services is an expected outcome.

- Besides jobs and housing as a priority outcome, ACAP partners are encouraged to expanded networking in the following areas:

  - Involvement with faith-based and community based organizations.
  - Involvement with private sector employees, banks, and small businesses.
  - Encouraging client involvement in the modeling of services as a best practice
  - Culturally specific and language appropriate services
  - Fundraising diversification strategies
  - Partnering with law enforcement and the criminal justice system.

- ACAP supports a living wage for families and individuals as a permanent strategy in reaching long-term self-sufficiency. Linkages between the private sector, community and faith-based institutions to foster living wage as viable outcome is critical.

Neighborhood Driven Model: Geographically Designated (Place-based) Programs:

- Service providers are required to respond to the needs of specific neighborhoods, residents of shelters, and individuals living in scattered locations throughout the service areas. Our target population is the low-income, the poor, and the most vulnerable. Service delivery in the ACAP area is characterized by networking among agencies, coordination with city departments, leveraging funds and establishing linkages with neighborhoods and communities. Active networks include the Countywide Continuum of Care Council, which developed a countywide plan to address homelessness; the Emergency Shelter Network, which is a coalition of agencies concerned with the issues of hunger and homelessness and Social Services Agency Working Groups on domestic violence, health and mental health, education, and safety net services, as part of CalWORKs implementation.

Program-based Services Specific Needs and Narratives:

The following project and program descriptions provide key baseline information as well as strategies to address the various issues noted and the chosen evaluation methods.

GOAL SETTING:

To accommodate this diverse geography, ACAP designated four (4) funding areas at its inception in 1974. The allocation of funds has traditionally followed the representation of the low-income population in each of the planning areas as derived from the March 2003 SSA Quarterly Report Distribution of Caseloads by City of Residence. However, below is the distribution as described above and based on data published by the U.S. Census as of 2000 by City of Residence.

North Cities:	**13.87%**
Alameda	5,887
Albany	1,304
Emeryville	906
Piedmont	221
Total	**8,318**

Eden Area:	**46.22%**
Hayward	13,805
San Leandro	5,037
San Lorenzo	1,185
Castro Valley	2,519
Unincorp.	5,179
Total	**27,863**

Tri Cities:	**29.30%**
Fremont	10,915
Newark	2,323
Union City	4,340
Total	**17,578**

Valley:	**10.61%**
Dublin	719
Livermore	3,891
Pleasanton	1,619
Unincorp.	138
Total	**7,695**

ACAP will continue the practice that it established of allocating 12% for administration as allowed and 28% for technical assistance and capacity building. The remaining 60% has been allocated to community-based organizations or public agencies through a competitive RFP process, to provide direct services to the eligible low-income population. Contract awards for the 2008-2009 Plan will utilize current data and be based on the availability of funds and the types of services to be provided by the sub-contractors. Contracts awarded through the RFP process for 2007 – 2008 included strategies for services leading to self-sufficiency in the areas of: 1) obtaining and retaining jobs and/or housing; and 2) case management for life skills development. A broad range of services that directly impact affordable housing and living wage employment have been funded.

Therefore, goals for the ACAP 2008-2009 Community Action Plan are to address housing, jobs, and integrated case management. All funded services will be directly related to supporting jobs/housing linkages to meet the needs of clients in the ACAP service area and to build service-yielding partnerships with other entities to address these areas.

ACAP looks forward to its commitment in impacting poverty and to a robust year in advocacy for the poor through our partners.

Ashland Youth Center

Project Business Plan

The Need for a Youth Center in Ashland

The vision of the Ashland Youth Center evolved from the needs articulated by Ashland youth through a community-based survey process that was conducted in middle and high schools in the area. The survey included over 600 youth who expressed the dire need of a place for local youth to "kick it" in a positive and safe environment. The process continued with youth participation in the Eden Area Livability Initiative (EALI) and the Ashland Violence Prevention Collaborative. Ashland youth pointed to inadequate educational resources, few after school activities, insufficient employment opportunities, gangs, and an over abundance of liquor stores catering to youth as root causes of the crime that plagues this area. As a result of their tenacity, the Ashland youth were successful in landing the need for a youth center in Ashland as the fifth priority chosen by the community through the EALI process. In response, Alameda County authorized the purchase of the vacant Holland Oil site property from the Hayward Area Recreational District (HARD) for the construction of a brand new, state of the art youth center, featuring green construction elements. The building, slated to be a whopping 20,000 sq ft of operational space, will be a presence in the Ashland area, offering a distinctive landmark that will be a source of pride for all Ashland citizens. The name of the youth center is still the topic of hot debate. The consensus is that the name should be descriptive of the mission of the space and should be inspirational to the youth who will use it to take their lives to the next level. Construction of the youth center will begin in 2011. **The Ashland Youth Center will open its doors in 2012.**

About the Community

- Of the 1.5 million people in Alameda County, 35,000 people live in the Ashland/Cherryland area.
- Among the residents of Ashland/Cherryland, 25% are children under age 14 and 12% are seniors ages 65+. Both groups are growing in numbers.
- The largest percentage of people in Ashland/Cherryland is Latino (35%). The remainder is broken down among Whites (31%), African Americans (16%), and Asian/ Pacific Islanders (13%).
- English is most commonly spoken (77%), followed by Spanish (12%) and Portuguese (3%).

Health statistics in Ashland/ Cherryland

- •Ashland and Cherryland have some of the highest teen birth rates in the County. (Ashland 51.6 per 1000 females 15-19 years; Cherryland 50.5) These rates are 50% higher than the overall County rate of 33.6.
- •Ashland has the highest mortality rate (34 per 100,000 people) due to unintentional injuries in the County. This rate is 70% higher than the overall County rate of 24.
- •The mortality rate due to Coronary Heart Disease (CHD) is higher in Cherryland (211 deaths per 100,000 people) than any other area in Alameda County.
- •The diabetes mortality rate in Cherryland (37.2 per 100,000) is the highest in the County, and is 59% higher than the County rate of 22.1.[1]

[1] Alameda County Health Care Services Agency Ashland/Cherryland Fact Sheet

- In 2007 the unemployment rate in the Ashland/Cherryland area was 2.9% or 1,000 people; in 2008 the rate is 4.0% or 1,400 people; and in February 2009 this area has hit an all time high of 6.29% or 2,200 unemployed people.
- The percentage of returning felons in this area is the third highest in Alameda County.
- In 2007 the Ashland/Cherryland dropout rate was 9.8% or 101 students.[2] The percentage of dropouts is directly correlated to the increased amount of drug use amongst 9th to 12th graders and the number of youth in the juvenile system. [3]

[2]. Statistics taken from Kidsdata.org 2007 stats and CA Department of Education Data & Statistics for the 2006-2007 school year. The drop out reflects the total students minus the amount who reenrolled at some point during the year, which gives the Adjusted Dropout Rate.

[3]. Alameda County stats show that in 9th grade 23.1% of females begin using some form of drug, ranging from alcohol to marijuana to inhalants or some other form. For males in the same category the number is 22.6%. By 11th grade the number reaches 32% of girls and 32.4% of males. Juvenile Felony arrests for 2006 represent 84.9% of males and 15.1% of females.

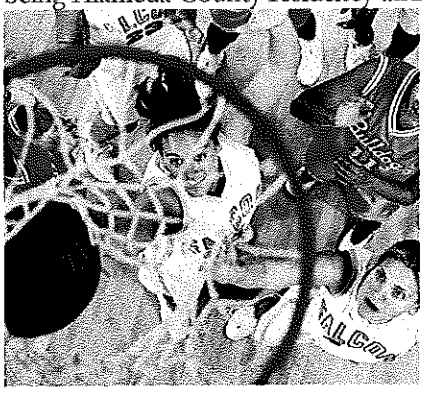
Mission

The mission of the Ashland Youth Center is to create a space that encourages youth leadership and development, enhances the economic vitality of the community, improves the overall health of Ashland youth, and provides the resources to propel youth success in education and employment. The suggested guiding principles for the Ashland Youth Center are:

(1) Investment in youth is a key fundamental of a healthy and engaged community;
(2) Youth empowerment and community leadership should be encouraged and nourished;
(3) As important members of society, youth are entitled to a safe, caring environment where they feel a sense of belonging in which to build important relationships with other youths and adults; and
(4) Every young person should have a place that supports their transition into adult life.

Target Population/Youth Center Members

The Ashland Youth Center's target population includes youth and young adults, ages 13-24. AYC will serve youth from throughout Alameda County with an emphasis on youth in the Unincorporated Eden Area. In the morning, AYC services will be geared towards out-of-school youth including educational remediation and job readiness training. These youth will tend to be older, between the ages of 18-24, but younger out-of-school youth will not be discouraged. Additionally, special school services will be offered for parenting youths with childcare facilities on site. Afternoons the Center will serve in-school-youth and will feature enrichment activities, tutoring, job readiness training, and healthcare services. AYC will be dedicated to serving the full spectrum of youth welcoming the natural diversity of the Ashland area with an aim to providing services to prompt positive personal, educational, civic and career development. Membership is free with the only criteria being Alameda County residency and being within the target age.



Outcomes for Improvement

- ✓ Reduce the high school drop out rate.
- ✓ Improve health disparities through education and access to care.

- ✓ Increase employability of Ashland residents.
- ✓ Effect a decrease in crime and gang activity.
- ✓ Decrease the number of sexually exploited youth.
- ✓ Reduce youth drug use.
- ✓ Increase the number of college bound youth.

Service Radius and Area of Impact

Membership to the Ashland Youth Center is open for all Alameda County residents who meet the age requirements. The AYC sits at the axis of a major freeway hub and is in close proximity to the cities of Hayward and San Leandro. It is expected that youth within a 15 mile radius will come to the center for activities and services. We expect youth as far north as the East Oakland /San Leandro border and as far south as the Jackson Street in Hayward. With the supposed advent of youth from these very different neighborhoods, it is suggested that input from youth in the expected service radius be included in the overall planning of the youth center.

Models and Research

The predominant model for the Ashland Youth Center is the very successful Youth Uprising youth center in East Oakland. Youth Uprising, which began operations in 2005, had its beginnings as an Alameda County project meant to ease racial tension and improve youth health at Castlemont High School. Youth Uprising program research and development was a scan of local and national model programs and best practices, including Harlem Children's Zone and the Door in New York City. Alameda County staff and public officials visited these facilities and examined the differences in philosophies, approaches, populations served, programming, outcomes, location and space, and funding. Based on this, a unified vision for the center emerged. The Ashland Youth Center development team will benefit from this diligent study and will build upon the practices of Youth Uprising to create the optimal youth experience in the Unincorporated Eden area.

Space & Program Summary

The 20,000 square foot newly constructed facility will be located at 167th street and E. 14th Street in the Ashland Area. The yet to be named youth center will feature an impressive range of services for youth and young adults, including:

- ✓ **Health & Wellness** services will be provided in a full service Health Center.
- ✓ **Arts & Culture** programming will include state of the art video and music recording studios, performance and visual art, and a professional dance and martial art studio.
- ✓ **Job Training and Employment** will include certified training, on site job opportunities, and case managed individual service strategies.
- ✓ **Educational & Career** support will be offered through assessments, specialized classroom opportunities, on site tutoring and GED training, and secondary/trades counseling.
- ✓ **Youth Development and Community Leadership** will include representation, advocacy, education and policy work
- ✓ **Sports and Recreation** will be operated by the Deputy Sheriff's Activities League and will include activities in the newly constructed gymnasium adjacent to the youth center.
- ✓ **Socialization and Relaxation** will be encouraged at the youth center's café and in the large youth living room with an indoor/outdoor performance space.

The programming will be developed out of the original vision of the youth who organized to win the facility and have been working with the architects and the Alameda County Redevelopment Agency to create an

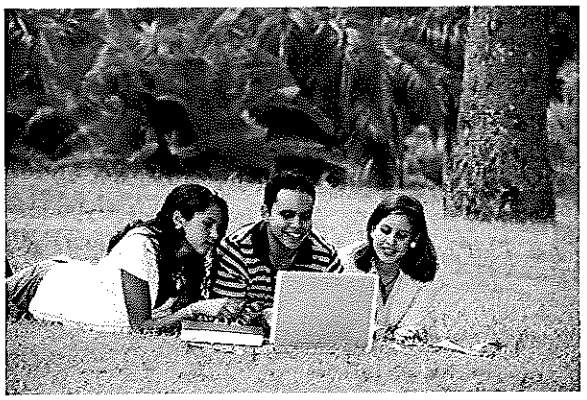
innovative and inspirational space. Projected programming to date includes Media Arts, Education and Career, Performance and Visual Arts, Physical Arts, the Café, and Health and Wellness.

Governance and Administration

The building of the youth center is the result of youth advocacy through a community process, the Eden Area Livability Initiative (EALI) of Alameda County Supervisors Nate Miley and Alice Lai-Bitker. Funding for the Ashland Youth Center land purchase, planning, and construction are dollars invested by the Alameda County Redevelopment Agency (RDA), so the youth center will be an Alameda County-owned property. The Alameda County Associated Community Action Program (ACAP) was selected as the managing entity for the youth center. ACAP has participated in initiatives and programs benefiting the Unincorporated Eden Area for several years, including EALI, the Ashland Violence Prevention Collaborative, and the very successful Bayfair Employment Training Academy (BETA) situated at the Bayfair Center Mall. The master plan of the youth center will be presented for approval to various commissions and boards including the Board of Supervisors and ACAP's two boards: the Community Action Board and the Governing Board. This demonstration of leadership and support will assure that this $15 million facility will successfully meet the needs of the youth.

This investment is truly impressive given that the County will not operate or occupy the Center. Upholding the manner through which the youth center came to be, ACAP will install a guidance committee of community folks. The committee will be comprised of youth, young adults, and adult allies from the community that will be served by the youth center. The final planning year will involve developing the capacity of youth and young adults to serve on the committee. The first year of operations will involve developing the relationships of the new committee members to learn how to collaborate effectively together on the committee.

The center will be administrated by a youth center team that will be led by a facilities director, a program manager/director, a business development manager/director, an education and employment manager/director, a reentry manager/director, and an administrative manager/director. This youth center team will collaborate to create a well-oiled, cohesive program under the direction of the ACAP Executive Director and Deputy Director. Other key staff will include non-clinical case managers, Americorps members, and program specific staff. Finance administration will be offered through the Alameda County Auditor/Controller, ACAP's Treasurer.



Engaging Youth and the Community

The Ashland Youth Center encompasses the vision of youth leadership both within the center and out in the community that has served Youth Uprising so successfully. As we move forward with the planning, youth and young adults will be involved in many aspects of planning and design from public art and space design to programming, naming, branding and marketing of the center. Youth will also play a key role in the center operations. As Americorps members, the young people working at the Ashland Youth Center will be paid stipends, receive health care, and garner a college scholarship at the end of their service year. Our great community partner, the Deputy Sheriff's Activities League (DSAL) will bring youth to the center for athletic activities they love like martial arts, weight training, dance, and soccer.

Once again looking to the model offered by Youth Uprising, the AYC goals are to: **1)** uphold the Ashland Youth Center's commitment to youth development through positive and effective adult-youth relationships; **2)** design center programming that reflects the combined knowledge and experience of youth leaders and adult allies from community-based and public agencies; **3)** create youth designed and driven public education campaigns that identify solutions for Ashland youth.

A public outreach and engagement campaign will be launched prior to the opening of the center as the result of branding and messaging workshops with the guidance committee. The branding will be crafted to reach different audiences of youth, community members and neighbors, public officials, funders and the general public. Other campaign entities will include a door-to-door outreach to the neighbors, school presentations, and presentations at neighborhood associations. With the opening of the center, open house tours and other events will further introduce the AYC to the community. The opening will kick off with the center's first community event including presentations by notables and community youth leaders.

Ongoing advertising and outreach will include a guerilla marketing campaign with street teams, school and street-based outreach, postering and flyering, muraling, and events to engage youth and families.

A Youth Campus Concept

Unique to this project is the Youth Campus Concept, which is combining the services offered by several entities to provide key youth services throughout a city block. This Youth Campus Concept includes the Ashland Little League and Edendale Middle School properties, a gymnasium, dog park, and skate park by HARD, a community park, and the Ashland Youth Center. Future plans may include youth-focused housing adjacent to the youth center. Ashland youth and young adults will be able to stroll throughout the grounds, engage with their friends, participate in healthy fitness activities, and enjoy nature throughout the inviting campus.

Political Support

Although the Ashland Youth Center evolved from the Eden Area Livability Initiative (EALI) headed by Alameda County Supervisors Nate Miley and Alice Lai-Bitker, the center would not happen without the full support of the County Board of Supervisors. Additionally, ACAP's Governing Board of 13 elected officials support the project and believe in ACAP's contribution to its operation.

Sustainability

The Ashland Youth Center is a $15 million redevelopment investment. A modest first year budget, including a starting level of staffing and services lies at approximately $3 million. A good portion of this funding will be secured through existing funding sources or through inclusion in current programming funding allocations. Other funding will be secured through the leasing of youth center space to approved tenants who will pay monthly rental fees that will subsidize youth center operations. Additional funding will be secured through seeking out new funding sources such as foundation, private donors, fundraisers, endowments, and federal grants. Securing these funds will be the charge of the business development department. As a nod to the more business directed model of tenant rental, the AYC will use an ambitious business development schematic rather than a fund development non-profit one to ensure that the project income remains robust and profitable. A comprehensive plan will be created annually to guide this process and will include County, Federal, and State contracts. **The business development goals over the next 2 years include:**

- ✓ Securing commitment of perpetual funding from public agencies
- ✓ Securing individual and corporate cash donations
- ✓ Securing individual, program, and corporate in-kind donors
- ✓ Securing private and foundation grants
- ✓ Creating an annual fundraiser to engage and maintain individual and corporate donors
- ✓ Development and launching of an online giving campaign
- ✓ Securing furnishing, computers, and other supplies and materials from County Salvage
- ✓ Creating a "Gap Plan" to guide and inform areas of financial need
- ✓ Secure leases from a core group of tenants that will help program sustainability
- ✓ Development of an annual development plan for 2012-13

Another benefit of the County investment in the AYC is the opportunity to redirect public system program and business contracts for services operating at or for the center. The AYC team will be meeting with County decision makers to develop options for renewable contract services that create jobs for AYC youth.

The exploration of using youth to provide some of the onsite services required by the AYC is a compelling and existent model. Besides the AYC jobs projected for youth employment, fulfilling key functions such as janitorial services or grounds keeping will allow for some career-building job opportunities and possible

county contracting. Additionally, identifying anchor tenants that have the means to enter into long term leasing agreements will provide for a strong perpetual funding stream. It is hoped that we will be able to find youth focused organizations to take on this leased space, but other tenants will be considered if such organizations are not presented.

The strategy for individual and corporate donations involves the development of giving levels and a strong website campaign. Using some innovative methods including rewards of AYC paraphernalia at the various giving levels will make this online campaign dynamic.

III. PROPOSAL EXECUTIVE SUMMARY

The Associated Community Action Program (ACAP) proposes to partner with the Cities of Union City, Newark, and Fremont, various Alameda County agencies and local high schools, to provide summer employment services to at least 220 high-risk youth in the Unincorporated **Eden Area and the Tri Cities area**. ACAP will augment the proposed program with existing resources to provide core job readiness and employment services to non-WIA enrolled youth. Our goal for Summer Youth Employment Program (SYEP) funds is to enroll, serve, and exit 100 disconnected youth (at least 25 of whom will be referred through Probation) and 120 connected youth, referred through San Leandro and San Lorenzo High Schools, other Eden Area schools, New Haven, Newark and Fremont High Schools, city parks and recreation departments, the Centro de Servicios in Union City, and other youth-serving agencies. We are requesting $613,258 to serve these 220 youth (including $352,000 in wages), and will leverage $265,658 in matching funds.

As the Community Action Agency for Alameda County (excepting Oakland and Berkeley), ACAP both re-grants Community Services Block Grant (CSBG) funds and takes a direct role in providing services that foster economic independence for low-income families. We now offer a range of economic empowerment services countywide. In 2007, we piloted three interconnected programs aimed at preparing young people for success in school and in the workplace. Our ***Bayfair Employment Training Academy (BETA)*** programs serve youth ages 14-24. BETA offers educational and vocational assessment tools, job readiness workshops, and job/work experience placement for youth aged 14-24. The BETA program, and Pro-BETA for youth on probation, form the basis of our ACWIB-funded ***Youth Employment Plus*** program and our EDD-funded CalGRIP program. We are about to launch ***Tri-CETA***, the **Tri Cities Employment and Training Academy**, in partnership with New Park Mall in Newark, since our CalGRIP work has expanded ACAP youth employment services to the Tri-Cities area. In 2007, we also started ***Advancing, Learning, and Preparing for High Achievement (ALPHA)***, focusing on academics and career exploration for middle school students and now run by RT Fisher & Associates. ***Gaining Advanced Mastery in Meaningful Apprenticeships (GAMMA)*** is a pre-apprenticeship program for youth 17 and older, a pathway for our BETA graduates. SYEP funds will focus on providing work experience in a youth development setting and upgrading participants' academic skills through tutoring and GED prep. SYEP funds will also add a Green Jobs exploration forum to our BETA and Tri-CETA menu.

SYEP for Disconnected Youth Our BETA office has had a large number of walk-in clients, most of them severely deficient in education and employment skills. For example, of 107 walk-ins age 18-24 in the summer of 2008, ***none*** had a high school diploma or GED. SYEP for these youth will involve work experience and youth development focusing on leadership, organizational skills, creating a life plan, and academic remediation/GED prep and career exploration.

The Probation Department began referring youth to our BETA and GAMMA programs in August 2007, and based on our experience serving these youth, we find that added resources are needed to provide them with the supports they need to succeed. Mental health support is critical for this population, as more than 65% of detained Alameda County youth have at least one mental health disorder, including depression, anxiety, conduct, and post-traumatic stress disorders.[1] ACAP case managers work with local counselors and HCSA to ensure that MediCal and non-MediCal-eligible youth and their families receive needed mental health services. To serve these

[1] Huskey Report DATE ETC.

youth, we partner with Probation, Health Care Services Agency (HCSA), Social Services Agency (SSA), the Fremont, New Haven, Newardk, San Leandro, and San Lorenzo Unified School Districts, and the Alameda County Office of Education (ACOE). We have a contract with Probation which refers 18-24 year olds to BETA for Work Readiness Training, employment placement and case management. We have expanded this referral relationship to the Newark, New Haven and Fremont Unified School Districts – carrying our countywide partnerships forward to bear on the Tri-Cities probationers.

Employment Plus case managers will immediately engage disconnected youth, both school aged and older, in positive activities that connect them to education and work. At intake ACAP case managers will assess each youth's needs, interests, and WIA eligibility. Educational specialists will assess basic skills and academic performance levels, and therapists from HCSA's Behavioral Health Care Services (BHCS) will assess behavioral health needs, as required.[2] The case manager will work with each participant and his/her family to build an Individualized Service Strategy (ISS) that will include academic, career, and personal life goals that are appropriate to the participant's age, educational status, and living situation. The ISS will create an action plan for the participant that extends beyond the 10-week SYEP program.

Disconnected youth will attend paid Work Readiness Training and academic remediation at the BETA or Tri-CETA centers at least two days per week. Students who graduate from Work Readiness Training and are 17 ½ years of age or older can then enroll in intensive occupational training and pre-apprenticeship courses that emphasize high-growth, high wage industries.

SYEP for Connected Youth ACAP staff will work with Eden Area high schools in the San Leandro, San Lorenzo, Hayward, and Castro Valley school districts to recruit eligible youth from the Unincorporated Eden Area for summer employment. In the Tri-Cities area, we will work with New Haven, Fremont, and Union City school districts. In-school youth will receive services and support tailored to their circumstances (i.e. eligibility, assessment, case management, educational, job readiness, and employment services). When initial assessment indicates a need for more intensive services, the case manager, youth, and family will participate in the development of an ISS. Eligible youth will also receive referrals to mental health services as needed.

Introduction to the Green Economy ACAP will partner with local businesses to offer an introductory forum about the growing Green Corridor in Alameda, Contra Costa, and Santa Clara Counties. Guest presenters from Rising Sun Youth Energy Services, Peralta and Ohlone Community Colleges, Tri-CED Community Recycling Programs and local solar businesses will provide a realistic look at the green economy, opportunities, necessary skills, and career pathways/lattices.

Youth Development and Community Service Of the 220 projected work experience placements in our SYEP program, approximately 190 offer young people the opportunity to serve their community on a Youth Leadership Council, through city or county government, on community service crews, or as peer tutors and mentors in BETA and Tri-CETA. Our Work Readiness Training emphasizes youth development principles such as strengths-based programming, youth voice, support for goal-setting, local programming and assets, and family and community support. ACAP youth programs create a safe and empowering environment where young people can have meaningful input into the programs that serve them.

[2] If an assessment is available from the Juvenile Justice Center or school, this may be used in lieu of a new assessment.

IV. PROPOSAL NARRATIVE QUESTIONS

A. ADMINISTRATIVE AND MANAGEMENT CAPACITY

1. Experience in administering grants – youth education and employment. Occupying a unique position within Alameda County, ACAP was created in 1974 as a Joint Powers Authority (by the precursor to the WIB) to serve as the Community Action Agency for the county (excluding Oakland). ACAP's mission is to combat poverty within our service area. ACAP's governance structure ties it closely into each city and unincorporated area we serve. Our joint powers agreement is signed by the Alameda County Board of Supervisors and 12 city councils, each of which has one seat on the ACAP Governing Board. ACAP's Governing Board is advised by a Community Action Board that represents the public and private sectors and CBOs that work for and represent low-income individuals regarding policy and funding decisions. The County Social Services Agency is the ACAP fiscal agent, and ACAP has close organizational and fiscal ties with the WIB. ACAP has an in-depth understanding of how the County works, and has extensive experience in managing state and federal grants.

ACAP also has the flexibility to build partnerships and implement programs that serve our mission of empowering low-income individuals to rise above poverty. In 2002, ACAP was a founding member of the *Alameda County Earn It! Keep It! Save It* collaboration, designed to help wage earners break the cycle of poverty. We built on that collaboration to create an Economic Empowerment Initiative that includes federally subsidized savings accounts, financial literacy workshops, tax preparation assistance, and support. More recently, ACAP initiated youth employment and career exploration programs for at-risk youth in the Eden and Tri-Cities areas, with the aim of interrupting the cycle of poverty.

ACAP has 33 years of experience in administering both direct state and federal grants and subgrants to community-based organizations (CBOs). ACAP's current 2009 budget of $2.2 million is mostly comprised of state and federal grants (72%), supplemented by county funding and other income. Grant sources include HHS Community Services Block Grants (CSBG) in the amount of $676,288, Assets for Independence and Asset Development ($535,000), and EDD CalGRIP ($340,000). We are a partner in an OES grant with the City of Hayward and Hayward Unified School District and will receive approximately $99,000 when this grant is implemented in the fall of 2009. We have also been notified that ACAP is in line to receive AmeriCorps funding in the amount of approximately $363,000/year for three years, starting in July 2009.

We currently operate three youth programs that focus on jobs and careers for youth: Advancing, Learning, and Preparing for High Achievement (ALPHA) an after-school academic support and career exploration program for middle-school students[3]; Bayfair Employment Training Academy (BETA), a job readiness and employment program for work-age youth; and Gaining Advanced Mastery in Meaningful Apprenticeships (GAMMA, which targets older youth (18+) for specific occupational training. We are responsible for all of the grant management and reporting, including tracking performance measurements for the BETA program.

Bayfair Employment Training Academy (BETA)

[3] Founded by ACAP and currently operated by R.T. Fisher and Associates.

Dates	Description
September 2007-Ongoing	The BETA program offers youth a six-week series of job readiness workshops. Workshop graduates participate in job/work experience search and placement activities coordinated by an ACAP case manager. Approximately 443 youth were served between Sept 2007 and February 2009
Funding	
CSBG, CalWORKs	

	Objective	Status
Contract/ Program Requirements	75 youth graduate from BETA during 2007-2008 school year	Objective met
	67% of graduates find paid employment	55.2% of graduates found paid employment
	Reduction in crime at Bayfair Mall	Objective met
	50 youth will receive asset development training	Objective met
	25 youth will open IDA accounts	Objective met
	50 youth will be connected to mentors (Be A Mentor, faith-based)	37 youth connected to mentors
	50 youth will open a bank account	Objective met
	50 youth will create life action plan in partnership with case manager	Objective met
	Bi-monthly reporting to CSD	Objective met

Youth Employment Plus Services	
Dates	**Description**
March 2008-present Three Years	Combines BETA resources with intensive case management and wraparound supports for at risk connected and disconnected youth ages 16-24, primarily in the justice system but also in-school youth at high risk of gang involvement. As of February 2009, 94 youth had been determined eligible for these services.
Funding	
ACWIB	

	Objective	Status
Contract/ Program Requirements (Annual)	75 youth graduate from BETA Work Readiness	On track
	67% of graduates find paid employment	Data not yet available
	50 youth will receive asset development training	On track

	25 youth will open IDA accounts	Data not yet available
	50 youth will open a bank account	23 youth have opened bank accounts
	50 youth will create life action plan in partnership with case manager	31 youth have created action plans

AC PAY (Alameda County Positive Alternatives for Youth) CalGRIP		
Dates	**Description**	
March 2008-present 18 months	Combines BETA resources with intensive case management and wraparound supports for youth ages 16-24, primarily in the justice system but also in-school youth at high risk of gang involvement. Partnership with Health Care Services Agency, Probation, and Alameda County Office of Education, among others. As of February, 2009, 185 youth had been determined eligible to receive AC PAY services	
Funding		
EDD CalGRIP(Gang Reduction, Intervention and Prevention)		
	Objective	**Status**
Contract/ Program Requirements	75 youth graduate from Pro-BETA	On track
	25 graduates are placed in employment, education or training	On track
	50 youth will receive asset development training	Data not available
	25 youth will open IDA accounts	Data not available
	50 youth will open a bank account	Data not available
	50 youth will create life action plan in partnership with case manager	34 youth have created action plans

RESCUE (Reentry Service Center for Unemployed Ex-Offenders), for youth and adults (ages 18-29) returning to the community after incarceration.		
Dates	**Description**	
September 2008-present	Integration services, cognitive therapy, employment training, anger management, mental health, support services and access to other necessary services. Partners in this program are the Alameda County Sheriff's Office, Probation, the Eden Area One Stop Center, the Oakland Private Industry Council, and the California Dept. of Corrections and Rehabilitation.	
Funding		
Alameda County Probation		
	Objective	**Status**

Contract/ Program Requirements	Enroll 50 ex-offenders	Enrolled 71 ex-offenders
	67% of program graduates are placed in employment	81% of program graduates (40 of 49) placed in empoyment
	65% of those placed in employment will be retained for 30 days	90% of those placed in employment retained for 30 days
	20 enrollees will enter post-secondary training	27 enrollees entered post-secondary training
	50 participants will open a bank account	45 participants opened bank accounts

2. Location, Facilities and Accessibility. The primary facilities for the SYEP program are the BETA Center located at Bayfair Mall in San Leandro and the Tri-CETA Center in the New Park Mall. BETA has a 50,000 square-foot space donated by mall management, built out to include an Internet-connected computer lab, resource library, workshop room, and staff work space. The BETA Center is comfortable and inviting to youth, who have participated in the design of the expanded space. We have recently launched the Tri-Cities Employment and Training Academy (Tri-CETA) in a new facility in the New Park Mall in Newark, also donated by mall management, which is serving youth in the Tri-Cities.

The Bayfair Mall location is accessible for youth in the Eden Area. It is adjacent to a BART station, and several AC Transit buses also stop at the mall. Bayfair Mall is a destination of choice for area youth and a potential source of employment opportunities; locating the Youth Development Office at the mall is a logical way to serve youth at a place where they want to be. The New Park Mall is accessible on several major AC Transit lines, including direct lines from the Union City and Fremont BART stations, and from Newark Memorial High School.

Given the significant negative impact of gang turf on youth mobility, we are pleased that both the BETA and Tri-CETA centers are easily accessible and are not identified as gang turf. This is a significant contribution to program accessibility.

3. Specific staff members and responsibilities. ***ACAP Executive Director Nanette Dillard*** will be the key contact for this grant. Ms. Dillard has overseen the expansion of ACAP to fill identified community needs and will provide comprehensive oversight to the SYEP program.

Mary Divine has been the ***coordinator of the BETA programs*** and programming there since 2008. Ms. Divine will provide BETA Work Readiness Training instruction, coordinate intake and eligibility sessions with the WIB, and supervise case managers and job developers.

Susana Peinado is the ***coordinator of the new Tri-CETA*** program. She is an experienced youth worker with extensive knowledge and contacts in the Tri-Cities area. Ms. Peinado will provide Work Readiness Training, coordinate intake and eligibility sessions with the WIB, and supervise case managers and job developers.

Tia Barnes, Youth Development Coordinator, will supervise the Eden and Tri-Cities Youth Leadership Councils, providing leadership training to these youth and coordinating their work experience activities.

James Brown, ACAP Re-entry Services Coordinator, an ex-offender, has over 20 years experience in re-entry. Mr. Brown will coordinate with case managers to assist disconnected youth

on probation with getting their records expunged, acquiring a drivers' license or state ID, securing health care records and other documentation needed for employment.

Otis Ward, Asset Development Coordinator, is a licensed credit counselor and financial advisor who provides services for clients in the area of financial literacy, including credit counseling workshops, income tax assistance, banking access, Individual Development Account access, and homeownership training.

4. Staff training. Staff receives initial training in ACAP policies, procedures, and programs, as well as training specific to their case management, job development, or management duties. Continuing professional development includes principles of youth development,, effective communications and problem solving, issues facing local low-income youth and families, local opportunities in high-growth industries, and educational innovations that can benefit high-risk and/or disconnected youth. Training for SYEP, provided by Mary Divine, Susana Peinado, and Tia Barnes will include specific information on our worksite partners' organizations, missions, constituencies and needs. Our SYEP Coordinator will be trained as a full-time permanent position since this position will become our AmeriCorps Coordinator position starting in September 2009. Assistant SYEP coordinators (hired from among the SYEP applicant pool) will be trained in project management and partner relations, the specifics of collecting participants' timesheets, and worksite monitoring.

5. Financial management structure. ACAP has 33 years of experience in successfully managing subgrants and contractual arrangements with a wide variety of large and small CBOs. ACAP's fiscal agent is the SSA, and we utilize the same fiscal systems as the WIB. The County maintains ACAP's records in conformance with GAAP and manages multiple funder and contract requirements with a highly experienced staff. The ACAP budget and expenditure planning processes are linked to anticipated funding sources and disbursement/reimbursement timelines.

Paul Daniels, ACAP Grants Manager, maintains all fiscal requests and manages all reporting. Alex LaMadrid, ACAP Financial Services Specialist, is a SSA employee and maintains all fiscal records according to SSA standards. David Harkess, a WIB staff member, does journal entries for ACAP accounts having to do with eligibility services contracted with the WIB. Sherie Peterson in the Alameda County Auditor/Controller's oversees all ACAP fiscal operations since the Auditor/Controller is the Treasurer for ACAP under the terms of ACAP's Joint Powers Authority. Our fiscal structure and controls are set up to track expenditures by funding source code and activity and to ensure accurate real-time reporting. The close linkages between ACAP and the WIB make for an in-depth understanding about the fiscal reporting requirements and procedures that will be necessary to manage WIA grant funds.

ACAP will set up a wage and payment process for youth enrolled in SYEP using the same payroll process that we use for our own employees. Youth will be paid on a bi-weekly basis, based on timesheets collected by the SYEP Coordinator from all work sites. Youth will pick up paychecks at the BETA Center from Ms. Divine or the Tri-CETA Center from Ms. Peinado and will need to show identification and sign in to receive payment.

6. Financial statement. ACAP's most recent audit is attached to the original copy of this application as Attachment A. ACAP's audits have always been found to be materially compliant with our requirements.

B. DEMONSTRATED PERFORMANCE

1. Agency's experience with high-risk and low-income youth and/or target populations. ACAP has experience with high-risk youth on many levels: low-income populations, youth and adult ex-offenders, and community environments that put youth and families at risk due to ambient violence and crime. Our experience encompasses ***direct service to adults and youth***, participation in ***interagency policy efforts***, and ***management of subcontractors*** serving high-need subpopulations. All program dates, performance measures and numbers served, and goals achieved are outlined above in Table 1, section A (1).The vast majority of youth we serve are from low-income families (96% of BETA applicants) of color (42% African American and 42% Latino).

ACAP Direct Services to Youth:

Bayfair Employment and Training Academy (BETA) was launched in 2007 with the support of Supervisor Nate Miley with the aim of serving youth in the unincorporated Eden Area, where there were no other service providers focusing on the employment and training needs of young people. This need was particularly acute for the youth of Ashland and Cherryland.

Gaining Advanced Mastery in Meaningful Apprenticeships **(GAMMA)** was conceived in 2007 and has enrolled 27 BETA graduates in state-approved, industry-designed occupational training for living-wage jobs in growth industries. Case managers work with graduates of these training programs to employ them at one of our partner employers and provide 12 months of case management and follow-up support to ensure the young person's success on the job.

Youth Employment Plus In 2008, ACAP was awarded a contract to serve at-risk youth using the BETA model through the ACWIB's ***Youth Employment Plus*** funds. We provide rigorous assessment, including mental health assessment; work with each youth and his or her family to develop an Individualized Service Strategy (ISS) and a life action plan; provide Work Readiness Training; match youth with jobs or work experience, provide educational options such as GED classes and online high school classes; offer youth leadership and mentoring opportunities; and provide intensive case management, including referral to and follow-up with support services. Our goal is to serve 75 youth through this program, and to date we have enrolled 94. We are confident that we will meet all service targets now that we have worked out our eligibility confirmation process.

AC PAY(Positive Alternatives for Youth) funded by CalGRIP, was launched in the spring of 2008, serving youth in the Eden and Tri-Cities areas. We have not yet completed a full program year. This program applies the BETA model to youth on probation and other youth at high risk of gang involvement.

In addition to our employment-related programs, ACAP also provides a number of leadership opportunities for youth which build life and leadership skills:

- The ***Youth Leadership Council*** (YLC), coordinated by ACAP, is a group of 10-15 youth, aged 11-17, who meet twice a week to explore strategies for preventing youth violence in their Ashland community and taking steps to reach that goal. Under the mentorship of ACAP's Youth Development Coordinator, the YLC has grown into a dynamic and positive venue for youth leadership. The YLC is currently contributing to the community assessment and planning process for the Ashland Teen Center at the Holland Park site. YLC members created and conducted a youth survey to discover what approximately 200 other youth feel about violence in their neighborhood, and have made presen-

tations to community members and local officials. The YLC has been deeply involved in Supervisor Nate Miley's Eden Area Livability Initiative (EALI), which includes all the unincorporated Eden Area regions. The YLC has become the youth voice in the Initiative, speaking at community forums and presenting to the Executive Committee, and now working with the EALI on drug-free communities activities and planning for the Ashland Teen Center, scheduled to open in 2010.

YLC members are trained, mentored, and supported to take leadership roles. They present at ACAP Governing Board and the Community Action Board meetings and ACAP's bi-annual public forum. They engaged in community service projects from staffing booths, to organizing community cleanups, creating food baskets for the elderly, and participating in fundraisers. In 2007 one YLC member was selected for a paid position as a Congressional page in Washington, D.C.

ACAP is forming a ***Tri Cities Youth Leadership Council*** this summer to bring together a wide range of youth from the Tri-Cities areas to learn about important life issues and skills as well as to discuss methods for creating positive change within their community. Youth will divide into committees that undertake an "action research" project related to a specific topic of interest impacting their community. They will research and learn about their specific topic and then developing recommendations for positive change related to that topic. We anticipate a Tri-Cities YLC of approximately 30 members.

- ACAP produces ***"In the Know,"*** an informational newsletter geared specifically toward Eden Area youth between the ages of 11-18. *In The Know* is produced by members of the YLC. This model will be replicated in Tri-Cities.

ACAP Re-Entry Services to Youth and Adults:

ACAP has specific employment-related experience with adult and juvenile ex-offenders in the Eden Area and throughout our service area. ACAP partners with the Alameda County Workforce Investment Board and its system of One-Stop Career Centers throughout the county to implement supplementary services for ex-offenders, located within the One-Stops. ACAP is working to help alleviate two of the most serious barriers to successful reintegration encountered by this population: jobs and housing. While working to remove these major barriers, support issues must also be addressed such as drug addiction, mental health issues, and family issues. Our experience assisting adult ex-offenders with re-entry has informed the design of our proposed Employment Plus program for youth at risk and our AC PAY CalGRIP program

ACAP's ***Re-Entry Service Center for Unemployed Ex-Offenders (RESCUE)*** is set in the Hayward One-Stop Career Center and partners with the One-Stop to address the unique needs of this population. All services are wholly voluntary, and many are provided on a peer-to-peer basis. ACAP RESCUE collaborates with Alameda County, state, and community-based agencies to create a cohesive plan for each client. ACAP also provides criminal record dismissal preparation workshops and one-on-one services each week so that participants will be prepared to have their records expunged as part of Project Clean Slate. Attendance at expungement workshops averages 15 individuals per week.

ACAP was also funded by the Department of Justice's Prisoner Re-entry Initiative to launch its ***Community Action Re-Entry (CARE)*** project in 2007, serving individuals aged 18 to 29 who were convicted as an adult and imprisoned in a state or tribal prison or a tribal, regional, county,

or local jail. In the CARE project, ACAP is partnering with Community Services and Development Department (CSD), the California–Nevada Community Action Partnership (the state association for Community Action Agencies), California Human Development Corporation in Santa Rosa, and Second Chance, San Diego. This project has imbued ACAP with additional expertise in meeting the needs of ex-offenders, including those within the WIA-eligible age range. ACAP provides pre-release service at the Santa Rita jail, as well as case management and support services post-release.

ACAP Policy Experience:

Ms. Dillard has been a member of the Workforce Investment Board since 2008 and is actively involved in creating workforce development policies that benefit low-income individuals and families. ACAP is a member of the Violence Prevention Leadership Council, the operative arm of County Supervisor Nate Miley's Violence Prevention Initiative. We also participate in the Alameda County Violence Prevention Reentry Subcommittee (VPRS). The Subcommittee's monthly meetings convene representatives from community organizations, probation and parole departments, service providers, county sheriff's office, attorney general's office and county personnel. This group successfully assisted the offices of County Supervisors Keith Carson and Nate Miley in the "Ban the Box" campaign to remove the criminal record question from employment applications. The Youth Leadership Council is the primary source of input to the Subcommittee from youth in Alameda County.

We are also actively involved in the Executive Committee of the Eden Area Livability Initiative and the Ashland Violence Prevention Initiative. Nanette Dillard is on the Executive Board of the Cal-Neva Community Action Partnership and a member of the Re-entry Health Task Force headed by former Public Health Director Arnold Perkins and the Urban Strategies Council.

ACAP Experience via Subcontractors:

ACAP's CSBG-funded subcontractors serve extremely low-income individuals and families. We are actively involved with our subcontractors, providing monthly guidance meetings and training/technical assistance to help improve client programs and outcomes, increase administrative efficiency, and foster collaboration and coordination among our subcontractors and other CBOs. We troubleshoot issues ranging from outreach and recruitment of clients to service provision and follow-up, from tracking outcomes to fiscal reporting, just to name a few. All of our subcontractors work with youth and families who meet the Lower Standard Income Level, and most offer employment-related services and self-sufficiency skills. Current and past subcontractors include

- Building Futures with Women and Children
- Davis Street Family Resource Center
- Eden Information and Referral
- East Bay Vietnamese Association
- Family Emergency Shelter Coalition (FESCO)
- Resources for Community Development
- Shelter Against Violent Environments

- Women on the Way to Recovery

ACAP's experience with these and other subcontractors from previous grant cycles means that we understand the environments, needs and strengths of the families of the youth we plan to serve, and the complex array of services that these families and their adolescent children need in order to overcome barriers to success. It also gives us an extensive network of contacts at over 40 successful CBOs that we will use to make referrals, build partnerships, and troubleshoot challenges.

Programmatic Experience with Youth

ACAP and its partners have experience in key program elements of SYEP:

Tutoring services, study skills training, and instruction leading to secondary school completion, including drop-out prevention: The BETA programs offer tutoring and study skills training, GED prep, coordination with secondary schools to prevent individuals from dropping out.

Alternative secondary school services/offerings: In order to assist youth on probation with secondary school credit recovery, the Probation department organized summer school placement for youth in 2007 at UPREP College Preparatory School. Integrating the supervised youth with the general classroom population and providing additional case management and support made the summer school a success. Thirty students on probation each earned 10 course credits through this program. Probation also employs an Education Specialist to assist with placing youth in comprehensive or alternative secondary schools.

Paid or unpaid work experience, including internships: The BETA program places youth in part-time or full-time jobs, work experience, and internships.

Leadership development opportunities: ACAP provides multiple opportunities for meaningful youth leadership for Eden Area youth, specifically the Youth Leadership Commission, the Youth Council and the *"In The Know"* newsletter. We are now expanding this element to the Tri-Cities.

Occupational skills training: ACAP refers older youth to in-depth occupational skills training customized to employer needs in high-growth industries such as retail, telecommunications, and environmental engineering.

Supportive services: ACAP staff have referred youth participants to supportive services including transitional/emergency housing. BETA case managers will provide these services going forward. HCSA has provided the full range of behavioral health services and supportive service referrals to youth in the Eden Area. Our Youth Development Coordinator constantly collaborates with Probation and with principals at area middle and high schools to update a student resource guide for the Eden Area, and we will be developing a similar guide for the Tri-Cities. .

Adult mentoring: The ACAP BETA program matches graduates with adult mentors. We have been working with Glad Tidings and with FESCO, which is a coalition of faith-based organizations, many of which provide mentoring programs. We are also developing a collaboration with Pastor Ray Lankford, who is involved with a regional coalition of churches.

Comprehensive guidance and counseling: ACAP's BETA program provides comprehensive guidance and counseling for high-risk youth.

Summer employment opportunities: ACAP's inaugural summer youth employment program took place in the summer of 2008 and served 108 youth, including providing Work Readiness Training, placing youth in internships and finding unsubsidized employment.

2. Summary of most recent two program evaluations or monitoring review reports. ACAP's 2007 CSBG monitoring report by the California Community Services and Development (CSD) Department found that ACAP met compliance standards in all operational areas, as summarized below:

Reviewed	Meets Compliance Requirements	Comments
Bylaws	YES	
Tripartite Board	YES	Need to fill one vacancy on Community Action Board, Tri-Valley area, private sector.
Accounting Policies & Procedures	YES	
Personnel Policies & Procedures	YES	
Annual Audit	YES	CSD recommends ACAP • Initiate audit process earlier to ensure that audit report is submitted in timely manner • Request a letter from auditor detailing timeframe for completing audit • Keep CSD updated on status.
CSBG Programmatic Reporting & Progress	YES	
CSBG Fiscal Reporting	YES	
Client Services and Eligibility	YES	

In addition, monitors commented that ACAP is:

"*Working diligently in its service area to meet the needs of the low-income population. The staff is knowledgeable of housing and employment issues facing the communities as well as other barriers that hinder low-income families and individuals from achieving self-sufficiency. ACAP is in the forefront of addressing both youth and economic development issues. Ms. Dillard should be acknowledged for her leadership—she exudes great determination in taking ACAP to the next level of expanding its services and resources.*"

The monitoring team noted that "the ACAP office is intermingled within a variety of services in the County Office Building. Having this presence amongst other human services programs enables ACAP clients to have access to a host of services in one location adding to a more comprehensive plan in moving clients toward self sufficiency." Finally the monitors praised the

ACAP agency-wide intake packet, which ensures that consistent data is collected from all sub-contractors to report to CSD.

The 2008 CDS CSBG Desk Review for Discretionary Youth Program (April 2007-present) stated that the program exceeded all its projected outcomes; participant satisfaction was high, and the entered employment rate was extremely high.

For AC PAY, ACAP has exceeded its enrollment expectations to date by 50%. A full year report is not yet available.

For the WIB YEP program, it was noted mid year that we were low in enrollment, but ACAP has implemented an action plan in partnership with the ACWIB that is addressing this issues. A full year report is not yet available.

C. QUALITY/COMPREHENSIVENESS OF SERVICES

Please see the worksite placement table on page 20 for a concise summary of all our work-site partners, placements, and job titles for the 2009 SYEP program.

1. Outreach and Recruitment. For the SYEP program, our primary outreach will focus on Eden and Tri-Cities high schools and adult schools for *connected youth* and on referrals through Probation and walk in for *disconnected youth*. In order to recruit youth to the BETA/Tri-CETA program, Youth Development Coordinator Tia Barnes and Tri-CETA Coordinator Susana Peinado will:

- Work with journalists to place articles in local media outlets
- Engage youth through social media such as MySpace and Facebook
- Place listings online on community calendar sites and other community bulletin boards such as Craig's List.
- Engage in one-on-one meetings with principals, assistant principals and career counselors at local middle, high and adult schools and provide outreach materials to each school.
- Make presentations to: Eden Area Regional Occupational Program staff, Principals' meetings, Alameda County Community Probation Department staff meetings, Tri-Cities staff meetings, and other public and nonprofit partners as requested. .
- E-mail outreach materials to youth service providers that serve youth in the Eden Area.

These outreach/recruitment strategies have been employed already to great effect. We had 108 walk-in clients for last year's summer jobs program, and we anticipate having no difficulty filling all our slots for this summer. According to Bayfair Mall management, young people and their families are calling the Bayfair offices to inquire about the BETA program. Bayfair management is distributing copies of the BETA brochure and connecting callers with ACAP staff. Schools are also actively conducting outreach and have already requested more copies of the brochure. We will continue and build upon these outreach activities in recruiting participants for the SYEP program.

We have also forged strong relationships with local school districts, community based organizations, Alameda County Public Health, the Sheriff's Department and Probation. These contacts provide ACAP with access to the youth who live, attend school, and get into trouble in our

service areas. Finally, we will coordinate with the One-Stop system's Youth Advocate and with the Youth Systems Building Project to ensure that all partners serving Eden Area and Tri-Cities youth are aware of ACAP's SYEP and youth employment options.

2. Intake Process – location, accessibility, and working with local school districts.

Intake for both Disconnected and Connected youth will include an orientation on the services available through the BETA or Tri-CETA offices, through WIA, and through the One-Stop system (for older youth). Youth who do not enroll in SYEP will be able to enroll in BETA on a space-available basis during the school year, use BETA or Tri-CETA computers and resource library, and participate in youth-generated activities and interest groups at the Center.

Most intakes will take place at the BETA or Tri-CETA offices (the accessibility of these locations has been discussed above). Youth will fill out an initial application which will then be reviewed by an intake/eligibility specialist.

Our outreach process will include working with school administrators and counselors to inform potential participants and their families about how to gather eligibility documentation for SYEP enrollment. ACAP will work with school districts before school gets out to determine whether potential participants are at risk of dropping out of school, basic skills deficient, etc.

For disconnected youth, we will start working with youth on our waiting list as soon as an SYEP award is announced to help them gather income and other documentation to expedite the intake and eligibility process.

3. Selection Process. If we have more eligible applicants than slots, we will determine participation based on matching between applicants and available work site placements, balancing employer need and participants' needs and skills. The SYEP Coordinator will make preliminary selections in consultation with the BETA and Tri-CETA coordinators. The selections will be approved by ACAP's Governing Board and by the supervisors at the work sites. Grievances about selection processes and outcomes may be filed at the BETA or Tri-CETA offices and will follow ACAP's federally-mandated, WIB-approved grievance procedure.

4. Ensuring that all applicants and participants receive information on full array of available services through WIA system and other training/educational services. As the Community Action Agency for Alameda County, ACAP is a partner in the One-Stop System and provides services at One-Stops throughout the county. We are cognizant of, and currently connect youth and adults to, the full range of employment, training, and educational services that are available through this system. All youth who come to the BETA or Tri-CETA offices whether for Employment Plus services, summer employment, or general career exploration, will have access to materials and information on WIA services and education and training opportunities throughout the region as part of our resource library. Reception staff, intake specialists and case managers will also be trained to provide information and counseling on the WIA and other educational and training services available to youth.

Both students and SYEP staff will use the website www.lifeportal.com to locate programs and resources for youth. LifePortal's comprehensive, searchable database includes links to job opportunities, education and training, health services, housing and emergency shelter, recreation and social networking for Bay Area youth.

5. Planned SYEP Services that will be provided to participants.

Employability Assessment.

All youth enrolled in SYEP will receive an objective assessment of their academic level, skill levels, workplace readiness, and service needs. Academic skill level will be assessed using the CASAS Survey Achievement Test package. Youth will have access to tutoring every afternoon at the BETA and Tri-CETA centers. We will make study skills workshops available to all enrolled youth.

Youth who are assessed as needing to recover high school credits in order to graduate will have the opportunity to enroll in Cyber High online courses. The Cyber High curriculum is aligned with the Content Standards and Frameworks of California, and courses are accredited through the Fresno Unified School District. Many courses meet the a-g requirements for the UC/CSU system. Case managers will work with participants' guidance counselors to determine which Cyber High courses are needed and ensure that credits are transferred to the students' transcripts.

While the basic service package for disconnected youth includes all of the services as described for connected youth, disconnected youth will receive more intensive academic, case management, and support services than connected youth enrolled in the program. All disconnected youth enrolled in SYEP will also receive an objective assessment of their academic level, skill level, job readiness and service needs. This assessment will include a preliminary mental health assessment by HCSA staff. For disconnected youth under the supervision of the Probation Department, a team consisting of a case manager, therapist, and probation officer will work with each youth to develop their ISS. This team will also work to form relationships with the youth's family/guardians to address the myriad of issues that can affect the youth's chances of success in the program and beyond. These might include family therapy; other linkages to employment or housing opportunities; referrals to primary health and behavioral health services; advocacy within the juvenile justice system; legal services; and other basic needs.

Academic assessment and supports for younger disconnected youth will focus on reengaging them to their education via independent study and by finding an appropriate placement in a secondary school. Probation has hired an educational specialist to act as a liaison with ACOE in placing youth in probation back in school, and our case managers work closely with this individual. Older disconnected youth will work with staff to attain a GED either during or after the SYEP program, and develop a complete educational, career, and life plan

Work Readiness Classroom Training

Work readiness training classes will be split up into younger and older youth to enable instructors to focus on age-appropriate issues and the perspectives of youth who are still in school versus young adults who need to focus on a career plan. BETA and Tri-CETA office staff will provide the work readiness training component of the SYEP program. Classes cover barriers to employment; fostering healthy and supportive relationships; effective communication; anger management; time management skills; proper attire, etiquette, workplace vocabulary and hygiene; effective resumes and cover letters, and developing skills in an area of career interest.

In keeping with the youth development orientation of the program, youth will have the opportunity to set some of the topics of discussion every week and share difficulties and challenges on the job. Participants will assist each other in problem solving and support as they encounter common workplace issues such as the need to be on time, friction with co-workers or supervi-

sors, dealing with the public, managing family and workplace responsibilities, and maintaining expected performance standards on a consistent basis. The workplace readiness instructors will facilitate discussion and suggest solutions while always respecting the experience and strengths that young people bring to the table. Staff are trained to be open and honest with youth and admit the fallibility of adults (including themselves) when mistakes are made, while coaching youth through situations to achieve a positive outcome.

The work readiness curriculum includes skills and interest inventories that will be completed by youth and used by instructors (or case managers if the youth is receiving intensive services) and youth to complete and modify a life plan and/or ISS Participants who complete the BETA or Tri-CETA programs will receive an incentive award consistent with WIA regulations as well as a certificate of completion.

We will be running multiple Work Readiness sessions per week, so that if a youth misses a class, he or she can make it up at the other session. We will offer makeup sessions, recognizing that follow-through and time management are skills that many of our participants need to develop. Participants who enter the program late will have the opportunity to make up work readiness training hours in one on one or small group sessions with an instructor.

Work Experience and/or Innovative Projects

Funds have been budgeted for a limited number of paid work experience slots (approximately 220 for the Unincorporated Eden Area and the Tri-Cities area combined; however, it is our intention to place additional youth in unsubsidized part-time or full-time employment if possible, depending on their age and educational goals.

During the time that participants are enrolled in the SYEP program, they will be working with the SYEP Coordinator, Assistant Coordinators, and job developers to identify interests and skills and how they might translate to future careers. The job developer will use this information to seek placements that match participants' interests and needs as far as possible. The SYEP Coordinator and ACAP staff will work with the youth to ensure that they have the essential legal documentation for a work placement: Social Security Number, birth certificate, California drivers license/ID card, and will set up their payroll information with ADP.

Work Experience Placements:

Youth Leadership: We will place 30 youth with both the Eden Area Youth Leadership Council and the Tri-Cities Youth Leadership Council. These placements will all focus on leadership development and community advocacy; however, with slightly different activities since the Eden YLC is well-established and the Tri-Cities YLC will be starting up with the SYEP.

The Eden YLC members will receive leadership training and serve on working groups for the Ashland Teen Center in conjunction with Supervisor Miley's (EALI), or Drug-free Communities, in partnership with Horizon Services' Community Prevention (CommPre) initiative. The Teen Center Planning group will provide essential services in support of the Ashland Teen Center Working Group of the EALI. The long-awaited multimillion-dollar "youth campus" -- including a new teen center and gymnasium, along with an expanded park -- is planned for the west side of East 14th Street at 163rd Avenue. The YLC has been asked by the Working Group to play an integral role in program and facility design, including developing plans for recording and dance studios, a computer lab, coffee shop, health clinic, child care center, indoor athletic facilities, a teen-oriented library, and classroom and meeting space.

The Drug-Free Communities group will work with CommPre as outlined in a federal Drug-Free Communities grant secured by CommPre in Hayward. ACAP is a partner in this five-year project, aimed at reducing problems in the community related to how drugs and alcohol are sold or distributed.[4] ACAP has contracted with CommPre to have the Eden YLC organize the youth forum, youth research and advocacy, peer education, and community mapping (taking part in mapping all the marijuana dispensaries and alcohol outlets in the Eden Area) elements of the project. Summer activities will include intensive leadership training, as well as training provided by CommPre in community mapping skills, communication with merchants about alcohol and tobacco advertising laws, peer education techniques, facilitating focus groups on drugs and alcohol norms and behavior, performing research and survey administration, and other skills that will be needed as this working group continues its grant-funded mission throughout the school year.

The Tri-Cities YLC will receive intensive leadership training (8 hours/week for 4 weeks) and "start-up" training related to the issues they will be facing as youth leaders and community advocates in the Tri-Cities. Leadership training will include interpersonal communications skills, team building, diversity training, project management and problem-solving skills, research and presentation skills, conflict mediation and basic public relations. Start up training will provide in-depth information about each of the Tri-Cities: their history, neighborhoods, institutions, demographics, key industries, strengths and challenges. The group will learn about city, county, and non-profit resources available to youth.

The 178 total hours of work placement will culminate in team-based research projects about issues of interest to youth (e.g. the spread of violence, recreational options, the availability of drugs/alcohol, youth/law enforcement relations) and public presentations of the projects. These projects will then serve as focus areas for the YLC as it moves into the school year.

Community Service/Public Service. The majority of our SYEP placements will be at city or county agencies or non-profits that will allow participants to serve the community either in direct service or as part of an agency. Placement activities are outlined in section D; partners include the cities of Union City, Newark and Fremont, Civicorps, the BETA and Tri-CETA offices, Tiburcio Vasquez Health Services, Hayward Area Recreation and Parks Department (HARD), Rising Sun Youth Energy Services, Tri-CED Community Recycling, the New Haven USD Adult School, and Congregations Organizing for Renewal.

Private Sector Employment We will place approximately 30 youth in private sector employment, primarily in food service at the Bayfair and New Park Malls. We already have a relationship with the Bayfair food court and are developing one with New Park. Rather than being the typical dead-end or temporary fast-food job, we will work with employers and youth to create awareness of career pathways in food service; with a view to enabling participants to obtain their initial food safety certification and additional training (e.g. food preparation certification) leading to higher level positions in the industry.

Innovative Projects:

Academic Skills Enhancement. For younger youth, we will hire qualified young adults to work on core academic skills using standards-based curricula. Older youth without a GED or di-

[4] In Ashland, a ½ mile section of E. 14th Street has 23 establishments with alcohol licenses, primarily for off-sale of liquor, a rate of one establishment per 954 persons. In Cherryland there are 23 separate alcohol establishments (including 7 bars), or one establishment per 608 persons. (California Alcoholic Beverage Control Agency)

ploma will be engaged in GED preparation. ACAP will pay older youth to attend 20 hours of GED prep at BETA or Tri-CETA out of Recovery Act funds coming to ACAP through the Community Services Block Grant program, while an additional 20 hours of GED prep time will come out of the SYEP wage pool. Younger youth will receive incentives (ring tones, movie admissions, etc.) for attendance and participation in academic work. Tutors and workplace readiness instructors will be trained to point out the linkage between worksite experiences and academic skills.

Green Careers Exploration. ACAP will partner with local businesses and nonprofits to offer forums introducing youth to opportunities in the growing Green Corridor in Alameda, Contra Costa, and Santa Clara Counties. Guest presenters from Rising Sun Youth Energy Services, Peralta and Ohlone Community Colleges, Tri-CED Community Recycling Programs and local solar businesses will provide a realistic look at the green economy, opportunities, skills needed, and career pathways/lattices. We will pay participants SYEP wages for attending. Introduction to the Green Economy forums will be open to up to 50 youth (2 sessions will be held if demand requires).

Financial literacy and economic empowerment services. These services are available to youth through ACAP's Economic Empowerment Initiative. These programs include the opportunity to sign up for Individual Development Accounts (IDAs). IDAs are incentive savings accounts that offer qualified participants $2 for every $1 they save. These funds can then be withdrawn for specified purposes related to education, training, or other needs. The IDA program is supported by federal Assets for Independence (AFI) funds. Other EEI services appropriate for youth include: financial education, credit seminars, and free bank accounts in partnership with Citibank.

6. Describe your assessment & Individual Service Strategy (ISS) processes. What tests or assessment tools will be utilized? As mentioned above, all participants will receive a comprehensive assessment and youth over 18 and those deemed to be in need of intensive services will work with case managers to develop an ISS. We will assess academic skills and basic skills using the CASAS and interests and skills relating to career and educational goals using the tools contained in the "Blueprint for Workplace Success" curriculum as well as the Meyers Briggs Type Inventory. Behavioral Health specialists will provide a mental health assessment if recommended by the case manager, and the case manager will use all these data sources, as well as in-depth interviews with youth, their families, their Probation Officer (if applicable), guidance counselors from youths' schools, and other agencies the youth may already be involved with. The case manager will update assessment bi-monthly, and ISS updates will be provided to the service team on a quarterly basis.

7. Plan to meet the 2009 SYEP performance goal: Work Readiness Certification. In addition to making the Work Readiness Training engaging, youth-centered, and relevant, we believe that that there are several essential elements in assisting youth to achieve their employment and educational goals. These include building trusting, respectful relationships among the youth and a team of caring adults; assisting youth in defining their goals and developing action plans; and building a sense of community among youth participants so that the BETA and Tri-CETA offices are safe and empowering places for them. We hire culturally competent, experienced case managers and other staff who understand the needs and strengths of our populations. We will work closely with youth on developing their ISS and an individualized action plan for their lives,

and we will make sure that youth know that we will not give up on them or on their dreams, no matter what difficulties they encounter.

In order to ensure that at least 220 youth successfully complete Work Readiness Training and receive certification, we will need to initially over-enroll by approximately 15% to account for attrition.

We will make classes accessible, at local malls where teens and their families already go to hang out and shop, and provide them at a variety of times to allow for variations in youth placement activities.

8. Coordination between school and other service organizations. ACAP's Youth Development Coordinator has devoted considerable time to building relationships with high schools, including continuation high schools, in the Eden Area and is now starting to develop similar relationships with schools in the Tri-Cities area.

9. Plans to increase involvement of other organizations. As noted previously, effective collaboration with other organizations is a core element of ACAP's mission. The collaborations mentioned above, such as the Re-entry Subcommittee, the Ashland area teen center partnership, the RESCUE Advisory Committee, the One-Stop System, a coalition of partners in the trade unions (in the State and Alameda County Building and Construction Trades Councils, and the Plumbers & Pipefitters local) who worked with us to develop a YouthBuild grant proposal, and our relationships with our current and former subcontractors demonstrate our ongoing commitment to leveraging resources, integrating services, and finding ways to open doors for low-income individuals. We plan to work with our existing contacts to find more and better ways to empower youth in school and in the work place, whether by securing work experience opportunities; finding mentors; bringing additional academic support services to the Youth Development Center; or linking our youth with arts and enrichment opportunities.

10. Support Services in addition to SYEP Employment Services. Youth will have access to a range of support services, including behavioral and mental health services by referral, transportation, work clothes, and book stipends provided directly to participants through the SYEP program. With its breadth and depth of contacts in the Eden and Tri-Cities areas, ACAP case managers will also be able to refer youth and their families to other agencies that can support them with services including: housing advocacy, domestic violence prevention/intervention, services for foster youth, and employment and training for adults, including the Eden Area One-Stop in Hayward. When appropriate, we will refer youth/families to our subcontractors, in addition to utilizing a broader network of service agencies including Centro de Servicios and Tiburcio Vasquez in the Tri-Cities area.

D. QUALITY OF WORKSITES AND MONITORING

Worksites

1. Worksite recruitment/development and selection process We have worked with a broad consortium of public and private partners to develop our proposed worksites based on benefits to the youth, employers, and the community, geographic distribution, accessibility, and efficiency of coordination. Our worksites are existing ACAP partners with whom we already have a productive relationship, either as cities/county agencies that are represented on ACAP's Governing Board; partners in AC PAY, Youth Employment Plus, Reconstructing One's Charac-

ter Through Knowledge (our partnership with Probation to serve youth ages 18-24) or our new AmeriCorps program; or businesses at the malls where our youth services offices are located.

Job descriptions will be determined by staff at the worksites in collaboration with ACAP staff and developed fully with the SYEP coordinator once s/he is on board. Jobs will be designed to maximize youth development wherever possible, such as taking initiative, participating in decisions, and creating positive team relationships. Youth supervisors will interviewed to provide as much detail as possible about the placement's requirements, skill levels, and challenges to aid in optimal matching of youth to worksites.

2. Training plan for worksite supervisors and other staff involved with SYEP participants. The SYEP Coordinator will be in charge of training worksite supervisors and staff with whom SYEP participants will interact. Training will include policies and procedures, time keeping, youth development principles, conflict resolution procedures, and overall goals of the SYEP participants. Each worksite supervisor will receive a minimum of two hours of training prior to placement of participants.

3. Method used to assign participants to worksites or projects. Upon application to the SYEP, youth will rank their top three placement choices in their service area (Eden or Tri-Cities) In pre-placement training, youth applicants will have the opportunity to communicate about their skills, interests, and why they prioritized their worksites the way they did. The SYEP Coordinator, BETA and Tri-CETA Coordinator, and Youth Development/Youth Re-entry Coordinator will work together to assign youth to placements based on these choices, worksite supervisor needs, and input from the training sessions.

4. List of proposed worksites and job titles for participants. The table below outlines the proposed worksites, number of slots, and job titles for SYEP participants.

SYEP Youth Work Sites

Code	Site	# Youth	Job Title(s)
Unincorporated Areas			
CS/PS	Hayward Area Recreation & Parks District (HARD)	4	Recreation Program Leader or Program Assistant
YL	Eden Youth Leadership Council	30	Youth Leadership Council Member
CS/PS	ACAP BETA Office	10	BETA Program Assistants or BETA Program Tutors
CS/PS	Heart of Ashland summer community service	10	Community Service Crew Member
CS/PS	Alameda County Fire Department	2	Fire Department Intern
CS/PS	Alameda County Public Works	4	Public Works Intern
CS/PS	Supervisor Miley's Office	2	County Governance Intern
CS/PS	Rising Sun Youth Energy Services at BETA Office	8	Youth Community Energy Auditors
PE	Bayfair Mall Retailers	8	Food Service Associates
	Total Unincorporated Slots	**78**	
Tri Cities			
CS/PS	Tri-CED Community Recycling	12	Recycling Technician Assistant
CS/PS	Tiburcio Vasquez	4	Clerical Assistant
CS/PS	ACAP Tri-CETA Office	10	Tri-CETA Program Assistants or Tutors
CS/PS	City of Union City/Centro de Servicios	14	Summer Youth Enrichment Leaders
PE	New Park Mall retailers	8	Food Service Associates
CS/PS	City of Newark	10	Summer Youth Enrichment Leaders
CS/PS	New Haven School District Adult School	20	Summer Youth Enrichment Leaders

SYEP Youth Work Sites			
YL	Youth Leadership Council South	30	Tri-Cities Youth Leadership Council Member
CS/PS	Alameda County Public Works	4	Public Works Intern
YS	Eden Congregations Organizing for Renewal	12	Community Organizer
PE	Civicorps	10	Community services
PE	Union Landing Mall Retailers	8	Retail Associates, Food Service Associates
	Total Tri-Cities slots	**140**	
Total SYEP slots	-	**220**	-
Codes: CS/PS=Community Service/Public Service, YL= Youth Leadership, PE= Private Employment			

Worksite Monitoring

i. Worksite monitoring procedures. The SYEP Coordinator and Assistant Coordinators will monitor each worksite at least three times during the course of the program. The monitoring protocol will include observation of youth workplace behavior, supervisor's attention to participants' work and interaction patterns; interactions among youth; safety and sanitation; and record-keeping of participant hours and attendance.

ii. Method used to evaluate worksite performance at end of program. The SYEP Coordinator and Assistant Coordinators will interview a sample youth at the end of the program and distribute surveys to all youth and worksite supervisors. Survey questions will include satisfaction of youth and supervisors with the experience overall and elements such as environment, team interaction, supervision, skills learned, and impact on future career. The surveys and interviews will pay particular attention to whether work readiness training adequately prepared participants for their placements.

iii. Plan to ensure participates have a safe and sanitary work environment. All work sites will meet city and county codes for safety and sanitation and will be monitored by the SYEP staff to ensure compliance.

E. EXPECTED RESULTS AND BENEFITS

1. Expected benefits to participants. We anticipate that participants will benefit from SYEP in a number of ways:

- Improved understanding of workplace expectations
- Improved job search skills
- Enhanced understanding of personal strengths, areas to work on, and goals for the future
- Improved academic skills
- Improved social and leadership skills
- Enhanced confidence and sense of being valued by the community
- Developing relationships with caring adults at SYEP and worksite
- Financial benefit

- Benefit from access to supportive services
- Plan for school or work after SYEP

2. Expected benefits to the community. One of the main goals of ACAP's youth programs is to increase the community's understanding of and appreciation for its youth as an asset. Our planned SYEP program will raise the profile of youth as productive members of the community in area parks and schools, in city and county facilities, and at the BETA and Tri-CETA offices, where older youth will be an invaluable asset to our team. Additional benefits include:

- Job creation and influx of money into the local economy
- Assistance to public and private agencies in need of staffing
- Assistance to small businesses in a challenging economy
- Decrease in risky behaviors in the community during unstructured summer time
- Assistance to younger youth and low-income families through community service and recreation opportunities.

3. Working with youth not returning to school—transition assistance to employment and/or further training. ACAP has nearly two years of experience in working with older disconnected youth, including young adults on probation and parole. As described above, our case managers will work with disconnected youth to link them to training opportunities and unsubsidized employment, based on an ISS. Additional agencies may be brought on to the team that creates the ISS, such as Probation, Social Services, or housing providers as needed.

We will work with youth to get them their GED and to take advantage of short-term training opportunities that can help them secure immediate employment. We are working on an agreement with the Alameda County Office of Education to provide independent study supervision for out-of-school youth in the SYEP program. We will refer them to the One-Stop system and other partners that can help them move from an entry-level job into one with a living wage and a career path. One path that we will explore with Bayfair and New Park food service industries is assisting older youth in obtaining a food preparation certification that will enable them to move to supervisor and above within the food service industry. We will also work to place youth in emerging green jobs as solar panel installers, and recycling technicians.

4. Business/industry and labor involvement and how linkages will contribute to SYEP success. ACAP has developed relationships with dozens of employers through operating the BETA program and is now developing these relationships with retailers at the New Park mall in Newark and in the Tri-Cities through the AC PAY program. ACAP is also connected with the Business Roundtable, group of private and public sector decision makes who meet regularly to address workforce issues. We have also created linkages to the trades through our GAMMA program, which may accept older (17.5 and up) SYEP graduates in the fall. GAMMA links youth to pre-apprenticeship training, short term vocational training and jobs in the trades as well as with Business Roundtable members and other local employers. We are building relationships with the Building and Construction Trades Council which we hope will result in some placements for older youth post-SYEP.

Our 2009 SYEP program will benefit directly from the strong relationships we have built at Bayfair and are building at New Park Mall. Prior to the launch of BETA in 2007, mall operators saw local youth as a nuisance; thanks to BETA, hundreds of local youth are now a resource.

Supervisors Miley and Lai-Bittker are also committed to finding resources to support youth employment and youth development. In addition to these linkages, our business and employer involvement is further detailed in question 5, below.

5. Job development system, relationships with employers and linkages. ACAP is currently building its inventory of contacts to Eden and Tri-Cities Area employers as part of the BETA and Tri-CETA program. BETA Coordinator Mary Divine has built a database of 45 employers (and counting) to link BETA graduates to paid employment. A number of Bayfair Mall businesses, including Bed, Bath, and Beyond, Jamba Juice, and Best Buy have hired BETA graduates. These businesses have workforce needs that they did not previously feel comfortable filling with local youth, whom they perceived as untrained and unprepared for the workplace. Now, however, as a result of outreach by ACAP and the Bayfair Mall management, the merchants are coming back to us to hire new BETA graduates. Tri-CETA Coordinator Susana Peinado has worked in the Tri-Cities for many years and has numerous employer contacts from her prior work with Vallecitos CET.

Supervisor Nate Miley has committed to working with Alameda County agencies, including Public Works, the Social Services Agency, the General Services Agency, and Public Health to provide job openings for BETA and Tri-CETA graduates. These relationships will be explored and expanded to serve additional SYEP youth.

ACAP's upcoming AmeriCorps program, scheduled for launch in 2009, will also play a role in building our employer contact base in two ways. First, AmeriCorps members will serve at the BETA and Tri-CETA offices, helping with outreach to employers and raising awareness about ACAP employment programs. Second, some members will be working to recruit employers to participate in "Heart of Eden" volunteer activities such as community cleanups, tree-planting, and youth activities. In addition, we plan to recruit AmeriCorps members for full-time and half-time community service from among our pool of SYEP participants, allowing both in-school and out of school youth to continue their work with ACAP in 2009-2010 by serving the community, working with the BETA/Tri-CETA programs, earning a living allowance, and receiving a substantial education award at the end of their service year.

ACAP and our coalition partners, including the local labor unions, WIB, HCSA, our subcontractors, and the Ashland Teen Center Coalition, designed and applied for a federal YouthBuild grant in early 2009, in order to provide another employment opportunity for youth and community development for low-income residents of our service area. If funded, our YouthBuild program will focus the energies and talents of disadvantaged youth to increase the supply of permanent affordable housing for homeless individuals and low-income families and to help youth develop the leadership, learning, and high-demand occupational skills needed to succeed in today's global economy.

6. Assisting TAY with the One-Stop Career Center system and other training. As a partner in the One-Stop system, ACAP case managers will provide all youth with an orientation to the system. For younger youth, the orientation will be included in overall career exploration workshops and conversations. For youth 18 and older, or youth approaching their 18th birthdays, the introduction will include a tour of the Eden Area One-Stop and an orientation from One-Stop

staff. We will utilize materials and guidelines developed by the One-Stop's Youth Systems Building Project to ensure that we are delivering a message that is consistent with that of other partners and service providers in the One-Stop system.

7. Referrals for youth not to be served in the program. For youth who can not be served by SYEP due to eligibility or program space considerations, we will make referrals to the One-Stop Center in the Eden or Tri-Cities area. We will also work with other partners, including sub-contractors and our partners in other collaborations, to link youth with the full range of services that they need to be successful. ACAP has developed an information and referral handbook for staff and partners that lists agencies, services, and specific contact information. This handbook is updated regularly as new resources become available and/or as staff responsibilities change in the referral agencies.

ACAP Alameda County Gang Prevention Coalition
Attachments

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SMART Data Query

Our query of the SMART system revealed high levels of poverty and unemployment, as well as low school enrollment figures, along the Interstate 80/880 corridor where the Alameda County Gang Prevention Coalition will be focusing its efforts. These represent significant risk factors for gang involvement and support our assessment of the area as a high-need location.

SMART Data Query

Our query of the SMART system revealed high levels of poverty and unemployment, as well as low school enrollment figures, along the Interstate 80/880 corridor where the Alameda County Gang Prevention Coalition will be focusing its efforts. These represent significant risk factors for gang involvement and support our assessment of the area as a high-need location.

Current Indicator Collection: Alameda Tracts 3

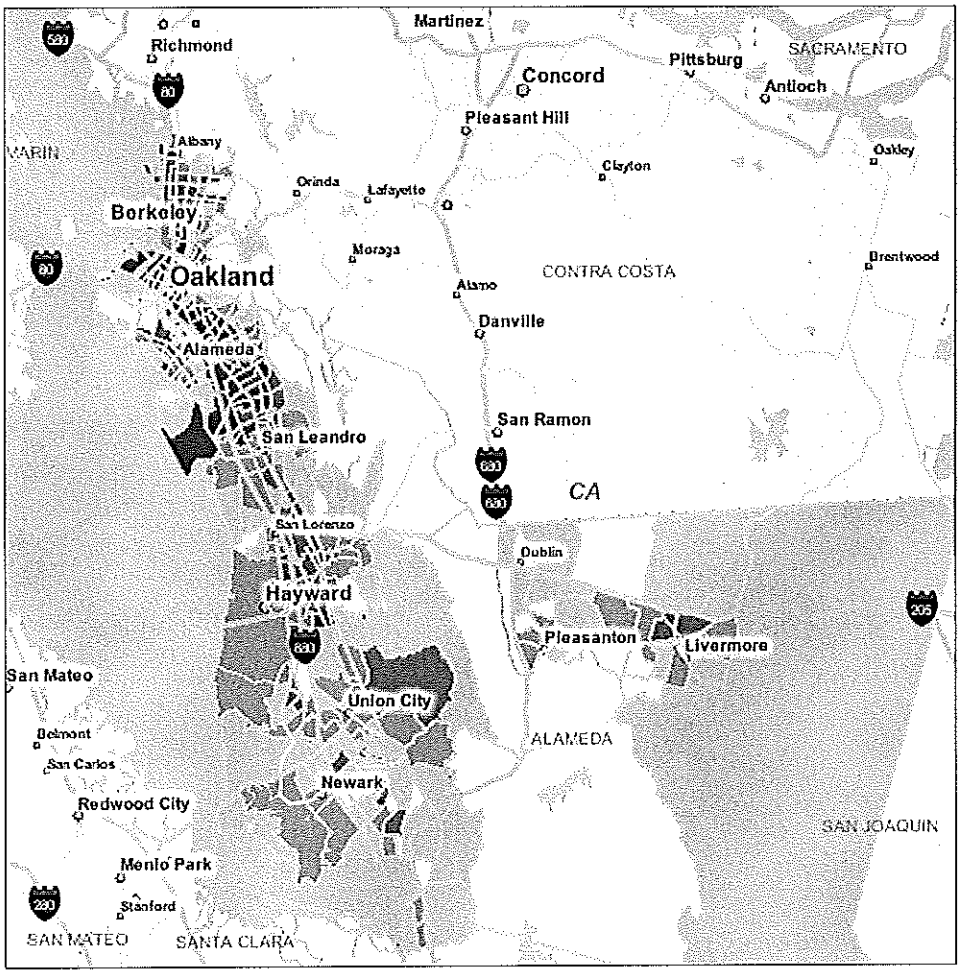
Current Indicator: % of Families that are in Poverty, 2000

Description: % of Families that are in Poverty

Source: US Census Bureau

Date Generated: Tuesday, February 24, 2009

print



Legend

	16% - 48%
	7% - 16%
	4% - 7%
	2% - 4%
	0% - 2%

% of Families that are in Poverty, 2000

Base Map

Note: Legend colors will not print properly until background printing is enabled. If you are using IE, Select from the menu "Tools...", "Internet Options...", Advanced tab. Scroll to "Printing" and enable "Print background colors and images".

For comments and suggestions, please contact SMART at support@gismapping.info.

Current Indicator Collection: Alameda Tracts 3

Current Indicator: % of Population that is Unemployed, 2000

Description: % of Population that is Unemployed

Source: US Census Bureau

Date Generated: Tuesday, February 24, 2009

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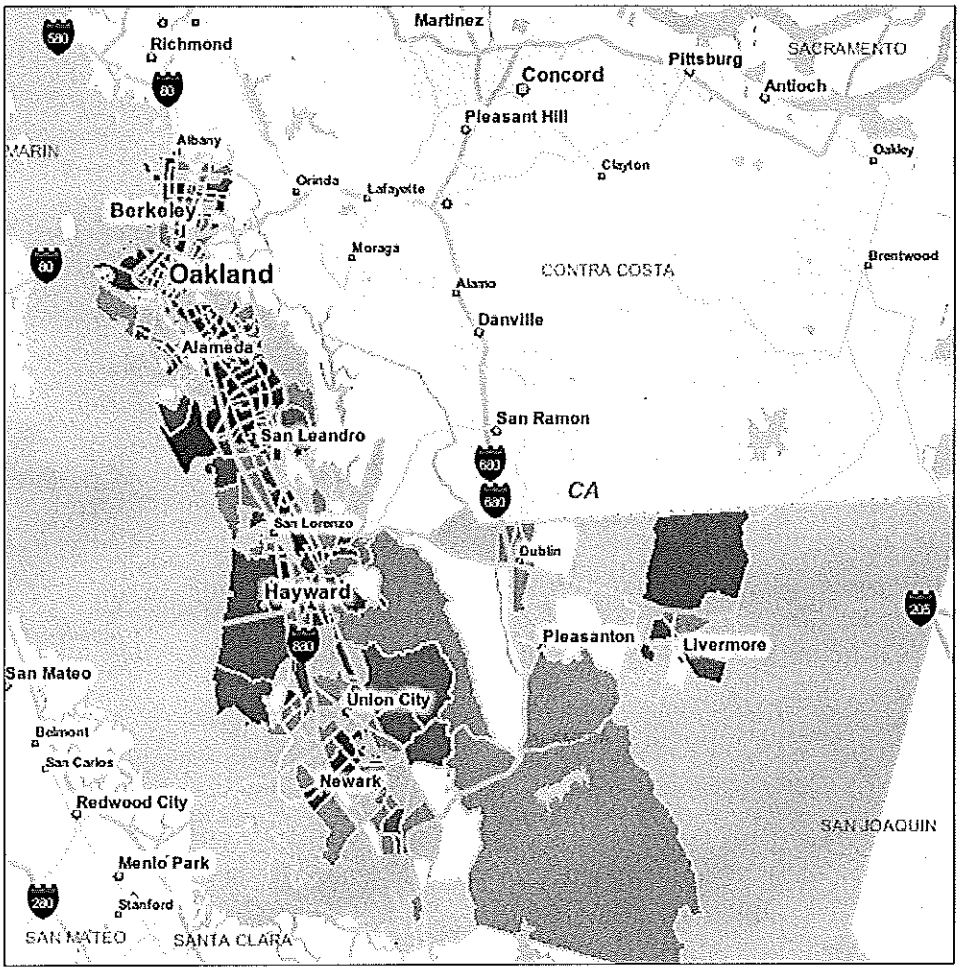


Legend

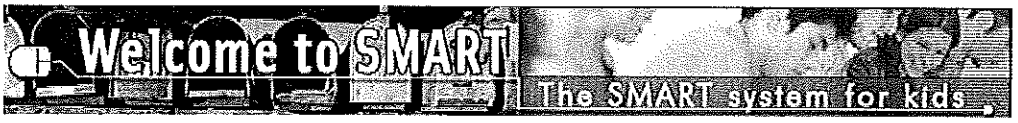
5% - 16%
4% - 5%
3% - 4%
2% - 3%
0% - 2%

% of Population that is Unemployed, 2000

Base Map

Note: Legend colors will not print properly until background printing is enabled. If you are using IE, Select from the menu "Tools...", "Internet Options...", Advanced tab. Scroll to "Printing" and enable "Print background colors and images".

For comments and suggestions, please contact SMART at support@gismapping.info.



Current Indicator Collection: Alameda Tracts 4

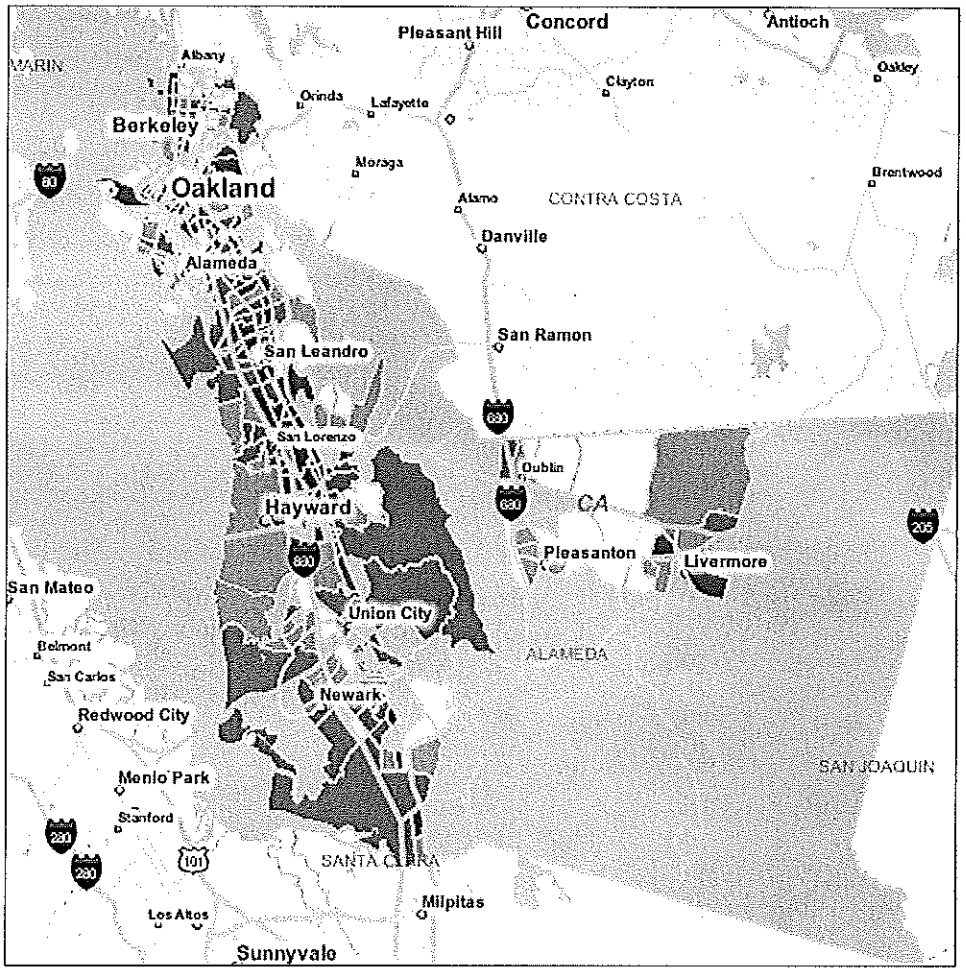
Current Indicator: % of 5 to 17 Year Olds Not Enrolled in School, 2000

Description: % of 5 to 17 Year Olds Not Enrolled in School

Source: US Census Bureau

Date Generated: Tuesday, February 24, 2009

print



Legend

5% - 15%
3% - 5%
2% - 3%
1% - 2%
0% - 1%

% of 5 to 17 Year Olds Not Enrolled in School, 2000

Base Map

Note: Legend colors will not print properly until background printing is enabled. If you are using IE, Select from the menu "Tools...", "Internet Options...", Advanced tab. Scroll to "Printing" and enable "Print background colors and images".

For comments and suggestions, please contact SMART at support@gismapping.info.

Current Indicator Collection: Alameda Tracts 3

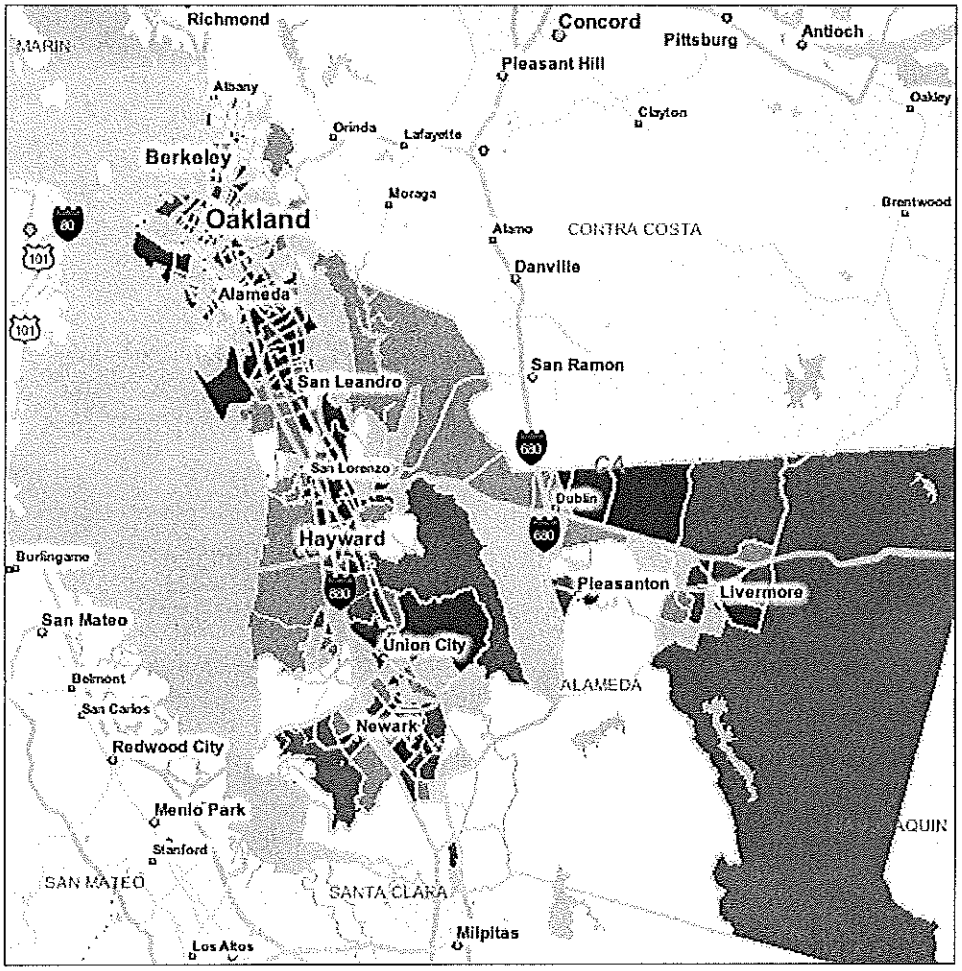
Current Indicator: % of 18 to 24 Year Olds Not Enrolled in School, 2000

Description: % of 18 to 24 Year Olds Not Enrolled in School

Source: US Census Bureau

Date Generated: Tuesday, February 24, 2009

print



Legend

65% - 95%
55% - 65%
46% - 55%
34% - 46%
0% - 34%

% of 18 to 24 Year Olds Not Enrolled in School, 2000

Base Map

Note: Legend colors will not print properly until background printing is enabled. If you are using IE, Select from the menu "Tools...", "Internet Options...", Advanced tab. Scroll to "Printing" and enable "Print background colors and images".

For comments and suggestions, please contact SMART at support@gismapping.info.

Current Indicator Collection: Alameda Tracts 3

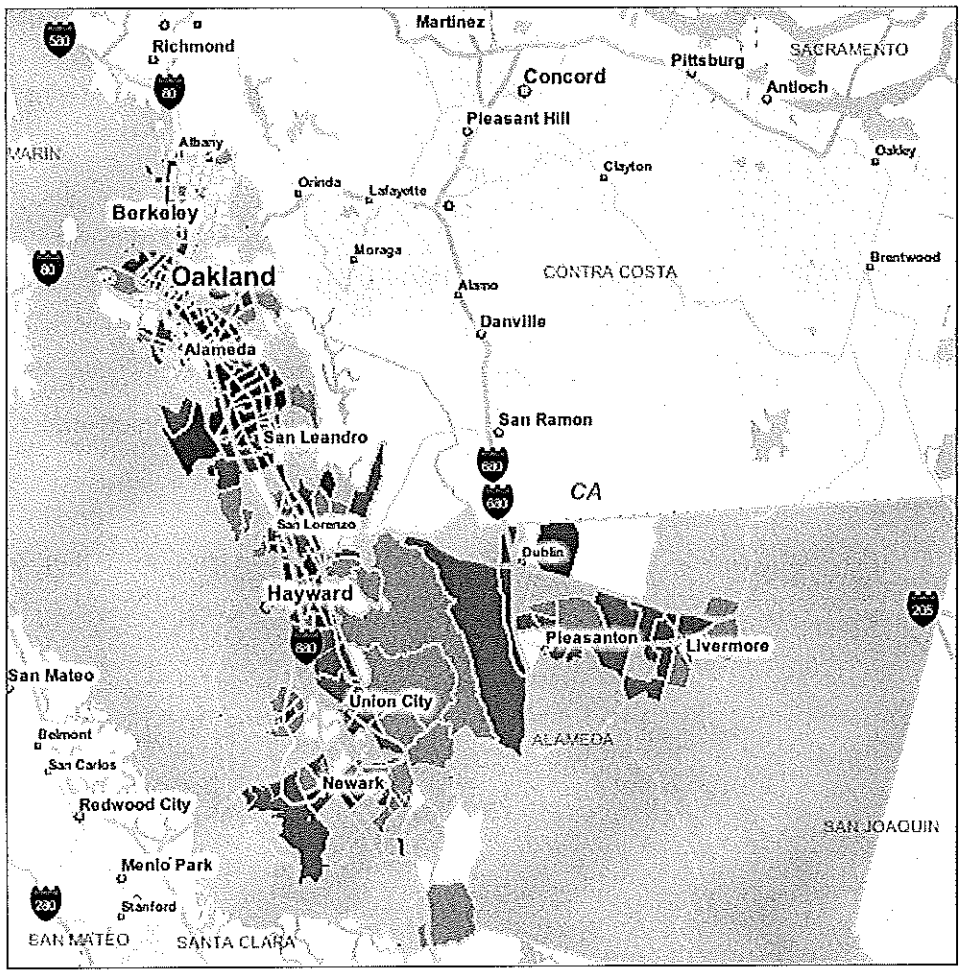
Current Indicator: % of 18 to 24 Year Olds with no High School Degree, 2000

Description: % of 18 to 24 Year Olds with no High School Degree

Source: US Census Bureau

Date Generated: Tuesday, February 24, 2009

print



Legend

	37% - 69%
	24% - 37%
	18% - 24%
	11% - 18%
	0% - 11%

% of 18 to 24 Year Olds with no High School Degree, 2000

Base Map

Note: Legend colors will not print properly until background printing is enabled. If you are using IE, Select from the menu "Tools...", "Internet Options...", Advanced tab. Scroll to "Printing" and enable "Print background colors and images".

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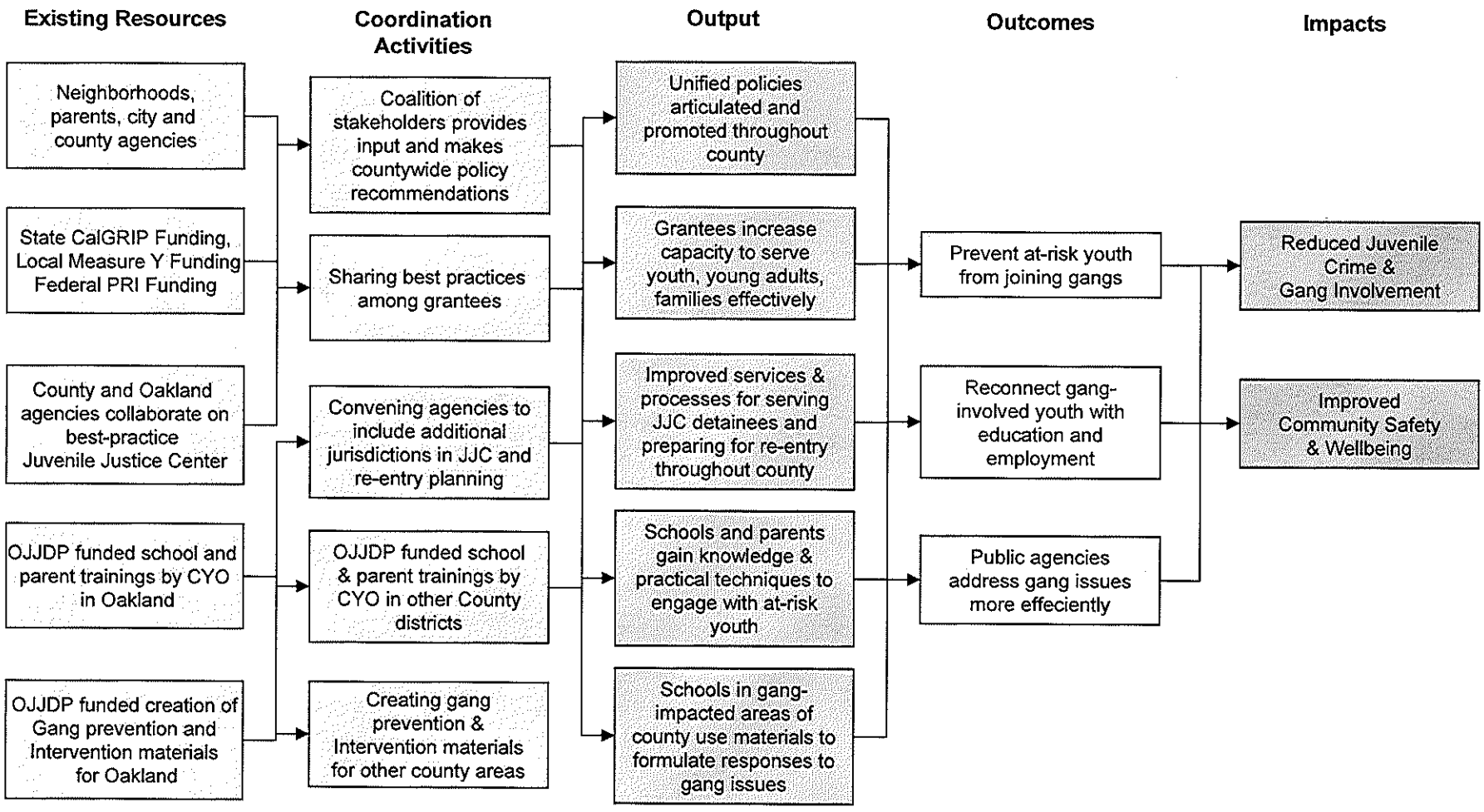
Logic Model - ACAP Alameda County Gang Prevention Coalition



Problem Statement: Efforts to combat street gang activity throughout Alameda County are operating largely in isolation from each other. This problem is particularly acute in the division between Oakland, the county's largest city, and the balance of county, which also experiences significant negative effects from gang crime.

Alameda County Gang Prevention Coalition Timeline

Activity	Responsible Parties	Quarter and Month (1,2,3, etc.)							
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Hire, orient Gang Coordinator	ACAP Ex. Dir	Month 1							
Initial outreach to stakeholders, introducing project and Alameda County Gang Prevention Coalition (ACGPC)	Gang Coord., ACAP Ex. Dir, ACAP staff	Month 1							
Convene Alameda County Gang Prevention Coordinating Council (ACGPCC)	Gang Coord.	Month 2	Month 2	Month 2	Month 2	Month 2	Month 2	Month 2	Month 2
Establish first work groups	Gang Coord., partner staff	Month 2							
Develop detailed evaluation plan	Gang Coord., HTA	Month 2							
Outreach to targeted high schools re: staff development, parent training opportunities	Gang Coord., Gang Prevention Instructor, Youth Dev. Coord.	Month 3	Month 1						
Staff/agency professional development trainings	Gang Prev. Instructor	Month 3	Month 2	Month 2	Month 2	Month 1&2	Month 1&2	Month 1&2	Month 1&2
ACGPCC agrees on strategic planning process and facilitator, appoints Strategic Planning Work Group	ACGPCC		Month 2						
Parent Trainings	Gang Prev Instructor			Month 1	Month 2	Month 2	Month 2	Month 2	Month 1
Parent/Youth Roundtables for out of school youth at BETA office	Gang Prev. Instructor		Month 1		Month 1	Month 1	Month 1	Month 1	Month 1
Gang Prevention and Intervention Handbook first drafts for first targeted district/area as determined by work group and ACGPCC	Gang Handbook work group			Month 3					
Strategic Planning community meetings – needs and capacity assessment, recommend goals for ACGPCC to pursue	Strategic Planning work group		Month 3	Month 2	Month 1				

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Activity	Responsible Parties	Quarter and Month (1,2,3, etc.)							
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Year end survey data gathered, analyzed	HTA, partners				Month 2				
Initial policy recommendations for improved coordination of services at Juvenile Justice Ceanter (JJC) and during re-entry presented to ACGPCC, feedback received	JJC work group				Month 2				
School-based gang prevention strategies based on Cease Fire model piloted in at least one targeted high school	School Strategies work group (includes Gang Consultant)				Month 3				
Year One report completed, shared with ACGPCC, stakeholders	HTA, Gang Coord.					Month 2			
Initial recommendations for coordinated law enforcement strategies presented to ACGPCC, feedback received	Law Enforcement work group					Month 2			
Initial recommendation for improved data sharing among agencies entry presented to ACGPCC, feedback received	Data work group					Month 2			
Parent/CBO/business participation in at least one gang prevention volunteer project	AmeriCorps Coordinator, Youth Dev. Coordinator				Month 1			Month 1	
Strategic Planning Group leads AGGPCC strategic and fund development planning retreat	Strategic Planning Group, outside facilitator (if resources available)				Month 2				
Gang Handbook rolled out to initial districts	School Strategies work group, Gang. Prev. Instructor, Gang Consultant, Gang Coord.				Month 2				
Strategic and fund development plan adopted by ACGPCC	ACGPCC					Month 1			
Final policy recommendations for coordination at JJC and during re-entry adopted by ACGPCC	JJC work group						Month 2		

Activity	Responsible Parties	Quarter and Month (1,2,3, etc.)							
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Final recommendations for improved data sharing adopted by ACGPCC	Data work group						Month 2		
Gang Handbook rolled out to second wave of districts	Gang Prev. Instructor, Gang Coord., Gang Consultant, School Strategies work group						Month 2		
Initial implementations of JJC/re-entry recommendations	Probation, ACOE, School Districts, CBO service providers, JJC work group							Month 2	
Initial implementation of feasible data sharing recommendations	Data work group							Month 3	
School-based Cease Fire strategy rolled out to additional districts	School Strategies work group						Month 1		
Collect year-end surveys, data	HTA, Gang. Coord							Month 3	
Final program report written	HTA								Q9
Final program report findings disseminated to stakeholders	Gang Coord, AGPCC, ACAP staff								Q9

Alameda County Gang Prevention Collaborative
Project Partners and Activities

ACAP
Lead Agency (Joint Powers Authority representing 14 cities and unincorporated Alameda County)
- **Staffs and oversees grant**
- **Coordinates production of Gang Prevention/Intervention Handbook**

Alameda County Agencies
District Attorney's Office:
Probation
Sheriff's Office
Social Services Agency: Medi-Cal benefits
Workforce Investment Board/One-Stop Career Centers linkages to employers, job training
Health Care Services Agency: mental health funding for youth and families
Public Health: Tattoo Removal
Alameda County Office of Education runs and/or is liaison with court schools
General Services Agency: jobs for youth, ex-offenders

Alameda County Gang Prevention Advisory Council
Convening, Coordination, Facilitation by **ACAP Gang Prevention Coordinator** (see following page for details)

CBOs
Davis Street Family Resource Center: a wide variety of social services in the Eden Area
CYO: Professional Development for teachers and agencies; parent classe

La Familia, Hayward mental health and substance abuse services
Girls Inc. mental health services, after-school programming
Centro de Servicios health, mental health, social services in Tri-Cities area
Leadership Excellence: covers street outreach for West Oakland
Congregations Organizing for Renewal: C
Seneca Center: services for
DSAL: recreation and leadership opportunities for youth
Eden Information & Referral
MORE

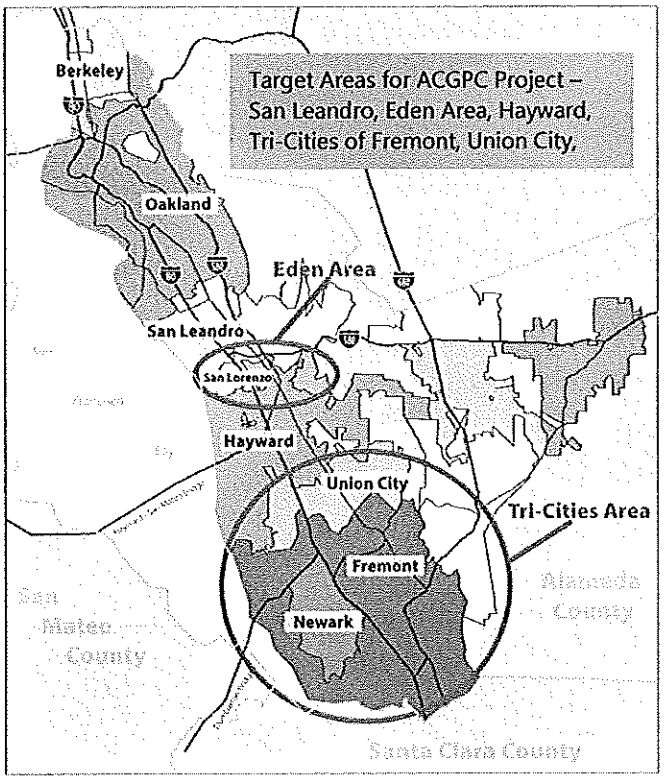
City Law Enforcement
Hayward PD Youth and Family Services Bureau
San Leandro PD
Union City PD
Fremont PD
Newark PD

Other
Supervisor Miley's Office:
Hayward Area Recreation and Parks District
Union City Youth Violence Task Force

School Districts
Hayward USD
San Leandro USD
San Lorenzo USD
New Haven USD
Fremont USD
Newark USD

ACGPC Program Narrative

Project Abstract The Associated Community Action Program of Alameda County (ACAP) is applying for Gang Prevention Coordination Assistance (GPCA) funding to assist with countywide, multi-systemic coordination of gang prevention activities among juveniles and young adults. Currently OJJDP GPCA funding is only available to assist the City of Oakland in this arena; however, the scope of gang activity throughout the cities and unincorporated areas of the county calls for coordination on a larger scale. We will form the Alameda County Gang Prevention Coalition (ACGPC) to address the fact that gang activity does not conform to city boundaries. The ACGPC's Coordinating Council and work groups will focus on replicating evidence-based strategies currently being implemented either in Oakland or other areas of the county. Close partnerships among law enforcement, schools, and community based organizations; intensive case management and wrap-around services; building schools' and parents' capacity to recognize and address gang issues; and connecting potential and current gang members to the legitimate economy through work, work experience, and job training, will help to reduce the number of youth and young adults who get involved with gangs in our county. An outside evaluator will work with our Gang Coordinator and partners to measure progress toward project objectives.



1. Problem Statement

Nature and scope of gang activity and gang-related crime. Alameda County, across the bay from San Francisco, is home to a diverse population of 1.464 million residents in 16 cities and

numerous unincorporated areas. The county has long battled juvenile delinquency, youth violence, gang activity, and crime among young adults,in the city of Oakland, in other cities along the Interstate 80/880 corridor, in unincorporated areas, and, increasingly, and in more middle-class cities in the southern and eastern parts of the county. Crime related to organized street gangs and loosely affiliated "posses" has turned many neighborhoods into what residents describe as "war zones." Oakland's homicide count for 2008 was 124, highest in the Bay Area; for 2007 it was 127. The rest of the county experienced 45 homicides in 2008.

The Oakland Police Department has identified more than 65 gangs with at least 2,200 members. In the 2006 California Healthy Kids (CHKS) survey in the Oakland Unified School District (OUSD), 12% of 7th graders, 10% of 9th graders, and 7% of 11th graders reported belonging to a gang. However, while Oakland accounted for approximately 70% of all homicides in the county between 2000 and 2005, Oakland has no monopoly on gangs and crime. Hayward and San Leandro, the unincorporated Eden Area, and Union City, Fremont and Newark all have serious and growing issues. In the Hayward Unified School District, HUSD, 9-11% of the 7th, 9th and 11th graders responding to the CHKS claimed gang membership percentages that are on average ***higher*** than those in Oakland. Other Alameda County districts show similar percentages in the table below[1].

Percentage Of Students Claiming Gang Membership			
District	7th Graders	9th Graders	11th Graders
Hayward Unified	11%	10%	9%
San Leandro Unified	10%	10%	10%
San Lorenzo Unifed	11%	8%	11%
New Haven Unified	9%	11%	8%
Newark Unified	11%	8%	8%
Oakland Unified	12%	10%	7%

In 2006, there were 2,261 felony arrests of juveniles ages 10-17 in Alameda County; of these 442 were in Hayward, 323 in Fremont, 216 in San Leandro, and 209 in unincorporated areas. There were also 3,088 juvenile misdemeanor arrests county wide; 796 for assault and battery.

[1] California Healthy Kids Surveys, 2008 Technical Reports. Accessed online at http://www.wested.org/cs/chks/print/docs/chks_bsearch.html

Children as young as 10 are increasingly perpetrators and victims of crime and violence in these cities. A San Leandro teen was shot on his way to a football team victory party; a Union City 8th-grader was killed just off campus on a school day in late 2007. An ACAP staff member recently heard a ***counselor*** asking a new student at Hayward's Brenkwitz Continuation High to be honest about gang affiliation because: "This is a Norteño school, and if you're in some other gang, your life is at risk." According to Hayward Police Department (HPD), there are 34 active gangs in the city of Hayward: 19 Norteño gangs; five Sureño gangs, and 10 either Asian or African American gangs, and 1500 documented criminal street gang members/ associates, though SDU estimates that the actual number is closer to 2000. Much of the violent crime in Hayward involves Norteño and Sureño gang members assaulting each other. SDU officers investigate 15-20 major gang crimes per month including murders, shootings, stabbings, major assaults, drug trafficking, car theft, and robbery.

One of three 2006 homicides in unincorporated Alameda County was gang-related. In 2007, the Union City Police Department reported five gang-related shootings in a six-week period in November-December, in addition to two gang-related homicides earlier in the year. An August 2006 *Oakland Tribune* article stated that "Alameda County Sheriff's Sgt. Colby Staysa has seen gang violence worsen in the unincorporated flatlands during each of the six years he's worked in gang prevention, especially now that Southern California gangs are taking over Bay Area territory." The incidence of gang crimes is "very high" in unincorporated Alameda County, Staysa said. In an October 2007 community forum held by the Eden Area Livability Initiative, gangs and gang violence were more frequently cited as a threat to safety than any other factor.

In Hayward and other Alameda county cities the dominant gangs, such as the Norteños and Sureños, tend to be based on racial/ethnic lines and are not bound by neighborhood, city or even county borders. Membership and recruitment stretches across the Bay Area and even the state, from Los Angeles and San Jose to Oakland, San Francisco, Richmond, and other cities in the Bay Area

where pockets of impoverished, disconnected youth are concentrated. Some of the region's gang activity is directed by groups outside of the city. A side effect of our cities' large ex-offender population is the influence and ability of prison gangs, including the notoriously violent Mexican Mafia or " La EME" and La Nuestra Familia,[2] to recruit youth and adults for gang-related crime.

Hayward's gang issues cross over city borders and affect the neighboring cities of Fremont, Newark, and Union City. The police departments of these cities, along with the Alameda County Sheriff's Office, are members of the Southern Alameda County Gang Violence Suppression Task Force (SACGVSTF), which investigates organized gang violence. SACGVSTF has a list of over 2,500 gang members in the Tri-Cities area, predominantly Norteños and Sureños, as well as Crips and UCV, a Vietnamese-American gang.

The fragmented nature of re-entry from juvenile and adult correctional and detention facilities is a contributing factor to criminal behavior among young people. While county leaders have stepped forward to more effectively serve young people in juvenile facilities, re-entry coordination is still in its beginning stages, and there are significant service gaps, particularly in the areas of effectively returning young people to school, non-probation case management, employment, and utilization of behavioral health services.

Effects of the problem on the target population and larger community. Poverty, unemployment and parolee concentration levels are often predictors of gang and crime activity in a neighborhood, and statistics for Oakland, the Eden Area, and Hayward fit this pattern. In many of the County's hardest-hit areas, law enforcement and social services are seeing multi-generational involvement and the normalization of gang culture within families and peer groups. Young people grow up without a vision for their future, often lacking stable family situations and relationships with caring adults. They develop untreated mental health issues due to family stress, exposure to violence

[2] EME is the Federal Bureau of Prisons' most active gang, in terms of incident frequency. US DOJ reports that the EME is loosely affiliated with Sureño gangs, while La Nuestra Familia is a Norteño organization.

and trauma, and the fear of violence at home, in the neighborhood, and at school. Gang violence creates a toxic environment for children and youth in these neighborhoods. Whether victimized by violence or witness to it, our youth are at high risk for post traumatic stress disorder and substance abuse, as well as for involvement in delinquent activity in the future.[3]

Previous or current attempts to address the problem A number of CalGRIP (Gang Reduction, Intervention and Prevention) programs and other anti-gang initiatives have been implemented in cities and unincorporated areas in Alameda County and the Bay Area; however, the scope and degree of the problem far exceeds current efforts and resources. In short, while fires are being put out in one community others continue to burn and even spread elsewhere. In order to stem, much less turn, the tide on escalating gang activity and youth violence it is imperative to approach the problem systemically and comprehensively with a high degree of coordination and collaboration among city, county and state agencies.

Existing antigang strategies: The table below shows that most communities in Alameda County, with the current exception of the Tri-Valley cities of Livermore, Pleasanton and Danville, have some level of antigang activity in place. However, the table also illustrates that there are few gang-focused efforts encompassing the entire county.

Program	Strategy				Geographic Focus
	PP	SP	I	TGE	
CalGRIP AC PAY		X	X		Eden, Union City, Newark, Fremont
CalGRIP I-80 Corridor		X	X		Oakland, Berkeley, Emeryville
CalGRIP City of Oakland		X	X		Oakland
CalGRIP Hayward PAY (Pending)	X	X	X		Hayward
OJJDP GPCA, Oakland	X	X	X	X	Oakland
Measure Y Violence Prevention & Public Safety Act	X	X	X		Oakland
Oakland Fund for Children & Youth	X				Oakland
Southern Alameda County Gang Violence Suppression Task Force (SACGVSTF)				X	Eden Area, Hayward, Union City, Newark, Fremont
Union City Youth Violence Task	X	X	X		Union City, Newark, Fremont

[3] Youth Victimization: Prevalence and Implications. *Research in Brief.* National Institute of Justice. 2003.

Program	Strategy				Geographic Focus
	PP	SP	I	TGE	
Force					
Alameda County Sheriffs Juvenile Accountability Block Grant: school-based Ceasefire model	X	X			San Lorenzo, Eden Area
Oakland Gang Task Force				X	Oakland
Juvenile Justice facilities and programming restructuring		X	X		Countywide
Re-entry for juveniles: community-based case management, coordination with school district		X	X		Oakland
Prisoner Re-entry Initiative: re-entry services for young adults			X		Countywide except Oakland and Berkeley
Alameda County Re-entry Task Force: policy group working					
Strategies: PP= Primary Prevention, SP=Secondary Prevention, I=Intervention, TGE= Targeted Gang Enforcement					

A multi-agency partnership to restructure the County's juvenile justice facilities, programming, and re-entry processes, while not specifically gang-focused, does encompass both secondary prevention and intervention strategies, since many youth in detention are either there for gang-related activities or are pressured to affiliate with a gang once detained. This partnership among Probation, the Health Care Services Agency, Behavioral Health Care Services, Public Health, Social Services, the District Attorney's Office, and the Alameda County Office of Education, has already collaborated with youth-serving community-based agencies and the City of Oakland to create a state-of-the art Juvenile Justice Center (JJC), with best practices programming based on a shared vision of health, education and youth development. Services and programs available at the JJC include mental and physical health assessment and treatment, restorative justice programs, an intensive research-based character/literacy curriculum, and enrichment and therapeutic programs.

Planned services include an OUSD Alternative Education (AltEd) placement coordinator on site; instant post-detention re-instatement to Medi-Cal[4] through the Social Services Agency; and contracting with community-based case managers to ensure rapid re-integration of re-entering juvenile offenders into school and their access to and utilization of behavioral health services.

[4] Based on federal regulations, youth are not eligible for Medicaid (Medi-Cal in California) insurance while they are in detention. In the past, youth have often effectively lost their Medi-Cal coverage during detention and for an extended period thereafter – thereby denying them access to essential services upon release from the JJC.

Promising as this effort is, it is still largely focused on Oakland, which receives 55% of re-entering juvenile offenders. To maximize its effectiveness, JJC coordination with schools, CBOs, and law enforcement will have to include other cities and school districts, which account for 45% of juveniles in detention. ACAP has submitted an application for 2009 Young Offenders Program ***planning*** grant funds; however, even if this highly competitive grant is awarded, the partnership will still need "feet on the street" to help coordinate the re-entry of system- and gang-involved youth to San Leandro, Hayward, the Eden Area, and the Tri-Cities. (See map for location of Eden Area and Tri-Cities within Alameda County)

Primary prevention. In the Eden Area and San Lorenzo, ACAP has targeted high-risk high schools and created a number of prevention programs, including the Bayfair Employment and Training Academy (BETA), sports and recreation in a partnership with the Deputy Sheriff's Activities League, the Youth Leadership Council that brings youth together to advocate for and organize youth activities, and a new approach in San Lorenzo and Castro Valley high schools modeled on the nationally recognized Ceasefire program. This modified, school-based Ceas Fire program also includes trainings for teachers, school administrators and parents. Oakland's OJJDP GPCA grant targets parents, administrators, teachers, and non-profit service providers, as well as students in the Oakland Unified School District. California Youth Outreach (CYO), a respected provider of anti-gang awareness trainings, has offered gang awareness and prevention trainings to parents of OUSD students and to school administrators, teachers, and counselors.

One of the gaps that came to the attention of both ACAP and Oakland when formulating their OJJDP GPCA program designs is the fragmented nature of gang awareness training and planning in the schools. Schools create their own programs, or have no programs, or utilize outside resources as they become available. We need a strategy that includes comprehensive training and technical assistance to school staff (administrators, teachers, SROs and other classified staff) in selected

schools in dealing with gang-involved youth, and parent trainings in effectively recognizing and intervening in the lives of their gang-involved sons and daughters.

Secondary prevention. ACAP received a CalGRIP grant in 2008 to serve the unincorporated Eden Area, a hot spot for gang activity in the county, and the Tri-Cities of Newark, Fremont, and Union City in partnership with Vallecitos Center for Employment and Training. The Oakland Private Industry Council (Oakland PIC) just received a CalGRIP grant which will roll out in 2009, covering West Oakland, Emeryville, and Berkeley along the Interstate 80 corridor. The Hayward Police Department is awaiting notification on a CalGRIP application in partnership with ACAP and the Hayward Unified School District.

Gang intervention. All of the county's CalGRIP grants target high risk youth and youth who are already involved with gangs at some level, whether in a loosely-knit street corner posse or having an informal or formal affiliation with a more organized criminal street gang. New services at the Juvenile Justice Center are also aimed at reducing gang connections through counseling, restorative justice, tattoo removal, and exposure to educational options.

Targeted gang enforcement activities in the county include The *Alameda County Narcotics Task Force* (ACNTF), a collaboration between the County Sheriff, Probation Department, District Attorney's Office, OPD, and state and federal law enforcement agencies. Enforcement in Southern Alameda County is largely the purview of the SACGVSTF. However, with local law enforcement budgets being slashed to the bone, task force participation is strained by personnel cuts. The Alameda County District Attorney's Office has a small gang unit and recently received a grant from the Project Safe Neighborhoods Program; however, that grant was in the amount of $28,000 – hardly a sufficient amount to effectively combat organized street gangs in a county of almost 1.5 million people.

In Oakland, Oakland Police Department's *(OPD) Gang Enforcement Unit* consists of one sergeant and six officers (including one Probation Officer) operating within OPD's Special Operations

and the County DA's office *Anti-Gang Initiative* which pursues investigate, and prosecute violent gang members in coordination with the US Attorney's office and other agencies. DAs also liaise with the OPD Gang Unit, Truancy Program, and Juvenile Division to prosecute juvenile gang cases.

The Hayward Police Department (HPD), is a member of SACGVSTF. Due to budget constraints HPD lacks a data management system that effectively isolates gang related and/or youth violence and criminal activities over time. The HPD does have a Special Duty Unit (SDU) comprised of eight officers and two sergeants whose primary focus is criminal street gang enforcement, intelligence gathering, and community education. SDU takes the lead in all investigations involving major gang crimes, conducts follow-up, authors gang offense reports, and provides expert testimony in gang-related criminal cases.

Operational definitions and tracking procedures. The schools and law enforcement agencies in Alameda County use varying methods to identify gangs, gang members, and gang-related incidents. For example, in the OUSD AltEd Gang Redirect program, young people usually self-identify in conversations with a counselor, intervention specialist, or other school staff after gang-related behavior has been observed (e.g., via "tagging," clothing worn, verbal claims, or an altercation or fight with another student). ACAP's CalGRIP program accepts youth who self-identify as having gang contact or experience and document this affiliation through counselor notes on tattoos, clothing, and/or verbal claims. CalGRIP counselors also receive referrals directly from Probation and law enforcement that include written notes on a young person's gang involvement (e.g. arrest for gang-related activity) or risk factors for potential gang involvement (e.g. family members in gang, association with gang members in detention).

OPD's Gang Unit collects intelligence to identify and classify gang members, using uniformed and plain-clothed officers and informants. It monitors "tagging" by gang members as signs

of potential territory disputes and violence. It adheres to the California Penal Code Section 186.22[5] definition of gangs and gang members to prosecute gang-related crimes. HPD's Special Duty Unit targets gangs and gang-related crime and collects written and photographic evidence of tagging, the wearing of colors and use of gang signs to monitor gang activity.

Demonstrate query of OJJDP's (SMART) system. The attached maps generated by the SMART system demonstrate that not only Oakland, but areas of San Leandro, the Eden Area, Hayward, and Union City suffer from low levels of educational attainment, poverty, unemployment, drop out rates, and other risk factors associated with high levels of gang activity.

2. Impact/Outcomes and Evaluation

Goals and specific, measurable objectives. Since the extent of gang crimes and violence in Alameda County is vast and multi-faceted, we plan to focus our efforts on the four goals below:

Goal 1: To articulate and promote countywide communication, policies, and practices regarding effective gang prevention and intervention, focusing on services at and re-entry from the Juvenile Justice Center.

Objective 1.1: The ACGPC will meet quarterly to ensure that all key stakeholders remain informed about gang-prevention and intervention strategies and can align their efforts.

Objective 1.2: Members of the ACGPC will report securing informed and effective policy changes from the County Board of Supervisors, city agencies and school districts, based on collaboration and knowledge of best practices regarding gang prevention and intervention.

Objective 1.3: Members of the ACGPC will report that participating school districts, police departments, and CBOs work together more effectively to provide pragmatic, targeted services to at-risk youth at the JJC and re-entering from the JJC, as a result of ACGPC collaboration and activity.

[5] Defines criminal street gang as "any ongoing organization, association, or group of three or more persons, whether formal or informal, having as one of its primary activities the commission of one or more…criminal acts…having a common name or common identifying sign or symbol, and whose members individually or collectively engage in or have engaged in a pattern of criminal gang activity."

Objective 1.4: Members of the ACGPC will report that their cities' police departments, Probation, District Attorney, and CDCR Juvenile Division Parole work together more effectively to target gang enforcement efforts as a result of ACGPC collaboration and activity, as measured by the adoption agreements to use common intake/assessment forms; number of programs that have modified policies/procedures based on an ACGPC recommendation; increase in the number of gang-related policies changed, improved or rescinded as a result of the program.

Goal 2: To build knowledge and capacity of school administrators, faculty and staff in targeted districts (Hayward, San Leandro, San Lorenzo, and Union City) around evidence-based gang prevention and intervention.

Objective 2.1: Alameda County Sheriffs and a regional gang-prevention expert will provide gang prevention and intervention capacity-building technical assistance and training for target district school administrators, faculty and staff.

Objective 2.2: A multi-district work team and a regional gang-prevention expert will develop and distribute a Gang Prevention and Intervention Handbook documenting evidence-based strategies and practices for use by school administrators, faculty and staff.

Objective 2.3: The majority of participants in school-based technical assistance and training will report greater understanding of and ability to deal with gang affiliated youth as a result of technical assistance and use of the Gang Prevention and Intervention Handbook.

Objective 2.4: Site-level use of the Handbook will reach 40% of target district secondary schools and 70% of the target district secondary schools by the end of year two.

Objective 2.5: The majority of site-level Handbook users will report greater understanding of and ability to deal with gang affiliated youth as a result of the Handbook.

Objective 2.6: Gang involvement and activity among target district students will decrease as indicated by student and teacher school climate surveys.

Objective 2.7: The majority of participating school sites will report using evidence-based prac-

tices with gang-involved or at-risk youth and their families.

Goal 3: To build knowledge and capacity of local youth development and other CBOs and agencies regarding evidence-based gang prevention and intervention.

Objective 3.1: A multi-district work team and a regional gang-prevention expert will develop and distribute a Gang Prevention and Intervention Handbook documenting evidence-based strategies and practices for at-risk or already gang-involved youth.

Objective 3.2: ACAP and qualified gang prevention/intervention trainers will provide gang prevention and intervention capacity-building trainings for use by target area CBOs/agencies

Objective 3.3: The majority of CBO/agency training participants will report greater understanding of and ability to deal with gang affiliated youth as a result of capacity-building training and use of the Resource Directory.

Objective 3.4: The majority of training participant CBOs/agencies will report increased knowledge of community resources and referral mechanisms due to training and the Resource Directory.

Objective 3.5: The majority of training participant CBOs/agencies will report using evidence-based practices with gang-involved or at-risk youth and their families.

Goal 4: To build knowledge and capacity of Alameda County parents in targeted areas regarding evidence-based gang prevention and intervention.

Objective 4.1: ACAP and qualified gang prevention/intervention trainers will provide capacity-building for parents (75 parents in year one and 150 in year two) in targeted, high-gang activity neighborhoods.

Objective 4.2: The majority of Workshop participants will report greater understanding of and ability to prevent or intervene with their children as a result of the Workshops.

Objective 4.3: A sub-group of workshop participants (at least 15 of the participants in year one and 30 in year two) will voluntarily reach out to other parents/caregivers to engage them in future

Parent Workshops.

Hatchuel Tabernik & Associates (HTA), an independent, external evaluation firm, will be responsible for the evaluation of the ACGPC initiative. HTA has more than a decade of experience evaluating complex, multi-site programs and providing timely reporting to federal, state, and local funders. HTA will work in collaboration with the ACAP staff and partner agencies to ensure that all relevant data are accessible for ACGPC evaluation reports. HTA will also work with ACAP and other partners to develop hard copy and online surveys (as appropriate to particular groups and situations) to gather client and participant feedback that will inform program and organizational improvement. This information will be analyzed, largely using descriptive statistics, to determine whether programs are operating effectively and they are achieving intended outcomes. HTA will be responsible for reporting program outputs and outcomes to OJJDP and the ACGPC Coordinating Council on at least an annual basis as required by the grant. Interim reports will be provided quarterly to inform all parties about emerging implementation issues in a timely manner.

3. Project Design and Implementation

Roles and responsibilities of the gang coordinator. This individual will bear operational responsibility for facilitating and coordinating the following activities:

1) Expanding service coordination at the JJC to include re-entry to Hayward, San Leandro, Tri-Cities, and the unincorporated Eden Area. The Gang Coordinator will serve as liaison among the JJC and county partners (Probation, Social Services, Health Care Services, and Behavioral Health) and local school districts and law enforcement agencies to help build smoother transitions for young offenders between detention in the JJC and re-entry into schools and the gang-impacted communities targeted in this strategy. The Coordinator will facilitate the school districts' work with the JJC to assure that detainees leaving the JJC can be placed at an appropriate school or education program prior to release, and to help develop common protocols and procedures among districts for

re-entry from JJC. The JJC work group will also formulate recommendations on the development of community-based case management systems (whether through ACAP or other agencies) that can support youth and their families in utilizing available services.

2) Creating gang awareness and prevention trainings and materials, including the creation of Gang Intervention and Prevention Handbooks, based on the trainings and materials that have met with considerable success in Oakland and revising them for the geographic regions mentioned above. The Coordinator will work with outside consultants who already have developed similar materials for Oakland, and with a multi-jurisdictional team of school districts, law enforcement, and CBOs who have the local knowledge and expertise required to adapt these materials for use in the target communities. Trainings and materials may be rolled out in other areas in the future, depending on resource availability and interest. The Gang Prevention /Intervention Handbook working group will ensure that the content and approach of the trainings is coordinated with the content of the Handbook.

3) Facilitating the sharing of expertise on wraparound services for at-risk and gang-involved youth among ACAP programs, Oakland programs, and schools and CBOs throughout the County. Our Coordinator will have personal experience in effective gang prevention strategies, including community-based and school-based prevention such as youth development, mental health services, and employment and training services. The Coordinator will also be skilled at facilitating discussions among public agencies and CBOs on how to improve wraparound and employment services for at-risk and gang-involved youth and their families to prevent further involvement in gangs and the justice system.

4). Convening and co-facilitating meetings of the ACGPC Coordinating Council and cross-functional work groups. A Coordinating Council will provide programmatic oversight (see Section 4, Organizational Structure and Operations), and the work groups will take on specific tasks related to

the project's goals and objectives. We anticipate work groups in the following arenas: Trainings and materials; common law enforcement strategies; wraparound services for at-risk and gang-involved youth, school re-engagement post detention, and JJC Coordination. The Coordinating Council will meet quarterly to review the progress of the work groups and work towards the implementation of common policies and procedures.

Target area and target population. This project will serve "the balance"[6] of Alameda County; however, we will prioritize the areas that are experiencing chronic and/or growing gang issues: San Leandro, the Eden Area (including unincorporated San Lorenzo), Hayward, and the Tri-Cities of Fremont, Newark, and Union City. Within this target area, we will expend most of the resources of this project to improve coordination and effectiveness of strategies aimed at youth and young adults, aged 14-24. Our primary prevention activities will focus on high schools in the aforementioned areas – serving a diverse population of low-income students of color. In general, these students are most at-risk for gang involvement, for dropping out of school and becoming involved in the justice system. The table below outlines the official dropout rates and demographics of the schools in our target areas[7]:

School (District)	District 4-year dropout rate (2006-2007)	Reported school truancy rate	% Latino	% Black	% White	% Asian/ PI*
San Leandro High (SLUSD)	18.1%	7.3%	34.0%	19.0%	16.0%	29.1%
Lincoln Continuation High (SLUSD)	18.1%	102.7%	45.9%	24.3%	10.8%	10.9%
San Lorenzo High (SLzUSD)	17.1%	47.6%	46.0%	25.0%	11.0%	17.0%
Royal Sunset Continuation (SLzUSD)	17.1%	98.8%	75.0%	29.0%	17.9%	4.3%
Hayward High (HUSD)	18.4%	2.2%**	44.0%	24.0%	18.0%	11.1%
Brenkwitz Continuation High (HUSD)	18.4%	0.4%**	46.8%	23.9%	13.9%	11.8%
Mt. Eden High (HUSD)	18.4%	17.9%	45.0%	11.0%	10.0%	31.4%
Tennyson High (HUSD)	14.6%	24.9%	5.2.0%	14.0%	8.0%	25.0%
James Logan High (NHUSD)	11.4%	12.4%	26.0%	11.0%	15.0%	48.0%
Washington High (FUSD)	6.4%	64.4%	16.0%	7.0%	39.1%	37.1%

[6] All but the City of Oakland.
[7] Source: California Department of Education, DataQuest.

School (District)	District 4-year dropout rate (2006-2007)	Reported school truancy rate	% Latino	% Black	% White	% Asian/ PI*
Kennedy High (FUSD)	6.4 %	87.5%	28.0%	10.0%	32.0%	27.0%
Robertson Continuation High (FUSD)	6.4%	92.1%	28.9%	17.8%	31.9%	13.9%
Newark Memorial High (Newark USD)	16.1%	68.4%	36.0%	9.0%	27.2%	26.0%
Bridgepoint Continuation High (NUSD)	16.1%	112.7%	51.9%	17.7%	11.4%	15.2%

**Includes Asian, Pacific Islander, Filipino.*
*** Reported rate*

According to the Alameda County Health Care Foundation, Latino youth have the highest drop-out rate of any ethnic group within the county (26.3%), followed by African-American students, whose current drop-out rate is 22.9 %. In the high schools in our targeted areas, Latino and African American students often make up the majority of the student population (see table above). Latino and African American students are disproportionately represented in continuation schools.

How enhanced coordination will improve partnerships and delivery of antigang strategies. At present, antigang activities in Alameda County are scattered, underfunded, and are not sharing sufficient information and resources between activities in Oakland and the rest of the county. While gang members move freely among jurisdictions along the Interstate 80/880 corridor, and at-risk youth and their families move frequently from Oakland to San Leandro or Hayward and back again, the agencies tasked with serving those youth and gang members all too often operate in silos, unaware of the programs and services in neighboring cities, not sharing best practices, not communicating to resolve common problems.

There is a deep need to build a common purpose/strategy among the entities working to prevent and counteract gang activity in the entire county. As the county's largest city and the city with the most overwhelming numbers of gang members, homicides, drug related crimes, gang activity, and high school dropouts, Oakland stretches its own and county resources to the limit attempting to deal with these problems, which still defy long-term solutions. Other jurisdictions in the county sometimes feel under-resourced and frustrated when they see local, state, and federal funds channeled toward Oakland rather than to the county as a whole. Meanwhile jurisdictions in the bal-

ance of county feel compelled to seek out independent resources and develop independent strategies to deal with their own gang issues. As a result, Oakland, the county as a whole, and the cities within the county all lose out on the benefits of closer partnership and the sharing of valuable information and experience that is so vitally needed to combat the gang epidemic in the county.

With OJJDP funding for gang prevention coordination in the balance of county, Alameda County would have a more balanced approach. The Oakland Interagency Gang Prevention Coordinator and the Alameda County Gang Prevention Coordinator could both work together to influence decisions that affect the whole county. The two coordinators could share experiences and build on each other's successes. For example, the Oakland IGPC has seen great success in school-based outreach; while ACAP's antigang programs have shown great promise in getting at-risk and gang-involved youth into the workforce and connecting them with local employers.

Strategies that will be used to achieve the goals and objectives identified in the previous section. Our plan includes strategies to enhance coordination and collaboration at the school site, community, city department, and county levels, and to promote more effective partnerships across these various sectors of the county's gang prevention programs.

(1) Juvenile Justice Center strategy. The ACAP Gang Prevention Coordinator will work with our partners in Probation, Health Care Services, Behavioral Health Care, the District Attorney's Office, the Sheriff's Office, Social Services, and other county agencies, as well as with targeted school districts. This will expand the work that is already being done in Oakland to other school districts and jurisdictions elsewhere in the county. The Gang Prevention Coordinator, along with ACAP's Executive Director, will help to convene meetings and broker partnerships among the county agencies and the targeted cities.

(2) School-based strategy. At the ***school site*** our activities will focus on building the capacity of school leaders, teachers, and staff regarding gang prevention; expanding gang prevention strategies to include schools in targeted districts; and creating highly relevant and accessible tools (see

Handbook and website below) related to youth gang activity.

Trainings and technical assistance for schools will focus on how to develop the capacity for and implement the following: a) in-school suspension programs that include family outreach and engagement, b) youth groups on anger management and restorative justice, c) opportunities for meaningful community service and restorative justice, d) individual and group counseling for gang involved youth, e) substance abuse intervention, and f) a variety of academic and career development support services. We will facilitate these groups using staff from Alameda County Probation, police departments' Youth and Family Services Bureaus, engaged CBOs, ACAP, and outside instructors with real-world experience in best practices. Schools will develop plans to reach out to families and engage youth one-on-one in order to make a real impact in their lives

As part of our school-based strategy, a work group consisting of the Gang Prevention Coordinator, school and CBO staff, public agency staff, contracted gang experts, and a technical writing consultant will collaborate to produce a Gang Prevention and Intervention Handbook targeted to the schools and a wide range of groups and individuals in the balance of the county who are working with youth at-risk for joining gangs or who are already involved in gang activity.

The Handbook will serve as: a) a "how-to" prevention and intervention manual to identify the signs of potential and actual gang participation and will provide intervention strategies based on best practices research; b) an informational monograph on Alameda County gang activity and history; c) a resource library for school leaders, teachers, parents, service providers, and public agencies to better collaborate and share information and knowledge; and d) a template for a gang prevention module to be added to school site plans should a school wish to integrate such a component. The Handbook will be linked with technical assistance and training for schools that will help build their capacity to assess where they are vis-à-vis the gang issue in their area; what they have in place to help combat the spread of gangs; how they work with at risk youth, and other self-assessment elements. This "self-study" approach is currently used effectively by area schools to develop site plans, safety

plans, WASC accreditation, and other intervention strategies. The Handbook will be modular in nature, with sections for elementary and secondary schools, sections on best practices, region- or city-specific conditions, etc. The Handbook will be available for download on the ACAP website and school district websites and it will be updated on a quarterly basis. In this way the information will be kept up-to-date as agencies and staff change locations, roles, phone numbers, and email addresses.

School Site Professional Development and Capacity Building (Secondary Prevention and Intervention). We will provide professional development and technical assistance to school leadership (principals and vice principals), counselors, and teachers to assist them in recognizing signs of gang involvement and activity and provide strategies for intervention. Juan Carlos Carmona (a contracted consultant who has worked in both Hayward and Oakland) will offer 50 hours of small group and individual consultation and training at 10-12 sites per year, serving up to 60 school leaders and teachers in year one and 90 in year two. This work will help schools perform self-assessment as described above and implement policies and practices that are anchored in research and that operationalize the framework provided in the Handbook.

(3) Parent involvement strategy. This strategy will involve at least four school-based trainings in year one (at least eight in year two) by experienced gang prevention instructors, to raise parents' awareness of gang activity in their areas and help them develop approaches for engaging with their kids around gangs. We aim to serve at least 75 parents in at least three school districts in year one, and at least 150 parents in at least five districts in year two.

Parents of older and/or out of school youth, who would not be reached through a school-based strategy, will be invited to gang awareness events at the BETA office in the Bayfair Mall. We will aim to have at least two such events in year one, serving at least 20 parents and four in year two, serving at least 40 parents. These events will feature forthright panel discussions with members of the Eden Youth Leadership Council, BETA graduates, and gang awareness instructors, about the

realities of how gang activity affects young people. We plan to feature Kevin Grant, who has provided informational and motivational training as a contractor to Probation, Health Care Services Agency, and the City of Oakland, as well as our San Lorenzo Ceasefire project, as a mediator.

Parents in the Eden Area will also have the opportunity to engage with other parents through the Heart of Eden volunteer program, a partnership between ACAP and the Deputy Sheriffs Activities League. Volunteers will conduct outreach to engage other parents in attending parent trainings, participate in community service along with their children, and assist in community-based recreation activities to provide more positive opportunities for youth in the area.

(4) Policy study and recommendations. We will build the ACGPC Coordinating Council, a multi-level collaboration that convenes a) high level policy makers; b) managers from relevant partner agencies; and c) community leaders, who will all participate in work groups that will set strategies and the effective on-the-ground intervention approaches to work with high risk youth. The Coordinating Council will meet quarterly throughout the two years of the grant, and we will work to find funds to sustain it beyond the grant period. The Coordinating Council will review work groups' progress at each meeting and set action items for members around key issues in gang prevention and intervention coordination: (a) Developing a countywide strategic plan for gang prevention and intervention among youth and young adults, (b)Developing a funding strategy to build coordination in times of economic hardship and falling budgets, (c)Tracking known gang members as they move across jurisdictions. (d) Coordinating school, mental health, and support services for at-risk and gang-involved youth as they leave one jurisdiction and enter another. (e)Developing common intake and other forms to make possible common data analysis.

Evidence-based practices for programs. The antigang strategies that we are seeking to coordinate are all based on sound evidence and are already demonstrating positive results. ***CalGRIP strategies*** in Oakland, San Leandro, Eden, Hayward, and the Tri-Cities incorporate close partnerships with law enforcement; wraparound case management, youth development, cognitive behav-

ioral treatment, and connecting potential and current gang members to the legitimate economy through work, work experience, and vocational training. The Sheriff's Office, ACAP, and San Lorenzo USD are partnering to modify the approach of Operation Ceasefire to make it a school-based program. Operation Ceasefire has perhaps stronger research backing than any other gang prevention/intervention program in the country.[8] ***School staff and parent trainings*** in Oakland schools are provided by CYO, which has won statewide recognition for its gang prevention trainings using the evidence Strengthening Families model.[9] We plan to bring similar trainings to schools in other areas heavily impacted by gang activity. ***Creation of interagency, multi-jurisdictional partnerships*** to ensure that youth and young adults in detention are able to successfully re-enter their communities is a prerequisite for effectively combating gang activity. The ***JJC's new design and programming*** are based on research in a variety of fields. Local and national research points to increasing acuity in the medical, mental health, and youth development needs of youth in custody.[10],[11] Restorative justice, another lynchpin in the JJC's program restructuring, is showing major promise as an intervention practice.[12] Effective aftercare is another promising practice that is a focus at the JJC.

Project design that will facilitate the gathering of data on the required performance measures. We are building in funding for outside evaluation. The evaluators will meet with the Gang Coordinator at the beginning of the program to determine what data need to be collected and how to collect it in a streamlined and efficient manner. Much of this data will come from surveys – participants in the policy group, schools re school climate, parents re workshops, etc.

Leveraged resources. Leverage includes: CalGRIP funds. The AC PAY CalGRIP project, the I-880 Corridor CalGRIP project, and potentially the Hayward CalGRIP project all provide re-

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[8] Braga, Anthony., and David Kennedy. "Reducing Gang Violence in Boston." In Winifred L. Reed and Scott H. Decker (eds.). Responding to Gangs: Evaluation and Research. Washington, DC: National Institute of Justice. 2002.
[9] CYO founder Tony Ortiz received the California Wellness Foundation Peace Prize for developing these workshops
[10] National Health Policy Forum position paper: Mental Health and Juvenile Justice: Moving Toward More Effective Systems of Care, October 2005.
[11] Ford et al, Trauma Among Youth in the Juvenile Justice System: Critical Issues and New Directions, June 2007
[12] Bazemore, Walgrave (eds.) *Restorative Juvenile Justice: Repairing the Harm of Youth Crime*:, Criminal Justice Press/Willow Tree Press, 1999.

sources for gang prevention activities. The project managers of each CalGRIP grant are working full time on gang prevention and coordinating activities within their jurisdictions. However, they will all work with the ACGPC Gang Coordinator to provide information on service resources and gaps, and recommendations on countywide policy.

ACAP leadership. Executive Director Nanette Dillard serves on a number of countrywide and regional task forces and initiatives that are ideal forums to promulgate the coordination of anti-gang activities. Ms. Dillard will spend approximately 5% of her time on advancing gang prevention coordination and 5% of her time overseeing grant operations.

Offices of Supervisors Nate Miley and Keith Carson. Mr. Carson, President of the Alameda County Board of Supervisors, has been extremely active in the creation of the new JJC; while Supervisor Miley and his office have been strong supporters of ACAP's efforts to improve the safety and well-being of the "balance of county" communities.

Staff time from city agencies, law enforcement. Senior leadership and line staff from the targeted school districts, Probation, and the Alameda County Office of Education (ACOE) will participate in the AGGPCC and in a work group regarding sharing data between JJC, the ACOE, Probation and the school districts on a client specific basis.

Staff time from school districts. Senior leadership, teachers, and counselors from participating school districts will contribute their time to coordinating and/or participating in a number of antigang activities, including trainings for school staff and parents; coordinating reentry of youth from the JJC into their districts, and working on the Gang Handbook.

Time from Probation, DA's office, SSA, HCSA, BHCSA, Sheriff's Office. These county agencies, as mentioned in Section 1 have been strong partners in numerous ACAP projects. The partnerships include ACAP's CalGRIP program and BETA employment and training, a proposed countywide young offenders re-entry planning project, and the new Heart of Eden AmeriCorps program. Probation has worked with ACAP to provide referrals and share information on a client

by client basis for youth in ACAP's "ProBETA" services for youth on probation. HCSA and BHCS are key partners in the Juvenile Justice Center planning process. They have also facilitated Medi-Cal billing for mental health and health care services for eligible youth in BETA and CalGRIP, providing hundreds of thousands of dollars in leveraged funds. The Sheriff's Office, particularly the Deputy Sheriffs Activities League and the Bureau of Youth and Family Services, have been instrumental in designing prevention activities for young people in the Eden Area and San Lorenzo, and are core partners in the Heart of Eden AmeriCorps program which will help to expand BETA employment services and other prevention activities. The Sheriff's Office is committed to countywide systems for gang prevention and intervention.

Model from 2008 Oakland IGPC project: Thanks to the 2008 OJJDP Gang Prevention Coordination Assistance grant to Oakland, we have a model in place that consists of school-based trainings, a gang prevention resource handbook creation process, school- and community-based processes for creating antigang plans parent involvement, sharing the experience of the IGPC coordinator, and a template for gang prevention websites.

Heart of Eden AmeriCorps program (projected start Aug 2009): The Heart of Eden program, for which funding should be announced by May 2009, will bring substantial resources to the greater Eden Area (including parts of San Leandro, San Lorenzo, and Hayward). The program will promote volunteerism, business involvement in youth employment programs, strengthening prevention activities for at-risk youth and assistance in getting at-risk youth into the workforce.

Plans for sustainability beyond the grant period. Sustained coordination in these economic times is a challenge; however, we will work towards institutionalizing interagency and intracounty coordination through improved coordination and case management from the Juvenile Justice Center to school districts (with Probation taking an active role), through the training of school district personnel to increase gang awareness on an ongoing basis; and through the continuation and expansion of youth employment programs through Workforce Investment Act funds, YouthBuild

projects, AmeriCorps, and other funding streams.

Other grants serving the same area and target population. Because of its population and the scope of its gang, crime, and poverty issues, Oakland is a magnet for local, state, federal, and private funding. Besides the initiatives mentioned above, there is also major investment in OUSD from Gates, East Bay Community, and the San Francisco Foundations. Union City passed Measure K in November, modeled partially on Oakland's Measure Y and dedicated to public safety and violence prevention. Atlantic Philanthropies funds Oakland's Safe Passages project. Most high-poverty schools have access to 21st Century Community Learning Center fund and After-School Education and Safety funds for after-school programming, including family services. The Clorox Foundation funds the East Oakland Youth Development Center, which provides prevention activities.

New coordination that would not otherwise be funded. Coordination between Oakland and balance of county. While the processes being developed in the partnership between county agencies, the city of Oakland, schools, and CBOs around the Juvenile Justice Center might be replicated in other areas of the county given time and resources, the economy and California budget mean that this coordination needs a push to make it happen in a timely way. The risks involved in waiting for the resources to be there are (1) potential long wait for cities and the county to find additional resources to work together and (2) the risk of losing the window of opportunity that is open now, while the JJC plans are still being formulated. Oakland, with Measure Y funding, is piloting research-based strategies to get kids back in school, into counseling, and out of gangs, and the opportunity to replicate this strategy is most viable while other cities can get in "on the ground floor".

Coordination with schools throughout high risk areas. With budgets being slashed, there is little chance that school districts would have any resources to develop a coordinated and consistent antigang policy without outside funding. OJJDP funding will enable this process to begin by supporting staff time for professional development (gang awareness and prevention trainings), providing technical assistance to selected districts, and facilitating work groups around the Handbook,

which will involve multiple school districts.

Development of Gang Prevention and Intervention Handbook. There are no existing resources with which to develop these materials, and it would not be possible simply to utilize the Oakland handbook since the handbook needs to be made specific to local conditions. Each area's handbook will be available online and in print for all interested parties to learn from and emulate.

The attached ***logic model*** outlines the issues, resources, inputs, outputs and impacts anticipated as a result of the ACGPC's activities.

4. Capabilities/Competencies

Policy Experience. ACAP is a member of the Violence Prevention Leadership Council, the operative arm of County Supervisor Nate Miley's Violence Prevention Initiative. We also participate in the Alameda County Violence Prevention Reentry Subcommittee, another element of the initiative. The Subcommittee's monthly meetings convene representatives from community organizations, probation and parole, service providers, county sheriff, attorney general and county human resources. We are also in the second year of our Community Action Reentry project (CARE), in which we serve individuals aged 18 to 29 who were convicted as adults. In the CARE project, ACAP is partnering with Community Services and Development Department (CSD), the California–Nevada Community Action Partnership (the state association for Community Action Agencies), California Human Development Corporation in Santa Rosa, and Second Chance, San Diego. The partners share best practices, training and technical assistance to support young ex-offenders in finding work and accessing other critical services in their communities. This project has provided us with additional expertise in meeting the needs of ex-offenders, as well as in effective sharing of best practices and providing and receiving technical assistance. Grantee meetings emphasized comprehensive services to reentering adults and youth, including job search skills, career exploration, job search assistance, life skills, and mental health assistance. We are actively involved in the Eden Area Livability Initiative, where Hilary Bass, Youth Development Coordinator, serves on the Executive Committee,

and in the Ashland Violence Prevention Initiative.

Roles and responsibilities of project staff. Project oversight will be provided by ***Nanette Dillard, Executive Director of ACAP,*** who has overseen the growth of ACAP from a small agency overseeing Community Development Block Grants to a burgeoning force in the region, providing anti-poverty and violence prevention services that address identified gaps in community services. Ms. Dillard is on the Executive Board of the Cal-Neva Community Action Partnership and a member of the Re-entry Health Task Force headed by former Public Health Director Arnold Perkins and Urban Strategies Council. Ms. Dillard will play an active role in maximizing the potential of current and future partners, drawing in resources to contribute to the success of the ACGPC.

ACAP gang coordinator. This position will require skill in facilitation, knowledge of regional gang issues and national best practices, and the ability to communicate with a broad range of individuals. Keith Walters, our candidate for the position of ACGPC Gang Coordinator, is an experienced gang program coordinator for the state of Virginia and for the Alameda County Office of Education. He has experience designing gang diversion strategies, working with gang-involved youth, training teachers and administrators in gang awareness and prevention, and managing and developing program staff. He has designed and implemented re-entry programs with departments of Probation and Juvenile Justice. If Mr. Walters is unable to take this position, we will seek someone with similar qualifications and experience.

Juan Carlos Carmona, Gang Consultant, will provide technical assistance to schools on an individual basis, working with administrators, staff, and teachers to help them identify potential or actual problems, areas of conflict, or hot spots on campuses, and to help develop concrete strategies for mitigation. He will serve on the School Strategies work group. ***Kevin Grant and Victor Diaz,*** Gang Prevention Instructors, will facilitate gang awareness and prevention trainings for school staff, CBOs and agencies, as well as for parents in targeted high schools. Mr. Grant and Mr. Diaz will also facilitate gang prevention trainings for parents of out of school youth at the BETA office.

Otis Ward is a licensed credit counselor, financial advisor, and homeownership trainer who provides re-entry services for clients in the area of financial literacy, including credit counseling workshops, income tax assistance, banking access, IDA account access, and homeownership training. Mr. Ward will share best practices in financial literacy with for at-risk youth with the countywide collaborative. ***Mary Divine*** is the ***Manager of the ACAP Bayfair Employment Training Academy*** (BETA) in San Leandro. Ms. Divine would be a key part of a working group on wraparound services, case management, and employment services for at-risk and gang involved youth. ***Hilary Sohcot Bass*** is the ***ACAP Youth Development Coordinator*** and founder of the ACAP Youth Leadership Council, a youth-led force for violence prevention and positive youth development in the Eden Area. Ms Sohcot Bass is one of ten current Koshland Community Fellows, collaborating with the San Francisco Foundation (SFF) to promote civic unity in solving neighborhood problems in the heart of the Eden Area. She will serve on the school strategies work group. ***James Brown, ACAP Re-entry Services Coordinator,*** an ex-offender, has over 20 years experience in re-entry. With funding from the Prisoner Re-entry Initiative, Mr. Brown will coordinate with the Oakland's Measure Y re-entry programs to ensure that young adults coming back to anywhere in Alameda County, receive comparable and coordinated services.

Danielle Toussaint, Ph.D. of Hatchuel Tabernik & Associates will serve as Lead Evaluator, gathering and analyzing qualitative and quantitative data, managing the evaluation process and preparing reports both for program improvement purposes and for summative evaluation.

Program's structure and operations. As the attached organizational chart shows, ACAP will take responsibility for initiating the formation of the ACGPC and its Coordinating Council; for creating and convening work groups and providing follow up research, notes, and information in support of the Coalition, the Coordinating Council and the work groups. The Gang Coordinator will report directly to the Executive Director, who will provide guidance on how best to approach coordination activities from a political and policy standpoint. The Coordinator will also work closely with

ACAP's program coordinators, described above, to ensure that operational-level input is included in meetings and work groups at every level. The Executive Director reports to the ACAP Governing Board of elected representatives from 13 cities and the county, and is advised by the Community Advisory Board, which represents the public, private, non-profit, and low-income sectors This board structure allows for maximal input from stakeholders throughout the county.

Experience and capability of the applicant and contractors. ACAP and its partners have a strong history of partnering around a shared vision for youth and young adults, creating innovative programming, leveraging funding and partnerships and working on a countywide basis. The programs described below provide evidence that ACAP and our partnership can successfully coordinate the ACGPC and move the partnership to achieve the goals outlined in Section 2.

The Bayfair Employment and Training Academy (BETA) launched in mid-2007, growing from a 16-youth pilot project to a thriving program serving 250 youth per year, including 94 to date who are on probation or have a criminal record. Our wraparound case management and support system, job readiness training, job development, and retention services have been so successful that our graduates' parents are coming to us for assistance in getting a job. Our GED curriculum was created by the ACOE and is state-approved. We have generated partnerships with community colleges, the Regional Technical Training Center, the K-12 system, Health Care Services Agency, Probation, Public Works, the Alameda County Office of Education (ACOE), and GSA to help provide jobs and support services to BETA participants. We are working with the County Redevelopment Agency on planning for construction and programming at a new Holland Park Youth Center.

AC PAY (CalGRIP) Gang Prevention Program. ACAP, the Vallecitos Center for Employment Training, ACOE, Alameda County WIB, and Tri-CED Community Recycling are currently implementing Alameda County Positive Alternatives for Youth (AC PAY), a holistic approach to educational, employment, and support services to gang-involved and at-risk youth. The AC PAY program includes the Eden Area and is funded through Workforce Investment Act dollars from the Alameda

County WIB and Governor's 15% discretionary CalGRIP monies. *ROCK – Reconstructing One's Character through Knowledge* is a program for young probationers 18 to 25 years of age administrated by the Alameda County Probation Department. ACAP provides key employment-related services for this program. ACAP administers the *Reentry Service Center for Unemployed Ex-Offenders,* for youth and adults returning to the community after incarceration. RESCUE provides integration services, cognitive therapy, employment training, anger management, mental health, support services and access to other necessary services. Partners in this program are the Sheriff's Office, Probation, the Eden Area One Stop Center, the Oakland Private Industry Council, and the California Dept. of Corrections and Rehabilitation. The Alameda County Reentry Subcommittee acts as the advisory board for this program funded through the Prisoner Reentry Initiative and Alameda County Probation.

ACAP's experience in countywide collaboration. We are planning close collaboration among county partners, with ACAP taking the lead in directing the planning process. ACAP is well suited for this role for several reasons. (1) ACAP's core service area encompasses all unincorporated areas and cities in Alameda County (excluding Oakland and Berkeley), so ACAP has a history of partnering with these jurisdictions. ACAP's governance structure, a Joint Powers Authority among Alameda County and the cities, includes a Governing Board of elected officials, and a Community Advisory Board representing all regions of the county. This structure puts ACAP in an ideal position to facilitate coordination and the replication of best practices throughout the county. (2) As the congressionally mandated Community Action Agency for the county, ACAP has a broad mission to combat and prevent poverty. ACAP is involved in juvenile and adult gang prevention and re-entry programs linking employment, training, mentoring, education, and support services through the Prisoner Re-entry Initiative and CalGRIP grants and has a strong history in partnering with California Department of Corrections and Rehabilitation, Probation, HCSA, BHCSA, the Sheriff, police departments and school districts. (3) ACAP's governance structure gives it flexibility (and fiscal independence) to pursue innovative plans and programming, while still being an integral part of

county infrastructure. Most recently, ACAP launched the Alameda County Poverty Resource Network, a multi-jurisdictional effort to identify and eradicate areas of poverty by interlinking support and social services with economic and workforce development. The process has involved local research on poverty's severity, causes, and broad social effects; targeting industries and businesses to provide jobs and training; soliciting a range of community input; and establishing work groups based on geographic sub-regions.

Contractors' experience. Juan Carlos Carmona, our proposed consultant to assist with the Gang Prevention and Intervention Handbook, has over 20 years experience in gang prevention and intervention, youth development, and school-linked services. He has most recently been Coordinator of the after-school program at Oakland Technical High. Previously, Mr. Carmona worked with Hayward USD and ACOE on a Gang Risk Intervention Program, and as an independent consultant to ACOE. Kevin Grant is a highly experienced consultant in re-entry and juvenile justice. He is currently working with ACAP and the Sheriff's Office on the San Lorenzo Ceasefire project, and has worked as Violence Prevention Network Coordinator for the city of Oakland, providing Ceasefire model services in West Oakland. Victor Diaz of Diaz Associates in South Hayward has been working with at-risk and gang-involved youth and families for many years, providing counseling, linkages to support services, and services to schools. Mr. Diaz provides counseling to youth on probation through ACAP's CalGRIP project and is also an instructor in the San Lorenzo Ceasefire project.

Hatchuel Tabernik & Associates (HTA), a Berkeley-based consulting firm, has over 12 years of experience in facilitating collaborative processes, working in the fields of juvenile justice, education, mental health and social services. HTA has been under contract to OUSD AltEd's Violence Prevention Program since 2007, coaching AltEd Violence Prevention Coordinator Shirley Yee and, more recently, the IGPC to be more effective; and working with the Oakland IGPC work teams to develop the Gang Prevention and Intervention Handbook

Eden Area YouthBuild

The Associated Community Action Program of Alameda County (ACAP), the public Community Action Agency for Alameda County (except Berkeley and Oakland), proposes the Eden Area YouthBuild program, engaging 30 local young adults and youth in the underserved, unincorporated Eden Area. We will focus primarily on young people aged 18-24 who have been involved with the juvenile or adult justice system. The construction training, education, and service/youth leadership elements of the program will all be green-focused, in keeping with Alameda County building standards and the growing East Bay "Green Corridor" of environmentally sustainable industries.

Profile of Ashland/Cherryland	
Population (US Census)	35,000
Poverty rate (US Census)	13.3%
Drop-out rate (Alameda County Health Survey)	22.2%
18-24 year-olds w/out h.s. diploma or GED (Alameda County Office of Education estimate)[1]	34%
Homeless Individuals (Alameda County Public Health, estimate)	1,258
Unemployment (Alameda County WIB estimate)	8.5%

I. Statement of Need

Ashland/Cherryland, the heart of the Eden unincorporated area, represents one of the most ethnically diverse, low-income regions of Alameda County, in California's East Bay area. In 2005, approximately 35,000 people lived in the unincorporated communities of Ashland and Cherryland; 25% of whom were under the age of 14 and more than 10,000 between ages 15 to 24. Latinos make up 35% of the population, followed by Caucasians (31%), African Americans (16%) and Asian/Pacific Islanders (13%). Forty percent of the 12,574 households have incomes below $30,000 and 8.5% of adults over 25 are unemployed, significantly higher rates than the county as a whole. Small businesses in the area tend to be liquor stores and corner stores. Nearby Bayfair Mall offers a number of retail jobs, suitable for youth and entry-level workers but insufficient to sustain a family in this high-cost area. The Council for Community Economic Research puts Alameda

[1] Of the 106 18-24 year olds who walked in to the ACAP BETA youth employment program in July-August 2008, **none** had a high school diploma or GED. These youth were from the Eden Area.

County in the 10 most expensive metropolitan areas **nationwide** for overall cost of living. However, one cause for optimism is the "Green Corridor" of environmental technology and construction firms in the East Bay, which will be discussed at greater length in Section 3. These jobs will require an educated, skilled workforce.

Unincorporated Ashland and Cherryland are deeply underserved. While cities benefit from libraries, police, sports leagues, youth commissions, and out of school time programs/services for youth, these communities have few of these resources. Ashland and Cherryland are riddled with graffitti, litter, vacant lots, liquor stores, and medical marijuana clubs. Youth are bored and lack positive support and direction, while gangs provide a support system and economic opportunity through the drug trade. The 2007 Ashland /Cherryland youth survey revealed that the majority see violence and crime in their neighborhoods "very often" or "fairly often." Over 80% of respondents indicated that the existence of positive activities in their community would reduce or eliminate youth involvement in gangs and crime.

In San Leandro, Ashland, and Cherryland, gangs from East Oakland are spilling southward, while gangs that used to be confined to Hayward are moving northward. Inspector John Lage of the Hayward Police Department states there is "an upswing in overall violence" related to this phenomenon. At the Eden Area Livability Initiative's 2007 community forum, gangs and gang violence were cited most frequently as a threat to safety. In 2006, according to Probation, 447 youth were on probation in Hayward, San Leandro, San Lorenzo, Castro Valley, Ashland, and Cherryland, accounting for 25% of all juvenile probationers in the county. There are also 259 parolees from the Juvenile Justice Division, California Department of Corrections and Rehabilitation, in Alameda County.

While district-reported dropout rates often do not reflect realities on the ground, the

school districts in our area significant dropout rates. In Hayward Unified School District, the four-year derived dropout rate is 14.6%. The reported rate for San Leandro USD is 7.2% and 10% for San Lorenzo. The Alameda County Health Care Foundation reports that Latino youth have the highest drop-out rate of any ethnic group within the county (24.3%), followed by African-American students at 21.9%. Latino and African American students make up the majority of Eden Area high school populations, as seen in the table below.

School	District 4-year Dropout rate	% Latino	% Afr.-Am	% White	% Asian/ Pac. Is.
San Lorenzo High (SLzUSD)	10.1%	46%	25%	11%	17%
Brenkwitz High (Hayward USD	14.6%	41%	35%	11%	8%
Hayward High (HUSD)	14.6%	44%	24%	18%	11%
Mt. Eden High (HUSD)	14.6%	45%	11%	10%	31%
Tennyson High (HUSD)	14.6%	52%	14%	8%	25%

II. Program Management and Organizational Capacity

ACAP, a Joint Powers Authority representing 13 cities and Alameda County, will utilize experienced staff throughout several Alameda County agencies to implement and oversee this grant. ACAP has served the low-income residents of Alameda County for 34 years. ACAP, the congressionally mandated Community Action Agency for Alameda County, is responsible for subcontracting and managing Community Service Block Grant funds; working with subcontractors to ensure that we meet program objectives; reporting to our funder; and working with representatives of the community we serve to ensure that we are meeting their anti-poverty needs and addressing both the immediate impacts and the root causes of poverty. We are the recipients and managers of a federal Prisoner Re-entry Initiative grant, a federal Assets For Independence grant, and a Governor's Discretionary CalGRIP grant for gang prevention and intervention. We initiated youth development and youth employment programming to meet identified service gaps in the area.

ACAP annual budget of $1.9 million is administrated by the County's Auditor Con-

troller and pass through three control processes before expenditures are approved. We create and submit expenditure reports according to the guidelines of our federal or state contract. Monthly cash reconciliations are submitted to ACAP's Executive Director and reviewed by the ACAP accountant, in the county's Financial Service Department.

Nanette Dillard, Executive Director, has implemented several successful programs that have coordinated the services of multiple Alameda County agencies and community-based organizations in all the successful youth employment programs described in Section 5. *Paul Daniels, Grants Manager*, is a former National Bank Examiner for the Office of the Comptroller of the Currency and has administrated all ACAP grants since 2004, including several federal grants. *Alex La Madrid, Alameda County Social Services Agency Financial Specialist*, has almost 20 years of experience handling the fiscal side of federal grants and works exclusively with ACAP on our federally funded programs. *Hilary Bass, Youth Development Coordinator,* is a Boston University and AmeriCorps alumnus and has created a network of youth serving organizations including schools, public agencies, and community-based agencies. *Mary Divine* is the Manager of the ACAP Bayfair Employment Training Academy (BETA), where much of the youth training will take place. *James Brown,* Reentry Services Coordinator, works closely with Alameda County Probation, Alameda County Sheriff's Office, and San Quentin State Prison to provide employment-based reintegration services to reentering ex-offenders. He will work with YouthBuild participants to help ensure that past or present involvement with the justice system does not hold them back from achieving educational and employment goals.

New staffing will include a full-time *YouthBuild Program Manager* who will oversee the implementation of all aspects of the program and act as liaison with all other agencies and partners involved in the grant. This individual will have extensive experience in YouthBuild or a similar program, and will be adept at enabling coordinated interagency projects involv-

ing the public, private, and nonprofit sectors. The YouthBuild Manager will have working knowledge of construction projects and tasks in order to liaise effectively with the Alameda County Redevelopment Agency's contractors and with the pre-apprenticeship and apprenticeship programs with which our program will be linked.

We will also hire a 75% FTE *YouthBuild Build Your Future Coordinator* to ensure that all participants receive their diploma or GED and are linked to post-YouthBuild education, training, and employment that meets their skills, interests and needs. The individual hired for this position will have in-depth knowledge of the education, training, and employment options available in Alameda County, including knowledge of and contacts with the building trades unions and the East Bay's emerging "Green Corridor" of environmentally sustainable construction and other technologies.

One full-time and one part-time case manager will work with the program participants to keep them on track and provide connection to other key support services. These case managers will also act as site supervisors for the participants when on the worksite. ACAP case managers are skilled in working with at-risk youth and young adults, including probationers and parolees, who have not finished high school and have no GED. Our BETA program provides multiple opportunities for young people to catch up on high school credits, earn a diploma, or prepare for and pass the GED exam. Case managers also work in partnership with the Alameda County Behavioral Health Network and a broad range of other partners (see Section 4 for details) to ensure that participants' mental and physical health care needs are met, as well as needs for housing stability, family income stabilization, expungement of criminal records, financial literacy, procuring ID documents, and much more. These services will be discussed in greater detail in Section 3(d). Because our youth employment systems and partnerships are well developed, we will be able to begin program operations within six

months of the grant award. In fact, we plan to enroll 16-17 year olds at the beginning of the 09-10 academic year.

III. Project Design, Service Strategy, and Program Outcomes

A. Recruitment and selection. The program will provide two different tracks: one for youth ages 16 to 18 are currently attending high school, but at risk of dropping out or not completing high school, and another track for young adults aged 18-24 who have not completed their high school diploma or GED, are no longer connected with a school, and have been in the juvenile or adult justice system or are at risk of being in the system.

Referrals: ACAP will utilize its current referral system working with program partners Alameda County Probation, Alameda County Sheriff's, Hayward Police Department, the San Lorenzo Unified School District, and the Hayward Unified School District to find suitable candidates. Both of the school districts mentioned have continuation and alternative high schools where the vast majority of youth fit the profile outlined above. We will work with the WIB and the One-Stop Career Centers to identify additional candidates. The Alameda County Court system will also refer clients to the program. We have had great success for the past two years working with schools and have a robust partnership. ACAP will also refer participants from our other youth programs if they meet the eligibility criteria.

We will place special emphasis upon targeting young women. We will work with Joyce Guy-Harris, Outreach Coordinator for the State Building & Construction Trades Council and an Alameda-based welder by profession, to ensure that young women get both the opportunity and support in enrolling in YouthBuild and completing the program. Ms. Guy-Harris's story – as a single mom, she supported herself and her son, 2003 MLB National League Rookie of the Year Dontrelle Willis, through her union job – will inspire and help engage young women and men. We will create a culture of equality, respect, and teamwork in

our YouthBuild corps, so that both men and women feel safe, supported, and empowered.

Selection Process. Potential participants will fill out an application, including references. ACAP and its partners will form a selection committee that will evaluate each application on the criteria of need, interest, roots in the community, willingness to commit to the program, and willingness of the participant's references to support him or her in the process. Finalists will be interviewed by a selection committee, which will include representatives from education and training programs, unions, the Youth Leadership Council, and the Alameda County Redevelopment Agency, which owns the worksites.

B. Delivering Education/Occupational Skills Training to Youth. (1) and (2) Education and Occupational Skills Training. Youth aged 16 to 18: Participants in this age group will be enrolled in the Construction Technologies course at the Eden Regional Occupational Program. Participants will attend two full semesters of challenging course work that begins at 8:30 a.m. and ends at 3:00 p.m. providing for a full day of activity five days a week. The course teaches classroom and work-site competencies through project-based learning in: basic construction math, project organization, starting the job, foundations and support structures, practices and procedures for standard wood framing, exterior wall and roof coverings, repairing and/or altering old and new structures, and new technologies. Students develop skills in project planning, layout, new and remodeling construction, foundations, and finishing. Design skills are incorporated through actual construction projects both on and off campus, and instructors integrate both academic and workplace skills in all parts of the curriculum.

Youth who attend the program will not only earn high school course credit, but also college credit at Chabot Community College After completing the ROP training program, participants will remain in school in the mornings and join the older youth in the afternoons to

form a crew that will work together on the worksite under the supervision of the two case managers who coordinate with the worksite contractor. As we anticipate that youth in this age group who will be part of YouthBuild will be enrolled in an alternative education program rather than comprehensive high school, this schedule will work with their school commitments. Eden ROP is located close to the area where the target population lives so the youth will be able to easily transport between the instruction site and their homes.

The educational program for these youth will be provided through either Brenkwitz High School, the alternative school for Hayward Unified School District, or Royal Sunset, the alternative high school for San Lorenzo Unified. Both schools are WASC-accredited and have earned accolades locally for creating school climates built on respect, discipline, and innovative education for students who need alternatives to traditional high school. These youth will also have the opportunity to recover credits through enrollment in Cyber High – state-accredited Internet-based classes in core subjects such as English, algebra, history and science. Cyber High courses meet graduation requirements and can be securely accessed online from any Internet-connected computer. Participants can work on Cyber High at school, in a library, at home (if their families have computers), or at the BETA office. Mastery of academic material will be measured by coursework grades, completion of core classes required for graduation, and receipt of a high school diploma or GED. Our aim will be to have all younger youth earn their diploma; however, we recognize that many of them are in difficult and unstable situations that have led to their being at risk academically and socially; therefore, we do not want to make a diploma the only measurement of success.

In addition to academic skills, 16-17 year olds will be required to participate in BETA's job readiness and life skills training, a modular 60-hour course which can be delivered according to youths' schedule. Provided by seasoned professionals in workforce development

for at-risk youth, these workshops cover workplace expectations and etiquette, self-presentation, resume and application preparation, time management, communications skills, anger management, goal setting and planning, and exploring educational and career interests. These workshops have demonstrated their effectiveness, as local retailers (including Circuit City, Bed Bath & Beyond, and Old Navy) who once actively feared having Eden Area youth in their stores now ask to hire BETA graduates.

Young adults aged 18-24 will attend a 14-week pre-apprenticeship training course at the Cypress Mandela Building Trades Program. Instruction will occur five days a week from 8:30 a.m. to 3:30 p.m. and will includes academic skills building in math through construction trades; environmental training; introduction to cement work, framing, form, and foundation work, structural steel and ironwork, and to the construction industry and apprentice structure; job safety; tool and material identification; site surveying; fundamentals of electrical and plumbing; introduction to operating engineers; fundamentals of solar: solar installation, techniques and training; and life skills, including time management, budgeting, nutrition, chemical dependency education, sexual harassment, job survival skills, mentoring, team building, and relationships.

After completing the program, young adult participants will attend GED courses at the ACAP Youth Development Center. GED instruction will take place daily and participants will also receive college credit through the California Community College Foundation, connecting to a community college of their choice. ACAP's GED preparation courses have enabled 33 young adults to earn their GEDs in the past 18 months, with dozens more in the pipeline. Classes are taught by credentialed professionals from subcontracted non-profits. Young adults will also have access to Cyber High courses as described above, as well as online GED prep and practice. This phase of the program will take approximately two

months. Academic mastery will be measured by progress in GED prep classes, completion of Cyber High courses, evaluations from GED instructors, and eventually, by completion of the GED requirements. We will also measure how many of these young adults enter post-secondary education during and after the operations phase of the YouthBuild project.

Educational planning, preparation, and assistance. Each youth's case manager will work with him or her to complete a further education plan. This plan will include college visits and research, budgeting for college costs, assistance with applying for financial aid, and liaising with special programs at Laney, Chabot, and Ohlone Community Colleges that work with at-risk students and first-generation college goers. After completing their diplomas or GED, participants will be fast-tracked for admission into apprenticeships through the Cypress-Mandela Program or the Alameda County Apprenticeship Coalition. These apprenticeships coordinate with the Peralta Community College District, the Chabot Community College District, and the Ohlone Community College district so that apprentices can continue their education while participating in paid employment. Youth will receive needs-based assistance with textbooks, work clothes, and tuition while enrolled in college or training.

Occupational skills training. In addition to their training at Eden ROP and Cypress Mandela Training Center, participants will also learn construction skills by working with the ACAP YouthBuild crew. Through agreements with the unions, Alameda County Redevelopment Agency, and General Services Agency, YouthBuild teams will work with union crews on two primary projects. Their first training project will be the construction of the Holland Park Youth Center in Ashland. This Youth Center was identified by Eden Area residents (including almost 200 youth) as one the top three priorities to improve the area's livability. At present, the all-youth Youth Leadership Council, founded and facilitated by ACAP, is participating in the building design and program planning, so that YouthBuild par-

ticipants will be participating in a youth-planned, youth-driven project. This project will utilize not more than 10% of total YouthBuild grant funds. The second project will be construction of new low-income housing on a former mobile home park adjacent to the Youth Center.

Cypress Mandela graduates will already have been exposed to a variety of construction technologies during their pre-apprenticeship, including carpentry, electrical, plumbing/pipefitting, and solar technologies. To the greatest extent possible, these participants will be placed in training positions that fit their interests and future goals. The Cypress Mandela program is endorsed by the Alameda County Building Trades Council and works in conjunction with the City of Oakland, the California Department of Transportation (CALTRANS), the Environmental Protection Agency, the U.S. Department of Labor, and the Peralta Community College District. Eden ROP graduates receive a certificate of completion, accepted by the carpenter's union as a pre-apprenticeship certification.

We will enroll approximately 36 youth, with the plan that 30 youth will finish the program. Each participant will receive intensive case management and connection to other necessary support services and will include a 12-month follow up period. Our case managers for this project will have specific experience in both construction/apprenticeships and working with at-risk youth, as they will be on the worksite supervising youth and helping to resolve any on-site issues. Supportive Services will be addressed in more detail in 3(d).

Training Emphasis: Participants will receive training in green technology. The selected worksites, the Holland Park Youth Center and adjacent low-income housing, will be built using green guidelines as required by Alameda County government policies. There will be a strong focus on moving youth into post-secondary education or training and green construction. In addition, participants will receive classroom, lab, and on-the-job training in a variety

of traditional construction skills.

Applied learning in construction activities will help enhance academic outcomes. Research has demonstrated that many young people who were disengaged from school can be re-engaged using curricula that relate to their workplace training. Our GED program will link academic skills needed to pass the GED to reading, math, and problem-solving skills needed on a construction site. Curricula will also include reading on green technology, the environmental issues that it pertains to, and the growth of green technology in the Bay Area. We believe that this combination of classroom and workplace education will help shape young people who are not only involved in rebuilding their blighted community, but who are also inspired to engage the community and work towards sustainable systems.

Payment: Participants will receive a stipend of $550/month for the first two years of the program. Receipt of this stipend is contingent on the participant following all ground rules of the program, as outlined in a contract that he or she will sign upon acceptance.

The labor market for young people trained in green construction and technology is strong and projected to be stronger. The Mayors of Oakland, Berkeley, Richmond, Emeryville, as well as the University of California, Berkeley, issued the following statement: "Our region has a robust green business sector with hundreds of local businesses certified as 'green,' contributing to environmental improvement and sustainability, and/or producing green products and services. These … sectors represent huge growth opportunities for the East Bay economy and provide an economic development approach based on existing strengths, locally available skills and technologies, and proximity to green tech-oriented venture capital." Alameda County is projected to add nearly 5,000 jobs in construction trades by 2016, according to the California Labor Market Information System, and another 2,400 jobs in repair and maintenance, a jump of 19%. The retirement of a generation of skilled workers

is already causing labor shortages in Bay Area construction, even in the economic downturn.

Worksite safety is paramount to the project's success. Participants will receive comprehensive safety training at Cypress Mandela and Eden ROP, and site-specific training in OSHA guidelines from the Alameda County General Services Agency (GSA), which is slated to manage construction for both the Youth Center and low-income housing projects. Cypress Mandela has an exemplary safety record and has received multiple national awards for overall program quality. ACAP has a close relationship with GSA, which hires BETA graduates and provides career exploration activities. ACAP case managers will also receive safety training from GSA construction managers. The ratio of supervising adults to youth at construction training sites will be no less than 1:10.

C. Community Service Learning and Leadership Development. We plan to interlink the YouthBuild project with our new Heart of Eden AmeriCorps program, which will be launched in August 2009. The AmeriCorps program will be building our just-created Heart of Eden volunteer program, which will offer youth and adults opportunities for community-building service within the Eden Area. The leadership program that YouthBuild participants will receive is based on leadership training for AmeriCorps members and includes skills and exercises in project management, team building and esprit de corps, effective communication, collaboration, the ethos of service, and managing volunteers. YouthBuild participants will report to the Eden Area Livability Initiative, the County Board of Supervisors, and the Youth Leadership Council on their achievements.

We will link YouthBuild participants, County agencies, and the GSA construction managers with Heart of Eden to create community service learning projects connected to the Youth Center and housing projects. These projects may include: painting and decorating the Youth Center, assisting with landscaping at the Center, and planting/tending community

gardens at the housing site. YouthBuild members will be encouraged to volunteer and to take leadership roles in these projects. These activities will include leadership development training by ACAP Youth Development Coordinator Hilary Bass, awarded a Koshland Fellowship in 2008 for her work in youth leadership and community building in Ashland/Cherryland. This integrated vision of community service will augment the sense of community that ACAP's Heart of Eden AmeriCorps program is dedicated to building.

D. Post-Program Follow-up and Transition Services. Our targeted YouthBuild participants have many risk factors: poverty, unstable housing and family situations, exposure to violence, gang activity, drug and alcohol abuse, and mental health issues arising from trauma and/or anxiety. We have designed wraparound supports to empower participants to complete YouthBuild and transition into higher education and/or employment. Our case managers will formulate a transition plan with each participant and his/her support system that will: outline participants post-YouthBuild employment/educational goal; outline steps for career exploration in high-growth industries, particularly green construction and technology; identify barriers and contain step-by-step plans for removing those barriers. Case managers will assess each participant's readiness for work/placement in postsecondary education and apprenticeships. All participants will have undergone work readiness training and will have been further coached in worksite norms at the construction sites. Case managers will work closely with Green Corridor employers, the WIB's One-Stop centers, and the unions, to identify opportunities for YouthBuild graduates.

The Huskey Report (a comprehensive study of juvenile detention in Alameda County) indicated that more than 67% of detained youth in the county have diagnosed mental health disorders. Youth involved in the system also have a greater likelihood of having used/abused alcohol and other drugs, and of having a mental health disorder than their peers who are not

in the system. We will provide comprehensive mental health/substance abuse assessment to all participants and referrals to individual, group, and family counseling as needed.

ACAP has a vast array of partners in the community that provide supportive services to our low-income clients and will provide these services to YouthBuild participants. Services will include housing support, clothing, food, transportation, child care, health and dental care, legal counseling, financial literacy training, and assistance with expungement of criminal records, opening free checking accounts, and creating federally and locally subsidized Individual Development Accounts and Individual Development and Education Accounts, which match each dollar saved by a participant at a 3:1 ratio.

IV. Linkages to Key Partners and Leveraged Resources

A. Linkages to Partners. ACAP is the lead agency for the Eden Area YouthBuild Program; however, program participants will receive a vast amount of support through the Eden Area YouthBuild Network of over 30 partners. We have conducted an inventory of community assets through the Eden Area Livability Initiative (EALI). EALI, launched in 2007 by County Supervisor Nate Miley, is engaging citizens and government in dialogue about how to create a greater sense of community and bring services to the Eden Area. Over 300 Eden Area residents participated in the EALI initial community needs/inventory process.

Eileen Dalton, Alameda County Redevelopment Agency Director, acquired the selected worksite property and is providing the funding to develop the YouthBuild worksites. She is currently acquiring a worksite for youth emergency, transitional, and affordable housing. *Lane Bailey, Special Project Coordinator,* former Director of the Redevelopment Agency, is in charge of overseeing construction. We will coordinate with the County's Housing and Community Development Department to leverage HUD funds for YouthBuild.

Eden Regional Occupational Program Director Karen Huff runs the construction program at

Eden ROP. *Cypress-Mandela Training Academy,* Obray van Buren is a board member of the Academy and will be providing access to the Cypress Mandela program. Mr. Van Buren is also a member of the ACAP Community Action Board and an outreach coordinator for the local plumbers/pipe fitters' union. Joyce Guy-Harris of the Building and Construction Trades Council will be a key link to union apprenticeships and to enabling YouthBuild participants to work side-by-side with union crews. *Alameda County Workforce Investment Board* will provide labor market information to YouthBuild staff and participants and will connect qualified program graduates to employers with job openings, particularly "green" jobs.

Alameda County Health Care Services Agency will provide mental health and medical health access for program participants through its Public Health and Behavioral Health Agencies.

Alameda County Supervisors Nate Miley and Alice Lai-Bitker are leading the Eden Area Livability Initiative, a community-building and stabilizing project that will allow program participants to actively impact the community they live in. The Supervisors also lead other community-focused projects in which the YouthBuild participants may play a key role including the Ashland Violence Prevention Collaborative, the San Lorenzo Youth Collaborative, and the Alameda County Reentry Subcommittee.

Alameda County General Services Agency will provide support for some aspects of the selected worksite as required by Alameda County regulations including Green Initiative protocols. Additionally, GSA will include YouthBuild graduates in its First Source contracting requirement and will offer them available jobs within the agency itself.

Alameda County Public Works convenes the Alameda County Apprenticeship Coalition, which has a large apprenticeship training site in San Ramon, 20 minutes from the YouthBuild program area. Public Works will coordinate with the Eden Area YouthBuild program to fast-track participants into the apprenticeship training program and will also

provide some employment opportunities for YouthBuild graduates.

Alameda County Housing and Community Development will include YouthBuild in its First Source contracting for organizations seeking Community Development Block Grant funding. They will also provide funding for future YouthBuild worksites.

Alameda County Social Services Agency will provide access to key social service programs for YouthBuild participants needing food stamps, TANF, General Assistance, etc.

Alameda County Probation Department will provide referrals and case management through its probation officers. Probation also offers access to funding for reintegration services such as identification, interview clothing, and educational supports. *Alameda County Sheriff's Office* will refer participants to the program as well as provide reintegration support for program participants within 14 days of release from incarceration. The Sheriff will also provide mentors to youth and has a reentry program in which the California Community College Foundation creates access to post-training employment. ACAP is also part of this reentry effort.

California Community College Foundation will provide college credit to YouthBuild participants and will also work to build the employment pool for YouthBuild graduates.

San Lorenzo and Hayward Unified School Districts will refer youth to the YouthBuild program from their alternative high schools

ACAP Youth Leadership Council will provide YouthBuild participants with an opportunity to make a positive impact on their community through working with partners to provide youth events and to offer a "youth voice" to key decision makers.

Eden Congregations Organizing for Renewal is a faith-based coalition that takes a lead role in many community-building and advocacy initiatives in the area. Eden COR will work with our Heart of Eden volunteer program and YouthBuild participants to help build community through service. *Alameda County Deputy Sheriff's Activities League* will also work with the Heart

of Eden program, YouthBuild, and Eden COR to develop community service opportunities.

ACAP Sub-Contractor Network: ACAP funds community-based organizations that offer support services such as emergency and transitional housing, domestic violence assistance, food, and counseling. Youth may be referred to receive services from any of the organizations receiving ACAP funding, as well as organizations that have received ACAP funding in the past. Partners include Allied Housing, Inc., Building Futures with Women and Children, Davis Street Family Resource Center, Eden Information and Referral, Family Emergency Shelter Coalition, Alameda County Housing Authority (focusing on transitioning foster youth), Shelter Against Violent Environments, and others.

All partners will be represented on a steering committee that meets quarterly and which will select an Executive Committee to meet monthly. Formative evaluation data will also be provided on a quarterly basis to enable continuous feedback and program improvement.

ACAP has fostered and led many collaboratives, including the AC CAN! Community Assets Network, the Alameda County Poverty Resource Network, the Economic Empowerment and the AC PAY program described below.

B. Match and Leveraged Resources. In all we are leveraging over $6.3 million dollars in partner staff time, support services, construction plans, materials, equipment, and management, training fees, and data services. This leverage is broken down in detail in the budget narrative. Our hard match totals over $313,000, and is largely comprised of staff time from ACAP and other close partner agencies such as Probation, Health Care Services, and RDA. Both match and leverage flow naturally out of existing coalitions and interagency projects based on a shared vision for underserved Alameda County youth. We will leverage HUD funds through Housing and Community Development; Community Development Block Grant funds and Community Services Block Grant Funds, AmeriCorps funding, WIA fund-

ing, and Department of Justice funding (through HCSA), among other agencies.

V. Evidence of Past/Projected Success in YouthBuild, Other Programs

ACAP and its partners have a strong history of partnering around a shared vision for youth, creating innovative programming, leveraging funding and partnerships to benefit at-risk youth, and making youth leadership and youth voice a fundamental part of our programming. The programs described below provide evidence that ACAP and our partnership can run a successful program.

Participants	BETA	RESCUE	AC PAY
Recruited	362	128	122
Enrolled	339	71	91
Completed	179	49	N/A
GED completed or in process	29	4	17
Diploma	11 in process	N/A	0
Literacy gains	59%	N/A	49%
Numeracy gains	64%	N/A	51%
Entered Employment #/%	113/ 66.3%	40/78 %	53/ 58.2
Employment Retention	74%	90%	71.20%
Entered Construction Employ. #,%	3	8/20%	1
Entered post-secondary training	10	27	2
Training/ed retention	8	57%	100%
Youth entered apprenticeships #/%	6	6	2
Annual cost/participant	$3,838	$1,242	$4,396

The Bayfair Employment and Training Academy (BETA) has been operational since mid-2007 and has already grown from a 16-youth pilot program to a program serving 400 youth per year, including 82 who are on probation or have been in the system. Our wraparound case management and support system, our job readiness training, job development, and retention services have been so successful that our graduates' parents are coming to us for assistance in getting a job. Our academic and skills training components were designed in partnership with the Alameda County Office of Education, Pivotal Point Youth Services, and R.J. Fisher & Associates. Our GED curriculum was created by the ACOE and is state-approved. We have generated partnerships with the community colleges, the Regional Technical Training Center (a key partner in the Oakland-

based Mayor's Green Corps initiative and other green technology training), the K-12 system, Health Care Services Agency, Probation, Public Works, the Alameda County Office of Education (ACOE), and GSA to help provide jobs and supportive services to BETA participants. We are working closely with the Redevelopment Agency on the planning for construction and programming for the Holland Park Youth Center. These are the same partners with which we propose to work on YouthBuild.

AC PAY Gang Prevention Program. ACAP, the Vallecitos Center for Employment Training, ACOE, Alameda County WIB, and Tri-CED Community Recycling are currently implementing Alameda County Positive Alternatives for Youth (AC PAY), a holistic approach to educational, employment, and support services to gang-involved and at-risk youth. The AC PAY program includes the Eden Area and is funded through Workforce Investment Act dollars from the Alameda County WIB and Governor's 15% discretionary CalGRIP monies. Due to procedural delays, we do not yet have enough participants to provide valid data.

ROCK – Reconstructing One's Character through Knowledge is a program for young probationers 18 to 25 years of age administrated by the Alameda County Probation Department. ACAP provides key employment-related services for this program.

RESCUE – ACAP administers the Reentry Service Center for Unemployed Ex-Offenders, for youth and adults returning to the community after incarceration. RESCUE provides integration services, cognitive therapy, employment training, anger management, mental health, support services and access to other necessary services. Partners in this program are the Alameda County Sheriff's Office, Probation, the Eden Area One Stop Center, the Oakland Private Industry Council, and the California Dept. of Corrections and Rehabilitation. The Alameda County Reentry Subcommittee acts as the advisory board for this program funded from the federal Prisoner Reentry Initiative and Alameda County Probation.

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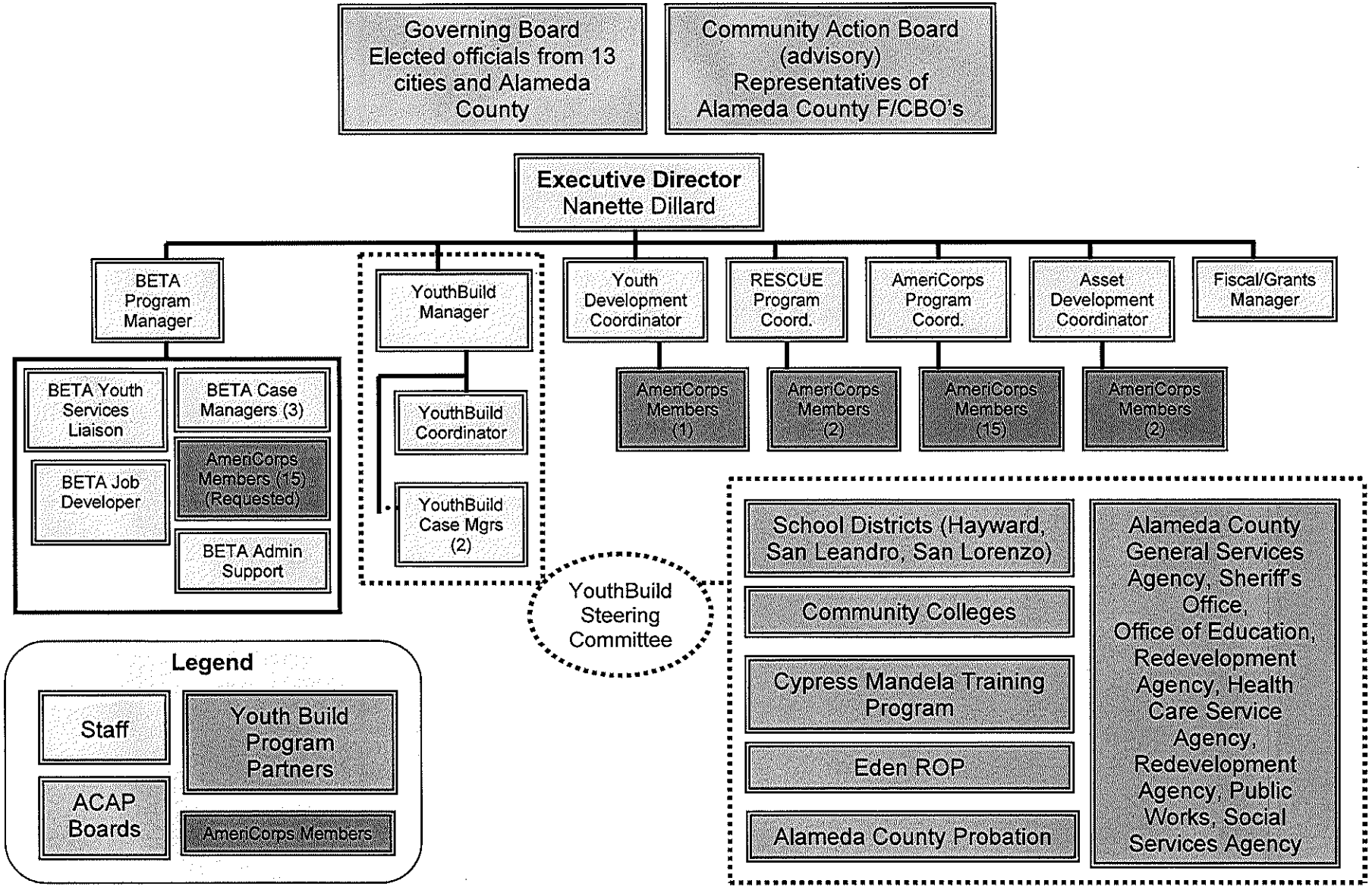
- Alameda County Probation Department
- Alameda County Redevelopment Agency
- Alameda County Workforce Investment Board
- Brenkwitz High School, Hayward Unified School District
- Eden Area Regional Occupational Program
- Hayward Police Department youth and Family Services Bureau
- San Lorenzo Unified School District

Associated Community Action Program of Alameda County (ACAP)



Timeline Outlining Project Activities

Activity: Q1 starts July 1, 2009	*Year One*				*Year Two*				*Year Three*				*Responsible Party*
	Q 1	*Q 2*	*Q 3*	*Q 4*	*Q 1*	*Q 2*	*Q 3*	*Q 4*	*Q 1*	*Q 2*	*Q 3*	*Q 4*	
Hire, train project staff													ACAP
Establish Steering Committee, Executive Committee													ACAP, partners
Evaluation and sustainability planning													
Enroll younger youth (16-17) in Eden ROP													ACAP, ROP
Finalize linkages among YouthBuild, unions, RDA, GSA, around construction													ACAP, unions, RDA, GSA
Recruit older youth (18-24) through Probation, Sheriff													ACAP, Probation, Sheriff
Assess all youth for supportive services, provide linkages, complete individualized service plan for youth and their famlies													ACAP Case Managers
Enroll older youth in Cypress Mandela													ACAP, CM
Older youth participate in GED classes/Cyber High as needed													ACAP
Construction training on Youth Center													ACAP, GSA, Unions
First annual report													Evaluator, ACAP
Construction training on low-income housing													ACAP, GSA, Unions
College/career exploration, complete transition planning													Youth Build Futures Coordinator
Assist youth with enrolling in post-sec edu., training, apprenticeships													Case Managers, Community Colleges, Unions, Futures Coordinator
Second Annual Report													
Follow-up, coaching, support participants													Case Managers
Data gathering and analysis													Evaluators, Partners
Final report													ACAP, Evaluators

Abstract

Applicant Name: Associated Community Action Program of Alameda County (ACAP).

Project Title: Eden Area YouthBuild, **serving the unincorporated Eden Area of Alameda County**, an underserved, unincorporated area south of Oakland, California and north of Hayward, in the East Bay. The Eden Area, with the Ashland and Cherryland areas at its heart, is extremely diverse and largely lacking in economic opportunity, especially in high-wage jobs. Eden's youth and young adults need specific training, as well as remediation of basic academic and job readiness skills, in order to prepare themselves for the green economy that is establishing its first footholds in the East Bay. There are now dozens of businesses in the East Bay specializing green construction activities, solar installation, and green materials, which offer high wage, high-growth potential jobs. There is also a projected decline of skilled construction workers in the region, as older union members retire.

The Eden YouthBuild partnership, which includes over 30 partners in the public, private, and nonprofit sectors, is requesting $1.1 million in funding and is submitting this proposal as an urban application.

We will enroll 30 local young adults and youth in the Eden Area. We will focus primarily on young people aged 18-24 who have been involved with the juvenile or adult justice system, though we will also enroll youth aged 16-17 who are in the system or at risk.. The construction training, education, and service/youth leadership elements of the program will all be green-focused, in keeping with Alameda County building standards and the growing East Bay "Green Corridor" of environmentally sustainable industries.

Primary training will be provided by the nationally-acclaimed Cypress Mandela Training Academy, which has historically placed 80% of its graduates in mostly construction related jobs. Training for youth aged 16-17 will be provided by the Eden Regional Occupational Center, who will

receive academic instruction at their alternative high schools. Older youth will receive GED instruction from qualified instructors at ACAP's Bayfair Employment and Training Academy.

Following initial training in construction skills, job readiness, and life skills, participants will take part in the construction of two important projects for the Eden Area: the Holland Park Youth Center for a brief period, and then, primarily, housing for low-income residents, and transition age youth, and emergency housing. These worksites, owned and managed by the Alameda County Redevelopment Agency, will also serve as the foci of community service activities led by YouthBuild participants. Participants will receive leadership training in conjunction with ACAP's Heart of Eden AmeriCorps program, and will coordinate with the AmeriCorps volunteer program to create and oversee service projects.

ACAP case managers, knowledgeable about construction techniques as well as working with at-risk youth, will assess participants' skill levels, goals, barriers, and social service needs in a holistic fashion and make referrals to ACAP's vast network of community partners. The Alameda County Health Care Services agency will help to fund mental health/substance abuse and medical treatment for youth in need. Probation officers will meet with case managers to ensure that participants stay on track and are meeting the terms of their probation.

Following training, case managers will work with youth to develop a transition plan; setting goals and making step-by-step plans to achieve these goals in education/training, employment, and personal life skills. Case managers will work with our community college partners (Laney, Chabot, Ohlone), the unions, the Workforce Investment Board's One-Stop Centers, and ACAP's employer contacts to place youth in situations that will lead them toward their goals. Case managers will provide follow-up, coaching, and support services as needed, based on regular check-ins and reports from schools and employers. Case managers will do whatever it takes to help youth stay in the program and make a successful transition to their post-YouthBuild lives.

A. PROJECT NARRATIVE

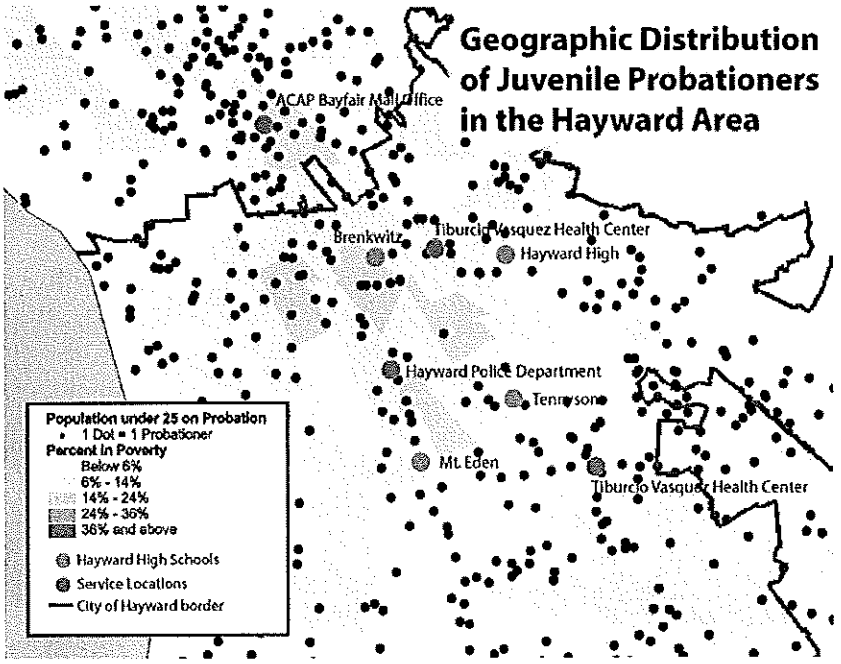
The Hayward Police Department (HPD), along with its partners, Associated Community Action Programs (ACAP) and Hayward Unified School District (HUSD), propose to implement the Hayward Positive Alternatives for Youth (HPAY) CalGRIP proposal, a comprehensive gang prevention, intervention and reduction program for the city of Hayward in Alameda County, emphasizing South Hayward, which has high concentrations of gang activity and youth at high risk of gang involvement. The program will provide educational, career readiness, employment training, and intensive support services to at least 240 both in- and out-of-school youth (including those referred by Probation) ages 10-18 who are already gang-involved or at-risk.

1. STATEMENT OF NEED

1.1 <u>Gang and Youth Violence Problem.</u> The youth and young adults from the city of Hayward, particularly South Hayward, are key players in a serious and growing gang and youth violence problem in Alameda County and the Bay Area as a whole. By and large the dominant gangs in Hayward and the County such as the Norteños and Sureños, are based upon and spread along racial/ethnic lines and thus are not bound by neighborhood, city, or even county borders. Rather, membership and recruitment stretches across the Bay Area and even the state, from Los Angeles and San Jose to Oakland, San Francisco, and other Bay Area cities where pockets of impoverished, disconnected youth are concentrated. A number of anti-gang initiatives have been implemented in cities near Hayward; one of our partners, ACAP, is currently implementing a CalGRIP grant just north of the city, targeting the unincorporated areas of Ashland and Cherryland, but the city of Hayward is extremely understaffed and under-resourced with respect to the scope of the gang problem. While gang related problems in one community are addressed, others increase and even spread elsewhere. Hayward is one such community.

Due to budget constraints HPD lacks a data management system that effectively isolates gang related and/or youth violence and criminal activities over time. However, the Hayward Police Department does have a Special Duty Unit (SDU) comprised of eight officers and two ser-

geants whose primary focus is criminal street gang enforcement, intelligence gathering, and community education. SDU takes the lead in all investigations involving major gang crimes, conducts follow-up, authors gang offense reports, and provides expert testimony in gang-related criminal cases. According to SDU, there are 34 active gangs in the city of Hayward: 19 Norteño gangs; five Sureño gangs, and 10 either Asian or African American gangs, and 1500 documented criminal street gang members/ associates, though SDU estimates that the actual number is closer to 2000. Much of the violent crime in Hayward involves Norteño and Sureño gang members assaulting one another, though SDU has also investigated numerous Norteño gang members committing crimes against one another. SDU officers investigate 15-20 major gang crimes each month including, but not limited to murders, shootings, stabbings, other major assaults, illegal drug trafficking, car theft, and robbery. Moreover, to gain entry into a gang, or gain 'stripes', youth now have to "do work" by committing an act of violence or selling drugs. Drive-by shootings are not uncommon, with perpetrators often targeting victims in highly visible locations.



In addition, the HPD, the Fremont PD, Union City PD and the Alameda County Sheriff's Office, are members of the Southern Alameda County Gang Violence Suppression Task Force (SACGVSTF), which has a list of over 2,500 gang members in neighboring Fremont and Union City, again predominantly Norteños and Sureños, as well as Crips and UCV, a Vietnamese-

American gang. **HPD investigators estimate that *gang activity accounts for 90% of all felony crime in the Hayward area.***[1] The following is a representative sampling of gang-related crimes recorded by the HPD SDU, which have gone through the court process and resulted in convictions. Many other cases are under investigation or have been suspended pending more investigative leads

- On the afternoon of 9/16/03, four known Norteños driving a white mini-van opened fire on another vehicle, both of which were parked in heavy traffic at a South Hayward intersection, killing the driver, and injuring the passenger.
- On 12/12/04, two VSG gang members robbed and seriously injured a victim inside his home. They left the victim bound and fled the scene with the victim's property/vehicle. The suspects admitted their involvement in the crime as well as their loyalty to one another as VSG gang members.
- On 02/18/06, at approximately 1:30pm, two young men in the parking lot of the Orange Tree Apartment complex in South Hayward were beaten and stabbed repeatedly by known and self-identified South Side Hayward gang members.

In addition, according to a local news source [2], on 11/10/08, just 15 days prior to the submission of this application, an unidentified 22-year-old Hayward man was arrested following a shoot-out on a street corner in South Hayward with two other men who also exchanged gunfire.

According to HPD SDU records, gang violence and its impact on the community has increased over the past several years, especially on Hayward school campuses. Within the past several months, there has been one gang-related stabbing-on campus during school hours at Hayward High School, and several large-scale fights involving numerous students at Mt. Eden High School. These fights required a significant police response severely depleting resources, and in one case an HPD officer was assaulted. Criminal street gang culture, as well as specific

[1] Hayward Police Department
[2] http://www.insidebayarea.com/ci_10949760?source=rss_viewed

references to local street gangs, is evident in high school yearbooks. Gang activity is reaching younger grades, too, creating a high demand for gang prevention presentations at the elementary and middle schools. Though SDU has begun conducting prevention talks at several Hayward elementary schools, the HPD has insufficient resources to meet the demand.

Though Hayward's homicide rate is relatively low for a city its size (nine confirmed in 2007) it has nonetheless been rising since 1999[3], and in 2006 it was second in Alameda County after Oakland. According to SDU, ***in 2006 eight of the nine homicides, and in 2008, four of the six homicides within the city were gang related.***[4] Over the past month, SDU has investigated several attempted homicides, the most recent on the evening of 11/18/08, when two Norteños stabbed two Sureños during an altercation. (HPD Case #2008-25936).

Criminal gang street activity has significantly affected the public's perception of safety within the city of Hayward. In the past year, two gang-related homicides occurred at Southland Mall, both in broad daylight and in the presence of numerous shoppers. During community meetings, citizens have expressed fear of going to the mall and certain parks and neighborhoods and are reluctant to assist the police or get involved in taking their neighborhoods back for fear of retaliation.

1.2 Target Population. With 146,398[5] residents, Hayward is the 3rd largest city in the East Bay, after Oakland and Fremont. Although Hayward struggles with many of the same social and economic issues as its better known neighbors (San Francisco, San Jose and Oakland), it is often overlooked, making essential resources less available to those in need. Youth from South Hayward are the most disadvantaged and underserved of all. With a population just over 37,000, our South Hayward youth come from a very densely populated, multi-generational, and very ethnically and culturally diverse area of the city marked by low income households (32%-42% are earning less than $35,000 per year-- barely a livable income by Bay Area standards),

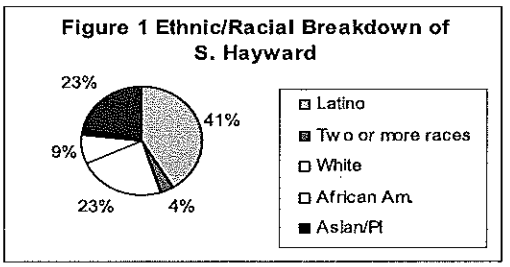
[3] *Reducing Violence in Hayward, California*. West Ed Publications. 2003
[4] Hayward Police Department, Special Duty Unit.
[5] City of Hayward website: http://www.hayward-ca.gov/about/factfigs.shtm#population

high numbers of rental complexes (73% in three of the 7 census tracts, which accounts for the area's very high density), and immigrant second language speakers (66% in some census tracts) and a significantly large percentage of youth (approximately 30%), the majority of whom are Latino and Asian. Between 1990 and 2000 the demographic make-up of South Hayward shifted dramatically, with the Latino population increasing by over 75% from 8,632 to 15,105; the Asian population increasing by 73% from 5,408 to 8.733; the African American population increasing by 10% from 2,838 to 3,093 and the White population decreasing by close to 40%. Only 28% of the population has a high school diploma compared with the rest of Hayward and the County at 57% and 60% respectively.

Table 1. Demographic comparison of South Hayward, Hayward, Alameda County

Demographics	South Hayward	Hayward[6]	Alameda County[7]
Unemployment rate (2008)[8]	11%	7.5%	6.7%
Percent high school diploma	28.7%	57.10%	60.90%
Percent at/or below poverty line	14%	12.2%	10.9%
Percent rental units	63%	40.4%	42.6%
Percent single mother households	22%	14.05%	6.40%
Percent < 18 yrs	31%	23.03%	24.36%
Percent immigrant second language speakers	56%	50.47%	41.97%

Most of the youth we propose to serve attend low performing schools as well, where proficiency rates for math and English-language arts are far below state targets, and the 4-year drop-out rates (18.3%) are higher than the County as a whole (12.4%). Suspension rates—all violence/drug related, are also extremely high (18-23% for the high schools). According to experts[9] rates above 5% are cause for concern.



Moreover, our target youth face a multitude of **risk factors** that make them vulnerable to gang

[6] U.S. Census Bureau, 2006 American Community Survey. *Unless otherwise noted*
[7] U.S. Census Bureau, 2006 American Community Survey. *Unless otherwise noted*
[8] http://data.bls.gov As of September 2008
[9] http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2008/05/19/MN5C10MBTP.DTL

involvement. Many feel unsafe, disconnected from meaningful activities, lack close relationships with adults, experience regular bouts of depression, and engage in risky behaviors such as alcohol, drugs and driving under the influence.

TABLE 2. School Profile	Alameda County	Brenkwitz Contin. H.S.	Mt. Eden H.S.	Tennyson H.S.	Caesar Chavez M.S.	Martin L. King M.S.
4-yr Dropout Rate	12.4%	86%	16.3%	13.8%	n/a	n/a
Truancy Rate	31.45%	36%	17.86%	24.94%	31.07%	16.36%
Suspensions/Rate[1]	19,580/9.2%	65/23%	365/18%	332/20%	159/23%	67/11%
Expulsions *	304	0	11	19	3	3
API Rank	n/a	n/a	3	1	4	5
% Proficient ELA	n/a	1%	36%	26%	31%	42%
% Proficient Math	n/a	2%	9%	8%	30%	31%
% Latino	28.4%	46.8%	45.3%	54.5%	56.4%	50.7%
% African Am	15.8%	23.9%	10.4%	14.1%	12.7%	13.4%
% White	24.5%	13.9%	9.5%	7.2%	8.1%	5.8%
% Asian/ PI/F	26.7%	11.8%	32.3%	25%	20.9%	26%

** Expulsion data includes all cases—suspended and complete*

TABLE 3: Type of School Offense	Sep-08	Oct-08	'08-09 to date
Violence	12	16	28
Weapons	8	7	15
Property Crimes	4	3	7
Drugs / Narcotics	5	6	11
Other Crimes	2	7	9
Gang Related	2	5	7
ALL CRIMES	**31**	**39**	**70**

The statistics in Table 3 were gathered by the HPD School Resource Officers. In only the first two months of the 2008-2009 school year, HPD has already recorded over 70 incidents of criminal activity by Hayward students. Of the violent offenses, 13 were battery, three included assault with a deadly weapon and five were robberies. Five of the 15 weapons offenses included guns. On the 2006 California Healthy Kids Survey, 10% of 7th graders reported gang membership. Between 29% and 41% of students (grades 7th, 9th, 11th) in our district reported feeling "sad and hopeless every day for at least two weeks" during the last year; *only* 29% indicated the presence of strong adult role models in their lives; and over a three-year comparison, *virtually all* the statistics for risk factors have gotten worse. Our young people are in dire need of help and support.

In October 2008, Hayward youth comprised 15.5% of the total number of youth on probation

in Alameda County. While in detention youth are often forced to choose a gang affiliation for self-protection, which then persists after release if not addressed. Once out, they wait an average of 4 to 6 weeks after leaving the Juvenile Justice Center before being assigned a supervising probation officer, and a comparable amount of time before being placed in school, often without the supports they need to succeed. [10] Many (up 67% in Alameda County) have diagnosed mental health disorders, including clinical depression, anxiety, and Post-Traumatic Stress Disorder. These probationed youth are especially vulnerable to gang involvement and are badly in need of immediate wraparound services to help them resist the lure of gang life upon re-entry.

1.3 Target Area. The reasons and supporting data for targeting South Hayward and its resident youth have been described at length in the previous two sections. In brief, it is a very densely populated, predominantly low income, community with large numbers of immigrants and youth, many of whom stay just long enough to raise their standards of living and move somewhere better. Thus it lacks a sense of stability and continuity. Neighborhoods are predominantly characterized by low-rent apartment complexes, many of which are known gang "hang outs". Only a few (poorly kept) parks are in the area and only 3 cultural and community centers. The area is bounded by a major freeway on its west border, a major highway on its right, and two wide and very busy boulevards to the north and south, which creates an island effect from the rest of the city.

2. PROJECT DESCRIPTION

2.1 Planned Approach. The HPAY project combines universal prevention through education for all students in grades 5 and 7 in HUSD schools, professional development for HUSD teachers of grades 5-12, and workshops for HUSD parents; targeted prevention for youth determined to be at high risk of gang involvement; intervention for youth identified as gang-involved, and re-entry services for youth aged 14-18 who have been involved with the juvenile

[10] The Huskey Report (*Alameda County, California Comprehensive Study of the Juvenile Justice System,* 2004, Huskey & Associates)

or adult justice system. We plan to provide services to both in school and out of school youth ages 11-18. Our targeted prevention, intervention and re-entry services are based on (1) wrap-around Multi-Disciplinary Teams (MDTs) providing holistic service to our target population; (2) connecting youth to the world of work and a realistic, sustainable future; (3) connecting work with education; and (4) providing leadership opportunities to young people who feel disenfranchised in the traditional school setting.

Quantifiable Objectives. Working in conjunction with our partners at HUSD and ACAP, we have identified the following objectives for this project over the two-year period:

1. At least 2,500 HUSD students grades 5 and 7 will receive gang prevention education provided through HPD assemblies.
2. At least 100 HUSD teachers, grades 5-12 will participate in gang awareness roundtables, facilitated by HPD.
3. At least 800 parents/caregivers of HUSD students will attend a gang awareness workshop.
4. 240 HUSD students identified as at high risk of gang involvement will receive service through a Multi-Disciplinary Team combining a school counselor, probation officer (for youth on probation) a HPD SRO officer; health care worker, a master's level counselor, volunteers, and others as dictated by client need.
5. 180 at-risk or gang involved youth will undergo intensive job readiness training.
6. 120 at risk of gang involved youth will take part in work experience and/or paid work.
7. At least 15 gang involved youth will participate in a South Hayward Youth Leadership Council for at least a six-month period.

Timeline: (See Appendix detailed workplan/timeline). As ACAP is currently running a CalGRIP program in the neighboring unincorporated areas, and HUSD and HPD are already providing elements of HPAY, program operations shortly after receiving funding notification.

Evidence-Based Strategy. HPD, ACAP, and HUSD will serve as key partners in a wrap-around approach that will include youth and their families. Our model is based on the Multidisci-

plinary Team (MDT) Home Run Program, one of the OJJDP Model Programs. MDT is designed to holistically diagnose a youth's problems and strengths and then provide intensive treatment to the juvenile and his or her family. HUSD Director of Student Services Chien Wu-Fernandez will take the lead in determining how MDTs are structured and will operate. The HUSD MDT structure will be the primary referral mechanism for this project. However, ***no matter where a youth enters the program – through school, through walking into the ACAP Youth Office, or through contact with the police – he or she will receive MDT services.***

Service Structure. While there will be variations depending on each youth's situation, our basic approach is as follows:

Universal Prevention. All youth in grades 5 and 7 will receive gang and violence prevention education at assemblies conducted by HPD. HUSD 5th through 12th grade teachers will receive focused professional development about local gang issues provided by retired HPD officer Ted Muniz.[11] Mr. Muniz was an extremely effective SRO and SRO Sergeant who also worked in the HPD SDU gang and drug units. He is also a coach and athlete, community leader with many connections, and connects well with hard-to-reach kids. HPD gang awareness presentations utilize the skills and experience of charismatic, dynamic speakers who get audiences involved in discussion and role plays. He and HUSD will offer quarterly gang awareness presentations to parents as well. These presentations are specific, localized, and designed to help parents recognize signs of gang affiliation through attire, hand signs, graffiti, and cell phone codes.

Targeted Prevention. HUSD Student Services will refer high-risk youth to HPAY. Student Services has identified the following risk factors, which will be analyzed and applied to youth of all racial and ethnic backgrounds: frequent transfer among schools in the district, indicating an unstable living situation; multiple suspensions; multiple contacts with police; and chronic truancy issues. HUSD has identified the 10th grade as the point where these risk factors escalate, so

[11] Mr. Muniz has expressed interest in this position if this grant is funded.

Student Services will particularly target 10th and 11th graders and their families. These students will receive job readiness/life skills workshops, educational support through ACAP, and family-based case management through the MDT at their school, or if participant need requires it (e.g. for chronically truant youth) at ACAP or another location.

Intervention and Re-entry. Gang-involved youth may be referred to the program by Probation, HUSD, Alameda County Office of Education (ACOE) Community Day School or HPD. Youth in detention will receive assessment and service referral from the Juvenile Justice Center (JJC) or Camp. Detained youth will be immediately connected to HUSD's Student Services Team upon release, through our partnership with Probation. Out-of-school youth will receive assessment, job training, MDT case management, and placement in education (either at ACAP, HUSD or in a Community Day school program) and/or a job, with intensive case management and follow-up. At a minimum, each MDT will consist of a representative from HUSD Student Services, a representative from HPD Youth and Family Services Bureau (YFSB), a representative from ACAP's employment/training programs, and a master's level counselor.

Our experience with high-risk youth and adults and youth re-entering the community from detention/prison shows us that re-entering youth will need intensive one-on-one support and problem solving skills to manage the series of crises that often characterize their lives. MDT services will include a behavioral health care assessment, incorporating existing educational and mental health assessments if they are available through Probation or other agencies. Master's level counselors will provide crisis intervention and counseling services to youth and their families. Experienced, culturally competent MDT members will guide youth in visualizing goals for their education and careers and developing a detailed plan to reach those goals. Support services will help youth overcome obstacles, which may include gang involvement, family crisis, juvenile justice issues, foster care issues, and medical or mental health issues. By linking and working with appropriate agencies and family members, our partnership will provide youth with consistent, reliable support to help keep them on a positive path and away from gang involve-

ment.

However, one member of the MDT will form the backbone of the team for each participant, the primary connection to each youth and his/her family who will have regular contact over the course of the program. Which member — a family counselor, CBO staff, ACAP case manager or other individual—will be chosen on a case by case basis, depending on the primary need(s) of the participant and/or which member makes or already has the strongest connection to the participant. HUSD Student Services staff coordinate each MDT's activities.

Assessment. Referred youth to the HPAY program will receive an objective assessment that will cover life skills strengths and barriers, support services needs, occupational interests, training and employment goals; standardized basic skills pre-testing, personal history, and past work experience. A case manager will work with each youth and family to develop an Individual Service Strategy (ISS) that blends academic, job readiness, employment, and support services designed to meet the objectives identified in the ISS. The case manager will then conduct a series of evaluation activities that subjectively and objectively measure participant's strengths, weaknesses and needs, and create a situational and educational profile for each youth. The participant and the case manager and other MDT team members will work together to identify training, employment and life management activities that meet the assessed needs of each participant and to formulate a plan of action. Parents and other community agencies may participate in and/or provide additional information and recommendations to the ISS process. The ISS will set measurable goals, designate the primary youth contact, delegate tasks to youth, staff, family members, and partner organizations, determine a workable chronology for attaining goals, utilize an asset-based model of youth development focused on the individual, and include a sampling period where youth are allowed to try out the plan of action. This ISS will be modified as needed based on the changing needs of the youth.

The academic level of HPAY participants will be identified using standardized HUSD assessments for academic skills. The MDT will use Ansell-Casey Basic Life Skills Test and Hol-

land Self-Directed Search for skills and interest assessments, and determine individual and family support service needs through interviews and research.

Educational Services. All participants will have access to homework help and tutoring every afternoon at HUSD schools' after-school programs, provided by experienced and professional instructors who specialize in working with at-risk youth. Out-of-school youth who are assessed as basic skills-deficient will work with tutors at ACAP's Youth Office as well as on basic skills remediation software. Study skills workshops will be made available to all youth at the Youth Office. Youth who are assessed as needing to recover high school credits in order to graduate will have the opportunity to enroll in Cyber High online courses at the ACAP Youth Office. The Cyber High curriculum is aligned with the California Content Standards and Frameworks and accredited through the Fresno Unified School District.

All youth will receive dropout prevention services that will help them to stay in school. The services include after school tutorials, part time employment, support services, guidance and counseling and intensive basic skills training and encouragement. HPD, HUSD and ACAP staff will develop and maintain an ongoing relationship with students and families. The designated primary youth contact will form the closest relationship and inform other MDT members of students' and families' needs. In addition, staff will conduct extensive follow-up to make sure that detained or disconnected students have returned to school and/or are participating in the positive activities described above. The MDT will monitor each participant to ensure that they remain in school.

Job Readiness. ACAP will provide job readiness skill workshops for all interested participants ages 14-18 and participants for whom the MDT determines these workshops are essential. Sessions will run for six weeks, with two two-hour classes per week. Classes cover barriers to employment; healthy and supportive relationships; time management skills; proper attire, etiquette, workplace vocabulary and hygiene; effective resumes and cover letters, and developing skills in an area of career interest. The Blueprint for Workplace Success curriculum includes

skills and interest inventories that will be completed by youth and used by case managers and youth to complete and modify the ISS. ACAP will provide these workshops both at the Bayfair Mall office, which is a magnet for area youth, and at a location in South Hayward, to make the workshops accessible to all participants.

Retention services will require active follow-up with youth, family, employers, post secondary schools and friends. Issues that prevent youth from staying in school are often related to old habits such as gang affiliation, poor time management, and lack of practice staying focused on goals and responsibilities. Additional barriers include transiency and lack of stable housing, family crises, the need to care for family members, substance abuse, and mental health issues that affect motivation and self discipline. To overcome these retention barriers, a plan will be developed for each youth that connects current education to future career and educational opportunities. Support services will be coordinated to address family, substance abuse and mental health issues that affect youths' ability to stay in school and/or on-the-job and succeed.

Support Services. All youth will have access to a range of support services, including behavioral and mental health services, transportation, work clothes, and book stipends:

- Behavioral health services: Young people at high risk of not completing high school are more likely to have substance abuse and mental health issues than the general population. Family counselors from HPD's YFSB will work with youth and families in need of counseling to address these and other risk factors.
- Physical health services: HUSD has an on-campus Student Health Center at Tennyson High through partnership with Tiburcio Vasquez Health Services, and refers youth and families to the main Tiburcio Vasquez clinic and the St. Rose clinic for primary health care. When the Eden Teen Center opens in 2010, it will also have a free health clinic for youth.
- Transportation assistance may be provided in the form of bus/BART passes. ACAP also has acquired a van from Alameda County surplus property that can be used to provide transportation when public transit is not a safe or accessible option for youth.

- Wardrobe assistance: The MDT will find resources for work and/or school clothing for youth in HPAY based on need. ACAP and HPD both have small budgets, to assist with emergency support services, and Probation has funds available for youth on probation. Davis Street Family Resource Center and Wardrobe for Success have career clothes closets.
- Childcare: Childcare needs will be identified during the eligibility and assessment process by the MDT. HUSD has a range of services for pregnant and parenting teens.
- Assistance for English Learners is offered through HUSD.
- Food: Participants and their families will be assisted in securing food through Salvation Army, assistance with WIC enrollment, South Hayward Neighborhood Collaborative, Mercy Brown Bag, South Hayward Parish, and St. Bede's Catholic Church.
- Other: Given the breadth and depth of the HPAY partners' contacts in Hayward, this partnership can refer youth and their families to other agencies providing support services including: health services, housing advocacy, domestic violence prevention/intervention, services for foster youth, and employment/training for adults, including Hayward's Eden Area One-Stop in Hayward.

Financial Literacy And Matching Savings Accounts. Participating youth will also be provided with financial literacy and economic empowerment services through ACAP's Economic Empowerment Initiative. These programs include assisting youth to open checking accounts at no charge through banking partners and opening Individual Development Accounts (IDAs), unique incentive savings accounts that offer qualified participants $2 for every $1 they save. The IDA program is supported by federal Assets for Independence (AFI) funds. Other EEI services for youth include: financial education, credit seminars, and budget planning.

Youth Development. Building positive assets for high-risk youth is critical to their overall success. Participating youth will be presented with opportunities to contribute, make decisions, and see that youth input is valued at all program locations. Youth will be encouraged to join

ACAP's South Hayward Youth Leadership Council, contribute to the In The Know youth newsletter, volunteer in the community, and help create new program elements at after-school programs and/or at ACAP's Youth Center. These may include theme-based clubs, job fairs, support groups and peer study groups. Participating youth will be encouraged and guided to approach local business and foundations to provide funding for expanded youth leadership activities. Service-learning is a key element in the program's youth development strategy, providing youth with the opportunity to practice and experience basic education, work readiness, and occupational skills through meaningful projects that serve the community. ACAP has worked with ACOE to coordinate service-learning projects for youth in their existing CalGRIP project in the unincorporated areas; ACOE has indicated their interest in doing similar projects for HPAY.

Follow-Up Services. The MDT's designated youth contact person will conduct visits to home, school, and workplace to develop and maintain a close relationship with youth that will allow them to open up and be able to discuss their problems or concerns. The MDT will be responsible for monitoring, tracking and documenting each individual's retention situation. The follow-up team will document contact at least weekly for the first six months and monthly thereafter. This monitoring mechanism will ensure continuous participation in follow-up services. Follow-up activities will also be designed to motivate youth to establish peer support groups, volunteerism, leadership skills, adult mentoring, citizenship, organizational skills, critical thinking, and community involvement. Youth is a time of continuous change, and the youth we work with are often confronted with issues and concerns that need to be recognized and addressed. The MDT's designated point person will proactively identify potential problems such as gang-related behavior, alcohol and drug problems, personal and family crisis, and physical and mental health issues, and implement early intervention strategies to optimize participant progress.

2.2 <u>Expected Outcomes.</u> HPAY will work toward the following outcomes:

1. 60% of the juveniles on probation who participate in the program will not be re-arrested or violate probation during the 12 months following admission to the program. How tracked:

HPD and Probation will share data on arrests and probation violations.

2. Reduce the number of disciplinary referrals for violence, drugs or gang-related behavior at HUSD middle and high schools by 30% over prior two years (10% in year one, 30% cumulative in year two). How tracked: HUSD disciplinary data, collected by Student Services.
3. 65% of youth receiving MDT services through HPAY will remain in school through graduation. How tracked: HUSD data
4. Among HPAY youth who attended school 80% or more of school days in the year prior to HPAY involvement, 50% will demonstrate reduced suspensions. How tracked: HUSD disciplinary data, collected by Student Services.
5. Improve family functioning for families in MDT treatment. How tracked: Reports by counselor and family members using HPD YFSB protocol.
6. Create positive changes in youth behavior. How tracked: Reports by teachers, counselors, youth and family members using HPD YFSB protocol.
7. Improve teacher and parent/caregiver awareness of gang activity and sense of efficacy in dealing with gang affected youth. How tracked: Self-reports by teachers in professional development sessions, parents/caregivers in quarterly meetings.

Describe how that information will be reported. HPAY core partners will analyze and share available data on a monthly basis and report quarterly to the Advisory/Coordinating Council. HUSD, which conducts its own evaluations of many school linked services, has the capacity to gather and analyze a variety of data. Data will be reported to HUSD and HPD officials, ACAP's Governing Board (made up of elected officials from 13 cities and Alameda County) and Community Advisory Board,parents and community members. Annual presentations will be made to the community and program report summaries will be available in Spanish. Materials will be posted on the HUSD, ACAP, and HPD websites. See Appendix for Project Work Plan.

2.3 Project Implementation. The Hayward Police Department's Youth and Family Services Bureau (YFSB) is the lead applicant and is responsible for overseeing this grant and facilitating

the success of the HPAY program. The YFSB will work in close coordination with HUSD (a partnership that has been in place for over 35 years) and in particular with HUSD Director of Student Services Chien Wu-Fernandez to ensure that the work plan is carried out and that objectives are met.

Organizational structure, staffing; ability to achieve objectives/outcomes. The HPD, headed by Police Chief Ron Ace, is divided into the Office of the Police Chief, the Field Operations Division, the Special Operations Division and the Support Services Division. YFSB falls under the Special Operations Division and is managed by Manager John Beard. The YFSB was founded over 35 years ago, and is still unique in its pairing of police officers with counselors in carrying out its work. The bureau provides SRO services to the HUSD middle and high schools, crisis intervention and counseling, diversion for minor law violations, trauma and critical incident assistance and case management services to children, youth, and families residing in Hayward, all at no cost to the recipient.

An organizational chart of the HPD is attached in the Proposal Appendix.

YFSB Manager John Beard will serve as director of this project. He has been with HPD since 1978, when he started as a counseling intern. He is a Licensed Marriage and Family Therapist with a MS degree in Counseling and manages a staff of 20 supervisors, counselors, interns, clerical staff and SROs. He has worked closely with HUSD since he started with the police department and with HUSD's Chien Wu-Fernandez since 2004. He manages the SRO program and oversees the bureau's gang education efforts. He has an in-depth knowledge of the community and decades of experience working with high-risk Hayward youth and their families. He is an accomplished administrator who has worked with the HPD fiscal office to manage a variety of state and local grants and contracts.

Ted Muniz is the proposed Gang Prevention Specialist (Per diem, 960 hours/year) for HPAY. As described above, Mr. Muniz, who recently retired from the HPD after 20 years of service, served for three years as a School Resource Officer, over one year as a child abuse de-

tective; two years as a sergeant in YFSB, and also served in the SDU Unit as a supervising sergeant. He has a wealth of community connections and will be using them to recruit mentors for HPAY participants most in need of a relationship with a caring adult. As a coach and athlete with a charismatic personality, Mr. Muniz forms strong bonds with young people, even those who are disillusioned with or disconnected from school and social activities. He developed and ran the Police Activities League for HPD, coached HUSD high school baseball, and developed and directed HPD Rookie Ball, a baseball, academic, and mentoring program run in partnership with the San Francisco Giants' Junior Giants program. He has also put together numerous fund-raising events for youth activities Mr. Muniz is involved with youth sports in his retirement, and would be ideal for this position. He has expressed strong interest in this role if this grant is awarded.

YFSB Family Counseling Supervisor Robert Estrada has been with the Bureau since 1981. His primary responsibility is supervising family counselors. In addition, he counsels youth (both victims and offenders) and their families and interfaces with the District Attorney's Office and Children and Family services. He is English/Spanish bilingual and has also taught in HUSD schools and has been an HUSD school counselor. He will supervise additional YFSB family counselors involved in HPAY, some of whom are licensed CMFTs This program will also bring in a master's level intern under Mr. Estrada's supervision.

Partner agencies/organizations and roles and responsibilities. The primary partners in this proposal are HPD, HUSD and ACAP. Their roles and responsibilities are outlined in the chart below and in the Proposal Appendix. Also see the Appendix for Operational Agreements among HPD, HUSD, and ACAP.

HPD	HUSD	ACAP
Lead applicant	Coordination of MDTs	Employment readiness training
Crisis intervention	Data collection and analysis	Career development opportunities:
Individual & family counseling	Access to school sites, students	Workplace readiness training

HPD	HUSD	ACAP
Intensive case management	Coordinate presentations to students (5th and 7th grades)	Internships with County, businesses
Presentations to HUSD 5th and 7th graders	Coordinate professional development	ALPHA program (for younger youth
Management of school SROs	Coordinate quarterly parent presentations	Volunteer opportunities
Mentoring by Gang Prevention Specialist and community	Assistance getting out-of-school youth back into school	Peer mentors, counselors
Financial tracking, administration, audit	Basic needs assistance	Job openings
Diversion program for minor offenses	Linkages to Regional Occupational Center	Financial literacy services
Professional development for HUSD teachers	After-school programming	Youth leadership training
Quarterly parent presentations	Academic support, remediation	Youth/family support services

Community Partnerships: In addition to the "core members" of the MDT, HPD, HUSD, and ACAP have an extensive network of community-based, public agency, and employer partners that we can be brought on to the MDT in order to tailor the service strategies to each individual's needs. Public agency partners include the City of Hayward, Hayward Area Parks & Recreation District, Alameda County Probation, Health Care Services Agency, Public Works, Social Services, the Sheriff's Office, school districts and more. The City of Hayward and HUSD are currently developing work experience and internships for HUSD high school students at City departments.

As the subcontracting agency for Community Services Block Grants for Alameda County (excluding the cities of Oakland and Berkeley), ACAP has an extensive network of contacts at over 40 successful CBOs that they use to make referrals, build partnerships, and troubleshoot challenges. These partners' services include emergency shelter, health care, housing, counseling for children and families, job training and employment services, and services to foster youth who are transitioning out of the system, and many others. ACAP also partners with employers through the Bayfair Mall and the Business Roundtable, a regional coalition of business and public agencies that addresses workforce and training issues.

The HUSD brings the following partnerships to the HPAY effort: Tiburcio Vasquez Health

Center, which operates a Health Center at Tennyson High and provides a variety of health services for HUSD students; the South Hayward Neighborhood Improvement Committee, a partnership among the district, the city, and faith, community, and business organizations; and with the South Hayward Neighborhood Collaborative (SoHNC) a group of residents working with faith leaders, public agencies, and community organizations to improve the quality of life in South Hayward.

2.4 Coordinating and Advisory Council.

Membership of the advisory council. The advisory council will be a special subcommittee of the existing Alameda County Violence Prevention Leadership Council, which includes in its membership all required law enforcement and county agencies, as well as ACAP Executive Director Nanette Dillard and HUSD Director of Student Services Chien Wu-Fernandez. The subcommittee will include a member of the Hayward City Council, representation from HUSD and ACOE, and local CBOs Tiburcio Vasquez; and La Familia . The council will also include youth representation from the South Hayward Youth Leadership Council and the Youth Leadership Council serving the unincorporated areas where many HUSD students live.

Role of the advisory council in developing the project proposal. ACAP, HUSD, ACOE, and HPD all collaborated in designing this project proposal.

Program monitoring and accountability. The project partners will report to the advisory council quarterly, including data on progress toward objectives. The HPD will be represented at every Advisory Council meeting either by the Chief of Police or his designee, forming a direct line of authority between the council and operations out of YFSB. Youth themselves will participate in reporting to the greatest extent possible, in keeping with the focus on youth development and leadership. The advisory council will not only monitor progress, it will also seek resources to support the success and sustainability of this project.

A. Problem Statement *(Maximum of two single-spaced pages.)*

Please discuss the problem you have identified in the Eden Township Healthcare District. Include quantitative and qualitative data documenting the unmet health needs of the target population. (Note: this section describes the problem, not the solution.)

Ashland/ Cherryland represents one of the most ethnically diverse, low-income neighborhoods in Alameda County. In 2005, approximately 35,000 people lived in the unincorporated communities of Ashland and Cherryland; 25% of which were under the age of 14 and more than 10,000 between ages 15 to 24. Forty percent of the 12,574 households had incomes below $30,000 and 5% of adults over 25 are unemployed, which are significantly higher rates than the county as a whole. The largest portion of the population is Latino (35%) followed by Caucasians (31%), African Americans (16%) and Asian/Pacific Islanders (13%). The youth population is becoming increasingly diverse in this area and faces a complex array of public health risk factors, including high teen pregnancy rates, exposure to HIV and other STDs, lack of health insurance, dropping out of high school, pressure to use alcohol, tobacco, and other drugs, and a lack of culturally appropriate solutions.

Ashland/Cherryland has the highest teen birth rate in Alameda County (51.0 per 1,000 live births) and a mortality rate 70% higher than the countywide average. A March 2007 survey of middle school and high school students indicates that the majority lack productive activities to do after school that would keep them from making unhealthy decisions. The chronic lack of personal and family financial resources drives some young citizens into prostitution, drugs, and theft. This accounts for the rise in HIV/AIDS infection in this population.[1] In addition, these two communities have the highest percentages of youth who do not finish high school in all of Alameda County. Over the past five years, unemployment rates for those ages 16 and up have been persistently high in Ashland and Cherryland, and poverty is higher in these areas than in the rest of the Bay Area.

Unincorporated Ashland and Cherryland are underserved in almost every way. While cities benefit from public libraries, police, sports leagues, youth commissions and programs/services for youth beyond the schools, these two communities have none of these resources. Youth must travel to other school districts, pay to visit libraries in neighboring cities; travel to find after school programs outside of their schools, and find creative ways to occupy their time. Ashland and Cherryland are riddled with graffitti, litter, vacant lots, liquor stores, and medical marijuana clubs. Gangs and crime are prevalent. Youth living in these communities are bored and lack support and positive direction from the community. Gangs offer them a support system as well as economic opportunity through the drug trade. The 2007 survey of 200 middle and high school students living in these neighborhoods revealed that the majority of these youth see violence and crime in their neighborhoods "very often" or "fairly often." Over 80% of respondents indicated that if there were positive activities for within their community, youth involvement in gangs and crime would be significantly reduced or eliminated.

In San Leandro and Hayward, more services are available to youth, although the demand for youth-focused services that combine education, employment readiness, job placement and case management is greater than the supply. Vallecitos CET offers these services in Hayward; however, they have a long waiting list for youth services. San Leandro High School has a School Community Violence Prevention Program grant which focuses on youth at risk of gang involvement, but this program does not yet offer in-depth linkages to youth employment. ACAP has recently forged ties with this program and plans to deliver services on-site that will engage youth in their Bayfair Employment and Training Academy (BETA) program.

With this vast gap in services and opportunities for youth in these communities, it is no surprise that teen pregnancy rates are high. Youth get out of school in the afternoon and are left to their own devices for the rest of the afternoon and the evening. With parents working multiple jobs to main-

[1] The city of Hayward, ordering the Eden Area, has the fourth highest rate of HIV/AIDS infection in the county.

tain a roof over their family's head, youth take to the streets to find things to do. Schools lack the funding to supply youth, particularly those in middle school and high school, with scheduled after school programming. In addition, there is no other designated space within Ashland or Cherryland that incorporates positive, supervised activities that are of interest for teens.

With the media as one of the largest societal influences and a lack of adult interaction and services for youth, the probability that youth will follow the media's lead in determining appropriate behavior increases, which will naturally guide them into early sexual activity as well as crime and violence exposing them to the extreme risks of HIV/AIDS, chronic mental illnesses, drug/alcohol dependency and trauma. This is a major health concern for the unincorporated communities.

In San Leandro, Ashland and Cherryland, gangs from neighboring East Oakland are spilling southward and leaving violence in their wake. A San Leandro teen was shot and killed when he got lost on the way to a party in October 2007. San Leandro police state that the area of 77th Avenue and Rudsdale street is "known for violent drug activity," according to the *Oakland Tribune*. Also, gangs that used to be confined to Hayward are now also moving northward and claiming affiliates in San Leandro and unincorporated areas. Inspector John Lage of the Hayward Police Department states that there is "definitely an upswing in overall violence" related to this phenomenon. An August 2006 *Oakland Tribune* article stated, "Alameda County Sheriff's Sgt. Colby Staysa has seen gang violence worsen in the unincorporated flatlands during each of the six years he has worked in gang prevention, especially now that Southern California gangs are taking over Bay Area territory." While "instances of mid-level gang crimes are 'very high' in unincorporated Alameda County, Staysa said, gang-related homicides are low." At the Eden Area Livability Initiative's October 2007 community forum, gangs and gang violence were cited most frequently as a threat to safety.

In 2006, according to the Alameda County Probation Department, 447 youth were on probation in Hayward, San Leandro, San Lorenzo, Castro Valley, Ashland and Cherryland, accounting for 25% of all juvenile probationers in the county. There are also 259 parolees from the Juvenile Justice Division, Department of Corrections and Rehabilitation, residing in Alameda County.

While district-reported dropout rates often do not reflect the realities on the ground, the school districts targeted by BETA show significant dropout rates. In Hayward Unified School District, the four year derived dropout rate is 14.6%. The reported rate for San Leandro USD is 7.2%; for San Lorenzo 10.1%. According to the Alameda County Health Care Foundation, Latino youth have the highest drop-out rate of any ethnic group within the county (24.3%), followed by African-American students, whose current drop-out rate is 21.9 %. In the high schools in our targeted areas, Latino and African American students make up the majority of the student population, as seen in the table below. Dropping out of high school has been linked to greater health risks and early mortality.[2]

School	District 4-year Dropout rate	% Latino	% Afr.-Am	% White	% Asian/ Pac. Is.
San Leandro High (SLUSD)	7.2%	34%	19%	16%	29%
San Lorenzo High (SLzUSD)	10.1%	46%	25%	11%	17%
Hayward High (Hayward USD)	14.6%	44%	24%	18%	11%
Mt. Eden High (HUSD)	14.6%	45%	11%	10%	31%
Tennyson High (HUSD)	14.6%	52%	14%	8%	25%

B. Program Description *(Maximum of two single-spaced pages.)*

Proposed program/ service; and program or service addresses the problem described above. Discuss how the service is a new or expanding health-related service and not a duplication of existing services.

In designing the BETA program, ACAP engaged in needs assessment and planning with the Alameda County Department of Probation, the County Health Care Services Agency (HCSA), and

[2] *When Girls Don't Graduate, We All Fail: A Call to Improve High School Graduation Rates for Girls*, National Women's Law Center, May 2008.

the Alameda County Office of Education (ACOE). One of our major concerns in implementing the programs, especially the Pro-BETA track, is that so many of the youth we see come to us in some form of crisis. Whether violence in the family or on the street, pregnancy, a STD, poverty-related stressors, or isolation from positive role models, the obstacles these kids face are very often related to physical or mental health issues. Our data to date indicate that over (71% of the youth we see in BETA have no health insurance. In addition, many youth are Medi-Cal eligible based on family or individual income levels, but are not signed up or have lost their benefits through being incarcerated

The Huskey Report (2004) indicated that more than 67% of detained youth in the county have diagnosed mental health disorders, including clinical depression, anxiety and conduct disorders, and Post-Traumatic Stress Disorder. Youth involved in the system also have a greater likelihood of having used/abused alcohol and other drugs, and of having a mental health disorder than their peers who are not in the system. We estimate that 15% to 20% of the youth that we see need some form of mental health and/or substance abuse counseling, which we provide on site through our partnership with the county Behavioral Health Care Department. We are also referring young people to health care at the Eden Multiservice Center clinic, to the Davis Street Family Resource Center, and to school health centers where appropriate, such as the San Lorenzo High health Center.

When youth come in with health issues, they are referred to our partners in the area, which can cause a failure to take advantage of the services due to issues with transportation, gang territory, or lack of comfort going to a new space and new provider. Sometimes youth are reluctant to go to certain providers when they have been required to go there in the past as a condition of probation. The Health and Support Services Liaison will be able to devote his or her time to following up with youth to ensure that they are getting their health needs taken care of. If this involves driving a young person to an appointment; making follow-up calls with agencies, safe houses, counselors, Medi-Cal eligibility officials; ensuring that a young person can get his or her prescriptions filled – whatever it takes to support our BETA participants in achieving optimal physical and mental health.

Our aim is to create a community for youth, a safe and empowering environment where young people can have meaningful input into the programs that serve them; form groups based on career or educational interests; and have access to a variety of leadership development opportunities, mentoring, and supportive services, including case management, mental health, physical health care, and referrals to family support services. By linking and working with appropriate agencies and family members, our partnership will provide youth with consistent, reliable support to help keep them on a positive path and away from the many health risks posed by the streets.

Our experience with high-risk youth and with adults and youth reentering the community from detention/prison has shown us that the youth in BETA, Pro-BETA, and BETA plus need intensive one-on-one support and problem solving to manage the series of crises that most often characterize their lives. Our services will include a behavioral health care assessment, incorporating existing educational and mental health assessments if they are available through Probation or other agencies. Medi-Cal eligible youth with a diagnosed need for treatment will receive services on site. Non-Medi-Cal eligible youth will receive treatment through as well through funding provided by ACAP and the Alameda County Behavioral Health Department. ACAP has an extensive network of community-based, public agency, and employer partners so that we can tailor our service strategies to each individual's needs. Pregnant teens lacking support systems will also receive highly intensive case management to ensure that all of their pre-natal care is handled and they have access to all of the resources necessary to take care of themselves and the baby..

We have also discussed the provision of on-site services with the Health Care Services Agency and our partners in the Behavioral Health Care Services Network.

We believe that having our own on-site Health and Support Services Liaison is both essential and non-duplicative because in many cases the only way to effectively reach young people is through the things that are important to them. In the Eden Area, having a job and having income are matters

of paramount importance; therefore, youth will come to us and engage with us in ways that they might not be inclined to do with their school health center, free clinics, or family health care provider – assuming they have one. In many cases, our Health and Support Services Liaison may be the only adult who is actively involved in a young person's health care issues and may be able to re-engage a youth with existing medical services.

C. Goals and Objectives (Maximum of one single-spaced page.)

Clearly state your program goal(s). Identify your specific and measurable objectives to attain these goal(s).

For the purposes of this proposal, our goals are to

1. Recruit, hire, and train a qualified Health and Support Services Liaison to work with BETA youth.
    a. Hire a full-time Health and Support Services Liaison with an MSW degree or equivalent and experience working with at-risk youth, preferably in the Eden area or similar area, by December 31, 2008.
    b. Conduct in-depth training with partners, including Alameda County Behavioral Health Care, Davis Street Family Resource Center, San Lorenzo High School Health Center, Tri-City Health Center, La Clinica, Girls Inc., and other providers of health and mental health services.
2. Improve access to health care among BETA participants.
    a. 90% of pregnant teens and young adults coming to BETA program will receive prenatal care within 30 days of enrollment.
    b. 90% of youth with mental health or co-occurring disorders will meet with a counselor within 30 days of enrollment.
    c. 90% of youth referred for health or mental health consultations will follow up on their referral.
    d. 90% of Medi-Cal eligible youth in the BETA program will be registered for benefits.
    e. Barriers to receiving timely health care will be identified.

D. Program Analysis *(Maximum of two single-spaced pages.)*

1. Target Population

Specify age, gender, ethnicity, special needs, health needs, etc., as related to the proposed program, e.g., "The program will provide services to persons 12-18 years of age who are physically challenged."

The BETA program provides employment and supportive services to youth between the ages of 14-24 living in the Unincorporated Eden Area (San Lorenzo, Castro Valley, Ashland and Cherryland). A large majority of the youth we serve are at risk for gang involvement, substance abuse, teenage pregnancy, mental health issues, poverty and delinquent behavior. As noted above, 71% of the youth we see at BETA do not have health insurance. BETA participants are ethnically diverse. Of the nearly 200 youth we have served to date, 41% are African-American; 34% are Latino, 11% are white, 11 % are Asian/Pacific Islander, and 3% are Other.

2. Service Area

Identify the geographic area served. Note that the program must serve residents of the Eden Township Healthcare District (at least 51% of participants must reside within the District). The agency does not need to be located within the District boundaries.

The BETA programs serve youth in the Unincorporated Eden Area, which include the following zip codes: 94541, 94542, 94545, 94546, 94552, 94577, 94578, 94579 or 94580.

3. Program Performance

Identify how the program/service is delivered, including:

- *units of service during the term of the grant period*
- *total number of days of service during the grant period*
- *days and hours of operation*
- *number of people served*
- *how participants will obtain services*
- *location and accessibility of the site*
- *how you will generate referrals to the proposed program*
- *how services will be communicated to potential participants*

The BETA program runs for 6 weeks per cohort, 6 times throughout each school year. Classes are held twice a week from 4-6:30pm. Pro-BETA classes also take place twice a week, but from 10:30am-12:30pm for 6 weeks at a time, continuously throughout the year. BETA Plus also takes place in continuous 6-week increments, functioning similarly to the regular BETA class. In essence, all students will receive 24 hours of actual instruction, and case management for up to 90 days after they have secured employment. Students have access to their case manager for as many as 5 hours per week. Each cohort can accommodate 40 students, so for a full school year, at least 200 will be served. In the summer, we anticipate serving an additional 100 students. The classes are held at Bayfair Mall on the first floor next to Target, which is accessible to everyone in the local community as well as easy to identify. Bayfair Mall is a regional transit hub with its own BART stop.

To reach in-school youth, we will capitalize on our existing relationships with the comprehensive and alternative high schools in the target area. ACAP works closely with high schools in Hayward, San Lorenzo, and San Leandro. Our outreach staff will coordinate with school administrations to identify youth who would be appropriate candidates for BETA. We conduct outreach to the local middle schools, high schools, adult schools, and Eden Regional Occupational Program. Specific classes within the schools are also offering class credit for participation in BETA. We have also had articles published in the *San Leandro Times* as well as the *Daily Review*. We communicate BETA information to local youth-serving agencies so that they can refer their clients.

Some in-school youth will also be on probation, and will be referred through their probation officer. We work with students who have been suspended and provide them with re-entry workshops that are part of their return to school. ACOE coordinates with schools to offer these workshops on violence prevention, substance abuse, and building support systems. These workshops will present BETA as a positive alternative for youth. Workshops take place quarterly at each school site.

Because of our situation in a major area shopping mall, many out-of-school youth walk in in search of employment. From July 1, 2008 to August 31, 2008 134 out-of-school youth between the ages of 18-24 sought services at BETA. Out-of-school youth will also be introduced to the project either through Probation, instructors in the ACOE court schools, providers in the Alameda County Behavioral Health Care Network; and other community-based organizations (CBOs). ACAP has an extensive network of community partners in the fields of health and human services. One of our partners in this project is ACOE's Community Day Schools, who work to reach at risk youth who have been expelled or transferred out of comprehensive high schools.

D. Outcomes and Evaluation *(Maximum of one single-spaced page.)*

Clearly and specifically describe how you will measure the effectiveness of your program.

Our BETA Program Manager will be responsible ensuring that participant data regarding health care and mental health issues is carefully tracked and analyzed so that we can measure the effectiveness of the Health and Support Services Liaison's work. Data will be collected on (Objective 2a)

- Number of pregnant girls who come through the BETA program
- What prenatal care they get;

(Objective 2b)

- Numbers of youth assessed as needing behavioral health treatment
- Numbers referred to treatment,
- Numbers receiving treatment

(Objective 2c)

- Numbers of youth referred to medical treatment
- Numbers receiving treatment
- Barriers to youth receiving timely health care

(Objective 2d)

- Number of BETA youth who are Medi-Cal eligible but not enrolled
- Number of youth enrolled in Medi-Cal through BETA over the course of the grant period.

We will use this data to assess whether access to health care services is correlated with our overall goals for BETA, which are positive outcomes for youth in employment/work experience and in their ability/willingness to continue with their education.

E. Agency Capability *(Maximum of one single-spaced pages.)*

Define your organization's mission, vision and goals. Describe your agency's ability to provide the proposed program or service. List and describe cooperative and collaborative links with other organizations that enhance your ability to provide the proposed program or service. Please provide a letter of interest from collaborating agencies, if applicable.

Our vision is to establish a highly effective collaborative services delivery system that mobilizes community resources, integrating high performance with innovation and a "put people first" attitude that empowers the diverse populations of those we serve to strive for and achieve the ultimate goal of obtaining living wage employment and their own home.

The mission of the Associated Community Action Program (ACAP) as the public Community Action Agency for all of Alameda County outside of Berkeley and Oakland is to undertake strategic actions that work to eliminate poverty and the causes of poverty within the 12 cities and the unincorporated communities of the ACAP consortium. To accomplish this purpose, ACAP's community services block grant will be used to provide services and to fund community programs for the specific purpose of enabling low-income families and individuals to become economically self-sufficient by obtaining living wage jobs and affordable housing.

ACAP has 33 years of experience in administering direct state and federal grants and subgrants to community-based organizations (CBOs). ACAP's 2007 budget of $1.37 million is mostly comprised of state and federal grants (93%), supplemented by county funding and other income. Grant sources include HHS Community Services Block Grants (CSBG) in the amount of $530,689, Assets for Independence and Asset Development ($590,000), and discretionary funds from the California Department of Community Services and Development (CSD) ($115,000).

As the lead agency for this project, ACAP will be responsible for gathering and reporting financial and participant data. ACAP's experience in reporting CSBG data will be supplemented by that of the Alameda County Workforce Investment Board (WIB), which will provide reporting and MIS services on a contract basis. ACAP is monitored annually by California Community Services Department for its CSBG activities and has always met compliance standards in all operational areas.

ACAP's fiscal agent is the Alameda County Social Services Agency (SSA). ACAP maintains records to conform with generally accepted accounting standards and manages the demands of multiple funders and contract requirements with a highly experienced staff. The ACAP Grants Manager maintains all fiscal requests and manages reporting. The ACAP Financial Services Specialist is a SSA employee and maintains all fiscal records according to SSA standards. A WIB staff member does journal entries for ACAP accounts having to do with eligibility services contracted with the WIB. The Alameda County Auditor/Controller's Office oversees all ACAP fiscal operations, as the Auditor/Controller is ACAP's Treasurer under the terms of ACAP's Joint Powers Agreement. Our fiscal

Applicant Name: **Associated Community Action Program of Alameda County**

Workforce Investment Act Funds SFP
Governor's CalGRIP
Proposal Narrative Form

Section I - Statement of Need and High Intensity Gang Activity Areas (HIGAAs)

1. *Describe the geographical area the project will target and include the county/counties where services will be provided. Up to five bonus points will be awarded to projects serving one or more of the HIGAAs identified in Section 5 D of the SFP.*

The Associated Community Action Program (ACAP), Vallecitos Center for Employment Training, the Alameda County Office of Education (ACOE), the Alameda County WIB, and Tri-CED Community Recycling are partnering to propose Alameda County Positive Alternatives for Youth (AC PAY), a holistic approach to educational, employment, and support services to gang-involved youth and youth at risk of gang involvement in **Alameda County**. Our partnership will serve 100 youth and enroll 60 youth. Our service area includes the Eden Area, which includes the cities of Hayward, San Leandro, and the unincorporated areas of San Lorenzo, Castro Valley, Ashland, and Cherryland. We will also serve, Union City in southern Alameda county, and high-risk areas of neighboring Fremont and Newark. In the second year of this program we anticipate securing resources to expand services to the city of Alameda and to the East County region.

2. *Describe the economic and workforce conditions in the area. Provide the following statistical information that supports the need for this project and include data sources: gang-related homicides, number of youth on probation or parole, high school drop-out rates, high school academic performance index scores, poverty levels and total number of youth in service area.*

While the city of Oakland is the largest in Alameda County and its most notorious city for high crime rates and gang activity, other areas of Alameda County have real and urgent needs around gang intervention and prevention. Statistics on gang-related homicides were not available for Hayward or San Leandro. One of three 2006 homicides in unincorporated Alameda County was gang-related, and Union City's one 2006 homicide was also gang-related (California Department of Justice).[1]

In 2007, however, the Union City Police Department reports that there have been six gang-related shootings, one fatal, in a six-week period in November-December, in addition to two gang-related homicides earlier in the year. In June 2007, gang members arrived uninvited at a Union City party, resulting in a violent melee. Two individuals were shot, one killed, and five others injured in the fight. On December 22nd, a 14-year old middle school student was shot and killed in front of Barnard-White Middle School in Union City. Union City police Lieutenant Kelly Musgrove describes the situation in the city as "a gang war," pitting African American youth against Latinos loosely identified with the Norteño bloc of gangs. The Union City Council is convening a special work session to address this situation in January 2008. An ad hoc task force comprised of community-and faith-based agencies, the Union City Police Department, and New Haven Unified School District has been meeting for the past three months to share information about the extent of the problem and attempt to leverage resources to address it.

Fremont's, Union City's, and Hayward's police departments, along with the Alameda County Sheriff's Office, are members of the Southern Alameda County Gang Violence Suppression Task Force (SACGVSTF), which investigates organized gang violence. SACGVSTF has a list of over 2,500 gang members in the Tri-Cities area, predominantly Norteños and Sureños, as well as Crips and UCV, a Vietnamese-American gang.

[1] California Department Of Justice-Criminal Justice Statistics Center, Homicide Crimes, 2006, Contributing Circumstance: Gang Related, Statewide And By Jurisdiction

In San Leandro and unincorporated Ashland and Cherryland, gangs from neighboring East Oakland are spilling southward and leaving violence in their wake. A San Leandro teen was shot and killed when he got lost on the way to a football team's victory party in October 2007. San Leandro police state that the area of 77th Avenue and Rudsdale street is "known for violent drug activity," according to the *Oakland Tribune.*

In addition, gangs that used to be confined to Hayward are now also moving northward and claiming affiliates in San Leandro and unincorporated areas. Inspector John Lage of the Hayward Police Department states that there is "definitely an upswing in overall violence" related to this phenomenon. An August 2006 *Oakland Tribune* article stated that "Alameda County Sheriff's Sgt. Colby Staysa has seen gang violence worsen in the unincorporated flatlands during each of the six years he's worked in gang prevention, especially now that Southern California gangs are taking over Bay Area territory." While "instances of mid-level gang crimes are 'very high' in unincorporated Alameda County, Staysa said, gang-related homicides are low." At the Eden Area Livability Initiative's October 2007 community forum, gangs and gang violence were cited most frequently as a threat to safety.

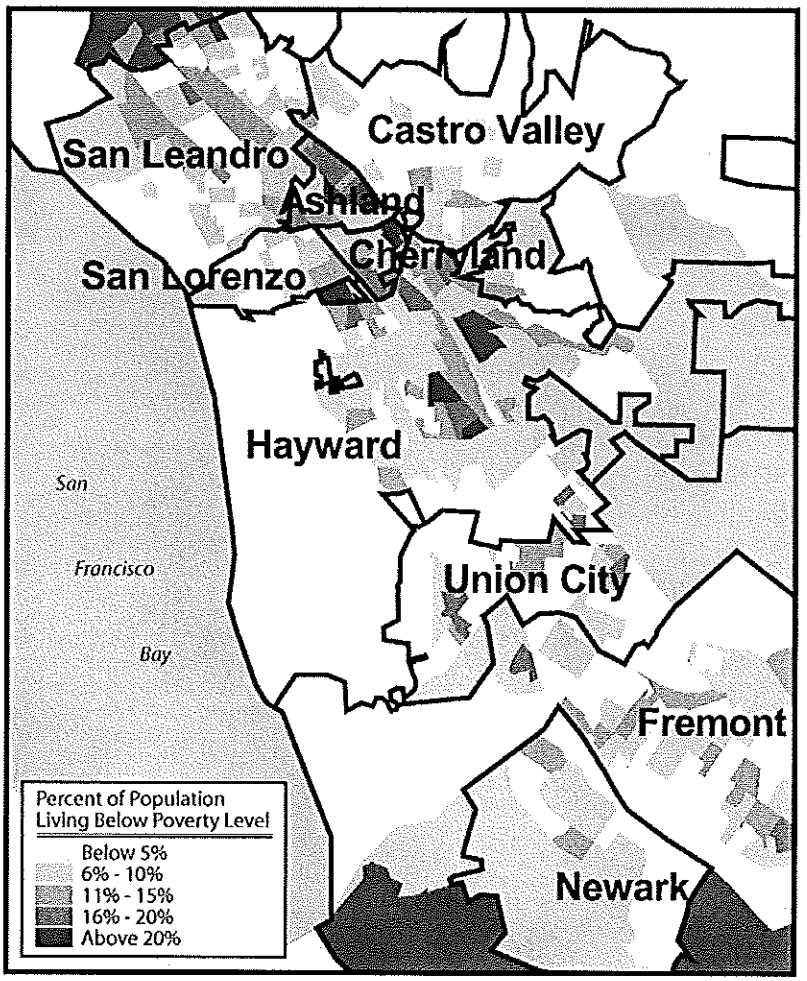
In 2006, according to the Alameda County Probation Department, 447 youth were on probation in Hayward, San Leandro, San Lorenzo, Castro Valley, Ashland and Cherryland combined, accounting for 25% of all juvenile probationers in the county. The Tri-Cities region of Union City, Fremont and Newark had an additional 250 youth on probation, another 14% of the county total. There are also 259 parolees from the state Department of Corrections and Rehabilitation, Juvenile Justice Division residing in Alameda County.

While district-reported dropout rates often do not reflect the realities on the ground, the school districts targeted by AC PAY do show significant dropout rates. In Hayward Unified School District, the four year derived dropout rate is 14.6%. The reported rate for San Leandro USD is 7.2%; for San Lorenzo 10.1%; for New Haven USD (serving Union City) 14.6% and for Newark 12.4%. In Fremont, the rate is 2.2%. However, according to the Alameda County Health Care Foundation, Latino youth have the highest drop-out rate of any ethnic group within the county (24.3%), followed by African-American students, whose current drop-out rate is 21.9 %. In the high schools in our targeted areas, Latino and African American students often make up the majority of the student population, as seen in the table below.

School (District)	District 4-year Dropout rate	API rank/ similar schools	% Latino	% Afr.-Am	% White	% Asian/ Pac. Is.*
San Leandro High (San Leandro USD)	7.2%	4/2	34%	19%	16%	29%
San Lorenzo High (San Lorenzo USD)	10.1%	4/7	46%	25%	11%	17%
Hayward High (Hayward USD)	14.6%	3/3	44%	24%	18%	11%
Mt. Eden High (Hayward USD)	14.6%	3/1	45%	11%	10%	31%
Tennyson High (Hayward USD)	14.6%	2/1	52%	14%	8%	25%
James Logan High (New Haven USD, Union City)	14.6%	7/6	26%	11%	15%	48%
Washington High (Fremont USD)	2.2%	8/4	16%	7%	39%	37%
Kennedy High (Fremont USD)	2.2%	6/7	28%	10%	32%	27%
Newark Memorial High (Newark USD)	12.4%	5/2	36%	9%	27%	26%
Includes Asian, Pacific Islander, Filipino.						

In 2005, approximately 35,000 people lived in the unincorporated communities of Ashland (zip code 94578) and Cherryland (94541); more than 10,000 of whom were between the ages of 15 and 24. There are 26,636 youth aged 15-24 in Fremont, 5,900 in Newark, 9,695 in Union City, 21,751 in Hayward, 8,901 in San Leandro and 2,652 in San Lorenzo, for a total of 72,535 youth. The poverty rate in Ashland is 14.3%, in Cherryland 12.3%.

Forty percent of the 12,574 households had incomes below $30,000 and 5% of adults over 25 are unemployed, a significantly higher rate than the county as a whole. In Union City, the poverty rate is 6.5%, and in San Lorenzo it is 5.4%. Hayward has a poverty rate of 10.0%; Newark 5.5% , and Fremont 5.4%. However, there are census tracts in Union City, Newark, and Fremont where the poverty rate is significantly higher (see map at right). In many tracts in Ashland, Cherrlyand, and Hayward, the poverty rate is over 20%, and it is between 10% and 20% in many more tracts shown on the map.



3. *Describe the unmet need of the youth in the area that the proposed project will target. Include an explanation of how the unmet need was determined and what factors have contributed to the unmet need. Explain why the need cannot be met with existing resources through the local or regional educational, employment and training service delivery infrastructures.*

Unincorporated Ashland and Cherryland are underserved in almost every way. While cities benefit from public libraries, police, sports leagues, youth commissions and programs/services for youth beyond the schools, these two communities have none of these resources. Youth must travel to other school districts, pay to visit libraries in neighboring cities; travel long distances to find after school programs outside of their schools, and find creative ways to occupy their time. Ashland and Cherryland are riddled with graffitti, litter, vacant lots, liquor stores, and medical marijuana dispensaries. Gangs and crime are prevalent. Youth living in these communities are bored and lack support and positive direction from the community. They get into the drug trade are enticed by gangs, who offer them a support system as well as economic opportunity. A March 2007 survey of 200 middle and high school students living in these neighborhoods revealed that the majority of these youth see violence and crime happening in their neighborhoods very often or fairly often, mainly caused by gang involvement, drugs/alcohol and a lack of money. Over 80% of the respondents indicated that if there were positive activities for them within their community, youth involvement in gangs and crime would be significantly reduced or eliminated.

In San Leandro and Hayward, more services are available to youth, although the demand for youth-focused services that combine education, employment readiness, job placement and case management is greater than the supply. Vallecitos CET offers these services in Hayward, near Union City; however, they have a long waiting list for youth services. San Leandro High School has a School Community Violence Prevention Program grant which focuses on youth at risk of gang involvement, but this program does not yet

offer in-depth linkages to youth employment. ACAP has recently forged ties with this program and plans to deliver services on-site that will engage youth in their Bayfair Employment and Training Academy (BETA) program. BETA, like Vallecitos CET, does not have the capacity to serve all youth who are interested in the program.

The San Leandro Chamber of Commerce's Youth Employment Program partners with the City of San Leandro, local businesses and San Leandro and San Lorenzo High Schools to employ students in part-time and summer jobs as well as internships. However, many students are not job ready, and out of school youth do not have access to school-based services. In the Tri-Cities area, Tri-CED provides employment to 12-15 hard-to-employ youth, but they are virtually the only organization that does so, and even Tri-CED does not have the capacity to offer structured educational services such as GED preparation, or support services like counseling.

The Eden Area and Tri-Cities One-Stops serve very few older youth as adults. In addition, as federal appropriations for WIA continue to shrink, staffing resources at the One-Stops are diminishing, limiting the One-Stops' capacity to serve high-need youth.

The Alameda County WIB funds Employment Plus programs for high-risk youth in the Eden Area, through Hayward Adult School, and the Tri-Cities, through Vallecitos. These projects, while successful, both have waiting lists for services. ACAP has just submitted a proposal to serve 75 Eden Area youth through Employment Plus, including 50 youth who are on probation and/or reentering the community from detention. Even with these additional services, however, the need for career exploration and career focused education for young people in the Eden and Tri-Cities areas will not be met.

In designing the AC PAY program, ACAP engaged in needs assessment and planning with the Alameda County Department of Probation, the County Health Care Services Agency (HCSA), and the Alameda County Office of Education (ACOE). The primary need identified by these partners is for a mechanism that reconnects re-entering youth with positive activities and a support system immediately upon their release from detention. Almost three years after the release of the Huskey Report (*Alameda County, California Comprehensive Study of the Juvenile Justice System,* 2004, Huskey & Associates), youth on probation wait an average of four to six weeks after leaving the Juvenile Justice Center before being assigned a supervising probation officer, and a comparable amount of time before being placed in school. ACOE serves youth in the Juvenile Justice Center ,and it is our hope that involving them in AC PAY will enable ACOE and the schools better able to follow up with them after discharge. At present, when a school environment is found, youth often find themselves placed in classes in the middle of a semester, with no chance to catch up on missed work or earn credit for their classes in a system which offers no partial credit. Without structure and support, youth are far more likely to re-offend.

It is precisely the highest risk youth who are underserved by the workforce development system, in part because of pressure to meet stringent local performance standards. CalGRIP funding offers experienced WIA providers the opportunity to serve additional youth on probation or otherwise at risk of gang involvement. Our partnership can provide real alternatives to gang membership before gang problems in Eden and the Tri-Cities grow to the scope and severity of neighboring Oakland.

Section II - Target Group

1. *Describe the characteristics of the youth that will be served by this project including barriers and supportive service needs such as housing, drug and alcohol treatment, counseling, etc. Describe how you will determine whether a youth is a current gang member, gang involved or at-risk of gang involvement. Complete and attach the Target Group Planning Chart (SFP Form 1).*

AC PAY targets youth aged 15-21 from two main pools of participants: youth identified by school leadership as gang members, gang-involved, or at risk of gang involvement; and youth on probation. Whether or not a juvenile offended for a gang-related or gang involved crime, involvement in the juvenile justice system is automatically a risk factor for future gang involvement. Kids in detention typically have to choose a gang affiliation for self-protection while they are inside. These affiliations often persist after release if they are not addressed. Both the marginalization of youth on probation by school districts and the bottleneck in

matching offenders with probation officers create an environment where kids perceive gangs as the only groups that care about them.

Research into gang involvement risk factors indicates that characteristics of in-school youth who are gang involved/at risk of involvement include a pattern of low engagement with school, sporadic attendance, being behind in credits, and behavioral problems. That said, we will treat each possible referral on a case-by-case basis. Risk factors for this group may include basic skills deficiencies, lack of workplace experience and workplace readiness skills, lack of positive role models, and lack of leadership opportunities that give them the chance to have a positive impact on their community. This group will need extra support to recover credits and get on track to finish high school and prepare for postsecondary education and/or employment. We anticipate that 15% to 20% of the youth in this group will need some form of mental health and/or substance abuse counseling, which we propose to provide through our partnerships.

Among youth in detention/on probation in Alameda County, males outnumber females by 82% to 18%. Youth in the juvenile justice system are also disproportionately African-American. While African-American youth represented 17.2% of the total youth residing in Alameda County in 2003, they represent 62.2% of the youth detained and 53.4% of youth on probation. (Huskey Report, 2004). The Huskey Report indicated that more than 67% of detained youth in the county have diagnosed mental health disorders, including clinical depression, anxiety and conduct disorders, and Post-Traumatic Stress Disorder. Youth involved in the system also have a greater likelihood of having used/abused alcohol and other drugs, and of having a mental health disorder than their peers who are not in the system. Our target group will need support in engaging or re-engaging with the educational system, developing themselves as pro-social young adults, and developing their soft skills and work readiness skills. The level of gang involvement or risk for involvement for youth on probation will be determined in consultation with the youth's probation officer. For youth in detention, we have an agreement with the ACOE to make contact with youth in ACOE-operated court schools, prior to their release, to initiate application and eligibility processes for this project. We will determine the level of gang involvement of youth in detention in consultation with the Juvenile Justice Center officials and court school teachers.

2. *Identify the outreach and recruitment methods that will be used to contact and recruit current gang members, gang-involved, or at-risk of gang involvement youth. Demonstrate how these methods will enable you to reach the targeted youth population.*

To reach in-school youth, we will capitalize on our existing relationships with the comprehensive and alternative high schools in the target area. ACAP works closely with high schools in Hayward, San Lorenzo, and San Leandro; and Vallecitos has long-term working relationships with schools in the Tri-Cities area as well as in Hayward. Our outreach staff will coordinate with school administrations to identify youth who would be appropriate candidates for AC PAY. Some in-school youth will also be on probation, and will be referred to us through their probation officer. We would work with students who have been suspended and provide them with a re-entry set of workshops that are part of their return to school. ACOE will coordinate with schools to offer these workshops on topics such as violence prevention, substance abuse, and building positive support systems. These workshops will present AC PAY as a positive alternative for youth. Workshops will take place quarterly at each school site (up to five per year).

Out-of-school youth will be introduced to the project either through Probation, instructors in the ACOE court schools, providers in the Alameda County Behavioral Health Care Network; and other community-based organizations (CBOs). Both ACAP and Vallecitos have an extensive network of community partners in the fields of health and human services. One of our partners in this project will be Diaz Counseling Services (DCS). Since April 2005, DCS has been providing Spanish-language services to the Latino community in the Tri-Cities and Hayward, focusing on gangs, substance abuse and anger management. In April 2007 DCS received a grant from Probation to provide these services out of the Community Probation Program office in Hayward. We will also work with ACOE's Community Day Schools to reach at risk youth who have been expelled or transferred out of comprehensive high schools.

Section III - Planned Approach

1. *Describe the intervention and/or prevention strategy that will be used to achieve the planned goals and objectives. Include a service process flowchart. Demonstrate how this strategy is comprehensive and community focused providing a holistic approach to serving the target population.*

ACAP and Vallecitos will serve as the anchor partners in a wraparound approach that will include youth and their families. Our aim is to create a community for youth, a safe and empowering environment where young people can have meaningful input into the programs that serve them; form groups based on career or educational interests; and have access to a variety of leadership development opportunities, mentoring, and supportive services, including case management, mental health, physical health care, and referrals to family support services. Our partnership's two main service centers, one in Union City at the Centro de Servicios and one in San Leandro's Bayfair Mall, are known to neighborhood residents as places where youth can feel safe and welcome.

While there will be variations depending on each youth's situation, our basic approach is as follows:

- Youth in detention will receive assessment and service referral from the Juvenile Justice Center or Camp and or/ ACOE. They will receive an immediate connection to an ACOE school in the community or to our youth service centers in San Leandro or Union City, depending on their place of residence or which site is most convenient for them. We will connect these youth to regular school/employment training adjunct to school.
- Youth identified by schools (who have been suspended, identified as at-risk, etc.) will be referred to ACAP/Vallecitos either through school staff or school based workshops. They will receive job readiness/life skills workshops, educational support and case management at the ACAP/Vallecitos sites, and intensive follow-up support with school and any employment secured by the youth.
- Other out-of-school youth, e.g. those who are on probation yet over 18 or who have dropped out of school, or are simply disconnected from school or job will be referred to ACAP/Vallecitos by community partners for assessment, job training, case management, and placement in education or a job, with intensive case management and follow-up.

Our service structure includes: 1) in-depth assessment of skills, interests, and comprehensive service needs 2) a variety of vocational training and employment opportunities, 3) career pathways awareness, 4) youth/adult mentoring, 5) transitioning links to the workforce, 6) youth leadership and asset development opportunities, 7) guidance and counseling, 8) wraparound support services, and 9) post exit follow up. Other service activities include GED preparation, tutoring, occupational skills building, life skills development, service learning projects, paid and unpaid work experience opportunities. Youth will receive basic skills tutoring and remediation, as well as the opportunity to recover credits.

Experienced, culturally competent Case Managers will guide youth in visualizing goals for their education and careers and developing a detailed plan to reach those goals. Support services will help youth overcome obstacles, which may include gang involvement, family crisis, juvenile justice issues, foster care issues, and medical or mental health issues. By linking and working with appropriate agencies and family members, our partnership will provide youth with consistent, reliable support to help keep them on a positive path and away from gang involvement.

Our experience with high-risk youth and with adults and youth reentering the community from detention/prison has shown us that the youth targeted through this project will need intensive one-on-one support and problem solving to manage the series of crises that most often characterize their lives. Our services will include a behavioral health care assessment , incorporating existing educational and mental health assessments if they are available through Probation or other agencies.. Medi-Cal eligible youth with a diagnosed need for treatment will receive services through community providers in the HCSA Behavioral Health Care Network. Non-Medi-Cal eligible youth will receive treatment through DCS. Both Vallecitos and ACAP have an extensive network of community-based, public agency, and employer partners so that we can tailor our service strategies to each individual's needs.

As the subcontracting agency for Community Services Block Grants for Alameda County (excluding the cities of Oakland and Berkeley), ACAP has an extensive network of contacts at over 40 successful CBOs that we use to make referrals, build partnerships, and troubleshoot challenges. These partners' services include emergency shelter, health care, housing, counseling for children and families; job training and employment services, and services to foster youth who are transitioning out of the system, and many others. Public agency partners include the Alameda County Probation, Health Care Services Agency, Public Works, Social Services, the Sheriff's Office, school districts and more. ACAP is involved in a number of neighborhood livability initiatives and reentry initiatives which will be discussed in greater detail in Section V. We also partner with employers through the Bayfair Mall and the Business Roundtable, a regional coalition of business and public agencies that addresses workforce and training issues.

Vallecitos also offers a community centered approach to working with hard-to-serve youth. Working with adult education, alternative schools, school districts, community-based health centers, counseling services, legal aid organizations and mediation services, housing and shelter services, and food banks, Vallecitos provides youth with a wraparound system of supportive services which includes their families. Special consideration is given to a client's personal background, culture, religion and language needs. Case Managers meet on a regular basis with youth and their families, often making home visits to support these youth in the context of their families.

The attached service flow chart illustrates the interwoven system of services and supports that will lead youth to success through AC PAY.

2. *Describe the specific types of services and training that will engage youth in positive community alternatives, increase their vocational and job readiness skills, link them to career pathways and reduce their risk of gang involvement. Demonstrate how your services and training relate to your planned performance benchmarks. Identify who will provide the services and/or training.*

While Vallecitos and ACAP have slightly different processes and service offerings, the phases of service and philosophy of team-based service are similar. We plan to provide services to both connected (in-school) and disconnected (out of school/unemployed/underemployed) youth, to younger youth age range of 16-18 and to older youth aged 19-21.

Assessment: All youth enrolled in AC PAY will receive an objective assessment of their academic level, skill level, and service needs. This team-based assessment will include a preliminary mental health assessment by HCSA staff as well as input from other youth development staff, community partners who may already be working with the youth, and the youth's probation officer if applicable. A Case Manager will work with each youth to develop an Individual Service Strategy (ISS) that blends academic, job readiness, employment, and support services designed to meet the objectives identified in the ISS.

Upon enrollment certification, the Intake Coordinator will provide a summary report that will include information on barriers, needs, contact information, and recommendations to the Case Manager. The Case Manager and other staff will guide each youth through the assessment process and explain its importance to the development of an Individual Service Strategy. The Case Manager will then conduct a series of evaluation activities that subjectively and objectively measure participant's strengths, weaknesses and needs, and create a socioeconomic and educational profile for each youth. Assessment will cover life skills strengths and barriers, support services needs, occupational interest, training and employment goals; standardized basic skills pre-testing, personal history, and past work experience. The participant and the Case Manager and other team members (e.g. job developer, community partner, counselor) will work together to identify training , employment and life management activities that meet the assessed needs of each participant and to formulate a plan of action. Parents and other community agencies may participate in and/or provide additional information and recommendations to the ISS process. The Plan of Action will:

- Set measurable goals.
- Delegate tasks to youth, staff, family members, and partner organizations.
- Determine a workable chronology of attaining goals.

- Be centered on an asset-based model of youth development focused on the individual youth.
- Include a sampling period where youth are allowed to tryout the plan of action.
- Be modified as needed based on the changing needs to youth.

Upon development of the Plan of Action, youth will sign their ISS and Program Participation Agreement. The last phase of assessment is the completion of the sampling period. The sampling period allows participants to try out their plan of action for two weeks, after which they will decide to modify or continue their plan of action.

The academic level, skill level and service needs of potential AC PAY participants will be identified using the following test and assessment tools:

- Ansell-Casey Basic Life Skills Test (ACLSA)
- The Holland Self-Directed Search (SDS)
- Comprehensive Adult Student Assessment Systems (CASAS)
- GED Practice Exam Online
- ESL Locator Test Reading & Writing

Educational Services: Academic level and skill level will be assessed for all youth using a standard assessment package. All Eden Area youth will have access to homework help and tutoring every afternoon at the ACAP Youth Development Center, provided by experienced and professional instructors who specialize in working with at risk youth. Youth who are assessed as basic skills deficient will work with tutors at the Youth Center as well as on basic skills remediation software. We will make study skills workshops available to all youth at the Center Youth who are assessed as needing to recover high school credits in order to graduate. They will have the opportunity to enroll in Cyber High online courses at the ACAP Youth Development Center. The Cyber High curriculum is aligned with the California Content Standards and Frameworks and accredited through the Fresno Unified School District.

Vallecitos also offers online instructional software in basic skills. In-school youth in the Tri-Cities will be co-enrolled with Vallecitos CET and attend GED and/or basic education classes that focus on academic attainment and improvement of reading, writing comprehension and math skills. One-on-one coaching will be provided along with intense tutoring.

In school youth will receive dropout prevention services that will help them to stay in school. The services include after school tutorials, part time employment, support services, guidance and counseling and intensive basic skills training and encouragement. Vallecitos and ACAP staff will develop and maintain an ongoing relationship with younger connected students and families. In addition, Vallecitos and ACAP staff will conduct extensive post-exit follow-up to make sure that detained or disconnected students have returned to school and/or are participating in the positive activities described above. The partnership will monitor each participant and coordinate with school counselors to ensure that in-school youth remain in school.

All youth in need will receive educational services, either at Vallecitos's office at the Centro de Servicios or the Hayward Adult School, with the goal of attaining a GED or high school diploma. They will receive intensive tutorial and online GED instruction that is designed to motivate and provide immediate input for troubleshooting problem areas. In our experience, disconnected younger youth have typically experienced frustration and failure in traditional school environments. Our goal for this group is to provide a dynamic and motivational learning environment, coupled with monitoring and relationship building, which will allow youth and staff to work together and together achieve the goals that they are seeking as student and teacher. Upon attainment of their GED, younger disconnected youth will be encouraged to continue with their education, and counseled to enter into advanced training or apprenticeship.

Job Readiness: The BETA program at the Youth Development Center will provide job readiness skills for all interested participants and participants for whom the Case Manager determines that these workshops are essential. Sessions will run for six weeks, with two two-hour classes per week. Classes cover barriers to employment; healthy and supportive relationships; time management skills; proper attire, etiquette, workplace vocabulary and hygiene; effective resumes and cover letters, and developing skills in an area of career interest. Services will be provided by Pivotal Point, using the Blueprint for Workplace Success curriculum. This curriculum includes skills and interest inventories that will be completed by youth and used

by Case Managers and youth to complete and modify the ISS. Pivotal Point also includes a module on entrepreneurship element in BETA. Interested BETA graduates can enroll in Pivotal Point's entrepreneurship academy. At the Centro de Servicios in Union City, youth in need of job preparation, job readiness, life skills, and vocational training will be directed to the appropriate instructor and classroom where they will be guided through curriculum and related software by the instructor.

Retention services will require active follow-up with youth, family, employers, post secondary schools and friends. Common issues that prevent youth from keeping jobs and staying in school are often related to old habits such as gang affiliation, poor time management, and lack of practice in staying focused on goals and responsibilities. Additional barriers include transiency and lack of stable housing, family crises, the need to provide care for family members, and mental health issues that affect motivation and self discipline. To overcome these retention barriers, we will provide disconnected younger youth with the education, vocational training, and certificate needed to obtain a living wage job that fits each participant's skills and interests, to the greatest extent possible. We will also coordinate support services to help address family issues and mental health issues that affect youths' ability to stay in school and/or on-the-job and succeed.

Disconnected and connected older youth will all receive job maturity, job readiness, and job retention skills training through Vallecitos or ACAP's subcontractor Pivotal Point Youth Services. Depending on youths' needs and interests, they may also receive certificated vocational training, GED training, and basic skills literacy and math training. Vallecitos, local educational agencies, and CBO partners such as the Regional Technical Training Center all offer certificate-focused vocational training in a variety of occupational skills, and each participant's Case Manager will help determine which route makes most sense.

Older disconnected youth will be encouraged to seek employment as well as education. These youth will receive job placement services and transitional activities that help move them into employment activities such as apprenticeships, externships, and work experience. Our team will expose students to career exploration activities such as field trips to colleges, externship facilities, other advanced training sites, employer sites and job fairs.

Many disconnected older youth have failed school, do not have good relations with adults, have issues with authority, have quit or been discharged from jobs and have a poor work history. Our partnership will work at providing services that will help youth complete a vocational course of study to earn a credential, find a job, and retain employment. Our goal is for disconnected older youth to receive quality instruction, followed by meaningful employment that leads to advancement, increased earnings, and a career pathway.

Older connected youth may receive vocational training and earn a certificate by enrolling in and attending vocational classes at Vallecitos CET, Hayward Adult School, community colleges, and RTTC. These training providers offer short and long term courses in a variety of occupational areas including business services, medical, automotive, telecommunications, green industry apprenticeships, construction and biotech. We will also offer GED preparation classes and basic education to improve literacy and numeracy skills as described above. Some older connected youth are attending post secondary, advanced training or college and need support to stay in school. Our partnership will provide financial support textbooks, school supplies, and apprenticeship fees. Job developers at Vallecitos and ACAP will also work with employers to secure part time and full time jobs for connected older youth who need to work while attending school.

Support Services: Both connected and disconnected youth will have access to a range of support services, including behavioral and mental health services, transportation, work clothes, and book stipends

- Behavioral health services: Therapists from HCSA Behavioral Health Care services will be co-located at the Youth Development Center and the Centro de Servicios to work with youth in need of counseling. While we anticipate that the percentage of connected youth who need mental health services will be less than the percentage of disconnected youth, data indicates that young people who are at high risk of not completing their secondary education are more likely to have mental health issues than the general population.
- Re-entry services: ACAP is providing comprehensive re-entry services as one of the three pilot sites for the statewide Community Action Reentry project (CARE), in which we will serve individuals aged 18 to 29. This project, along with our existing Re-Entry Service Center for Unemployed Ex-Offenders

(RESCUE) funded by our Prisoner Re-entry Initiative grant from the Department of Justice, will help address the unique needs of re-entering juveniles and young adults. All services are wholly voluntary, and many are provided on a peer-to-peer basis.

- Physical health services: ACAP is currently in negotiation with HCSA to provide basic health care services to participants at the Youth Development Center. These may include: family planning services, sexually transmitted infection screening, basic physical exams and health assessments, diabetes screening, and information on nutrition and exercise. Pending the buildout of basic health facilities at the Center, ACAP staff will refer Eden area participants to services in the community. Vallecitos also refers participants to county clinics, community clinics, and hospital services for students without insurance.
- Transportation assistance may be provided in the form of bus/BART passes. ACAP is also in the process of acquiring a van from Alameda County surplus property that we can use to provide transportation when public transit is not a safe or accessible option for youth.
- Work clothes: Probation has committed funds for work clothes for youth on probation; we are budgeting additional money for work clothes/uniforms for youth who are not on probation. Davis Street Family Resource Center also has a career clothes closet, as does Wardrobe for Success.
- Childcare: childcare needs will be identified during the eligibility and assessment process by the Intake/Case Manager. Our partnership does not offer on-site childcare, but uses Child Care Links and CalWORKs funding to provide childcare assistance to cover the cost of childcare while the student is enrolled in training. Students are counseled on how to plan and select quality childcare and encouraged to get on the waiting list at local low-cost day care centers.
- English as a Second Language (ESL) is offered at Vallecitos and through the Hayward Adult School.
- Food: we assist participants and their families in securing food through Salvation Army, assistance with WIC enrollment, South Hayward Neighborhood Collaborative, San Lorenzo Community Food Pantry, Mercy Brown Bag, South Hayward Parish, and St. Bede's Catholic Church.
- Other: With its breadth and depth of contacts in the Eden and Tri-Cities areas, ACAP and Vallecitos Case Managers are also able to refer youth and their families to other agencies that can support them with services including: health services, housing advocacy, domestic violence prevention/intervention, services for foster youth, and employment and training for adults, including the Eden Area One-Stop in Hayward and the Tri-Cities One-Stop in Fremont.

Financial Literacy And Matching Savings Accounts. We will also provide youth with financial literacy and economic empowerment services through ACAP's Economic Empowerment Initiative. These programs include assisting youth to open checking accounts at no charge through CitiBank and Washingon Mutual, and opening Individual Development Accounts (IDAs), unique incentive savings accounts that offer qualified participants $2 for every $1 they save. The IDA program is supported by federal Assets for Independence (AFI) funds. Other EEI services for youth include: financial education, credit seminars, and budget planning.

Youth Development: Building positive assets for high-risk youth is critical to their overall success. We will make available opportunities to contribute, make decisions, and see that youth input is valued at all program locations. Youth will be encouraged to join ACAP's Youth Commission, contribute to ACAP's and Vallecitos's youth newsletters, volunteer in the community, and help create new program elements at the Youth Center and the Centro de Servicios. These may include theme-based clubs, job fairs, support groups and peer study groups. We will encourage and guide youth to approach local business and foundations to provide funding for expanded youth leadership activities. Service-learning is a key element in our youth development strategy, providing youth with the opportunity to practice and experience basic education, work readiness, and occupational skills through meaningful projects that serve the community. We are contracting with ACOE to coordinate service-learning projects throughout our targeted cities for the youth in AC PAY. Vallecitos staff members have attended the ACOE Summer Service-Learning Institute, and have implemented service-learning projects as an integral part of their programs.

Follow-Up Services: The Case Manager will work with other in-house staff and partners to form a follow-up team that conducts home visits, employer visits, and other fieldwork. A crucial function of the follow-up team is to maintain a close relationship with youth that will allow them to open up and be able to discuss their problems or concerns. The Follow-Up team will be responsible for monitoring, tracking and documenting each individual's retention situation. The follow-up team will document contact at least biweekly for the first six months and monthly thereafter. Case files and documentation for each participant, will be maintained in compliance with WIA procedures. This tracking and monitoring mechanism will ensure continuous participation in follow-up services. Staff will establish a direct personal link with youth to keep them on track and actively involved in activities that will advance their career, education, and personal goals throughout the 12-month minimum follow-up period. A key factor to the success of the follow-up phase will be participation and assistance from local educational agencies and employers who will let us know if youth are participating in school and/or if they are still employed and achieving milestones such as wage increases or the acquisition of a training certificate or credential. Youth attending post-secondary education or pursuing other educational goals will be monitored for attendance and progress. The Follow-Up Team will be responsible for coordinating the support services required to help youth continue to advance and further their goals and aspirations relevant to education, work retention, career growth, salary upgrade, personal growth and self-sufficiency.

Follow-up activities will also be designed to motivate youth to establish peer support groups, volunteerism, leadership skills, adult mentoring, citizenship, organizational skills, critical thinking, and community involvement. Youth is a time of continuous change, and the youth we work with are often confronted with issues and concerns which need to be recognized and addressed. The follow-up team will proactively identify potential problems such as gang-related behavior, alcohol and drug problems, personal and family crisis, and physical and mental health issues, and implement early intervention strategies to optimize participant progress.

3. *Describe how your service plan will address the barriers of the targeted youth and prepare them to enter an education or training program, obtain employment in a high wage/high growth industry or in an occupation with future career advancement opportunity, attain a degree/certificate, achieve literacy/numeracy gains or return to/remain in secondary school.*

We believe that that there are several essential elements in assisting high-risk youth to achieve their employment and educational goals: building trusting, respectful relationships among the youth and a team of caring adults; assisting youth in defining their goals and developing action plans; and building a sense of community among youth participants so that the Youth Development Center and the Centro de Servicios are safe and empowering places for them. We will use culturally competent, experienced Case Managers and other staff who understand the needs and strengths of our populations. We will work closely with youth on developing their ISS and an individualized action plan for their lives, and we will make sure that youth know that we will not give up on them or on their dreams, no matter what difficulties they encounter.

We will formulate a wraparound approach to working with at-risk and gang-involved youth that helps to integrate their entire experience --home, school, and work/career exploration – into a manageable and positive situation. We will provide a comprehensive mix of support services to address the barriers of our targeted youth. We are particularly emphasizing mental health services for this project, as we believe that untreated mental health needs are significant contributing factors in many young people's involvement with the juvenile justice system, histories of academic failure and behavioral problems, and lack of concrete plans for a positive future. Our Case Managers will be looking at the whole situation of each youth – does he/she have a secure place to live? Is there heat and phone service? Is there a domestic violence or substance abuse issue in the family? Is there enough to eat? The Case Managers will provide referrals and linkages to housing, food, medical, childcare, legal aid, and other assistance for youth and for their families. They will also follow up on the referrals to ensure that connections are made and that youth and their families receive the supports they need to address the whole family's barriers to the greatest extent possible.

4. *Describe how your service delivery plan will achieve the goals and objectives of the project in a timely manner. Complete and attach the Proposal Work Plan (SFP Form 2) that includes objectives/activities and timelines.*

We will be ready to enroll youth in AC PAY as soon as the project start date is determined. Our partnership has recently planned for the Alameda County WIB's Employment Plus application, which means that partners are on board and ready to start recruiting/referring youth. Each lead partner will be responsible for setting and achieving quarterly goals for recruitment, enrollment, and exit in order to meet the performance goals for this project.

The Program Manager for AC PAY will be in charge of working with both ACAP and Vallecitos to ensure that both agencies are interviewing, assessing and enrolling appropriate numbers of youth in order to meet our goal of providing intensive education, training, and placement services to 60 youth. As detailed below in Section VII(3), our proposed Program Manager has extensive experience in managing state and federal youth projects as well as in working with gang-involved/at-risk youth. He understands that this project will require intensive up-front effort to ensure that all our partnerships and linkages are strong, with clearly defined roles and responsibilities, that we have credibility with the schools whose students will participate in the project as well as with the County agencies involved with serving youth in the system. We are working on an 18 month timeline for enrolling, serving, and exiting all participants, and we will push hard to make this schedule work. However, if we encounter greater difficulties than anticipated in setting up our pipelines of applicants and/or in enrolling applicants into AC PAY, we have an extra 6 months in the grant period if necessary.

The partners in AC PAY will meet formally each quarter to assess the progress of the project, both in terms of enrollments, service delivery, exits and follow-up, and in terms of the participants' and partners' experience. ACAP is currently working with independent evaluators Hatchuel Tabernik & Associates to develop a comprehensive evaluation plan for all ACAP services, and AC PAY would be included in this evaluation process. The evaluation would be formative as well as summative, providing objective quarterly assessments

Section IV – Performance Goals

1. *Performance Goals Matrix—Complete the Performance Goals Matrix for the targeted youth population that the proposal will serve. The state has established benchmarks as a point of reference for applicants in developing their project performance goals. See section 8 D of the SFP for the state benchmarks. If the planned benchmarks are different than the state benchmarks, provide an explanation in the section below the chart.*

Performance Benchmarks (A)	Total Planned Participants (B)	Benchmark Goals	
		Younger Youth 14 to 18 (C)	Older Youth 19 to 24 (D)
1. Placement in Employment, Education or Training	25	30%	60%
a. Entered career technical training program	7		
b. Entered postsecondary education program	3		
c. Entered unsubsidized employment	8		
d. Entered apprenticeship program	1		
e. Entered customized employer-based training	6		
2. Attained Recognized Certificate/Diploma/Degree	25	30%	60%
a. Attained high school diploma/GED	15		

Associated Community Action Program
Heart of Eden AmeriCorps Application

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NARRATIVE:

A. Rationale and Approach.

*******Compelling Community Need*******

The Associated Community Action Program of Alameda County (ACAP), the public Community Action Agency for Alameda County (excepting Berkeley and Oakland), is proposing the Heart of Eden AmeriCorps program, engaging nine full-time and 27 half-time Corps members in direct service and volunteer recruitment in the underserved, unincorporated Eden Area. Compelling Community Need: In designing our program, we have worked with our community and partners to identify those needs upon which AmeriCorps members could have the greatest impact and we identified the need to engage youth in prosocial activities that build their skills and sense of self-efficacy and the need to build a greater sense of community engagement overall in the Eden Area.

****Need to increase opportunities for youth to engage positively in the greater Eden Area community****

Approximately 35,000 people live in the unincorporated communities of Ashland and Cherryland, which make up the core of the unincorporated Eden Area. More than 5,000 of these are between the ages of 14 and 24. Forty percent of the 12,574 households had incomes below $30,000 and 5% of adults over 25 were unemployed; both of these statistics are significantly higher than the overall county rates. Per capita income is $17,652, 19% below the county average. The largest ethnic groups are Latino (35%), White (31%), African American (16%) and Asian/ Pacific Islander (13%). Forty-three percent speak a language other than English at home, indicating recent immigration status. Many adults work multiple low-wage, no-benefit jobs to support their families. An additional 85,000 people live in unincorporated San Lorenzo and Castro Valley, which, while more affluent overall, also have large pockets of poverty, high crime and low opportunity. Parts of Hayward and San Leandro are also part of the greater Eden Area. These neighborhoods are also diverse, poor, and lacking in opportunity in ways that are parallel, though not as severe, as the Ashland and Cherryland communities Even with these neighboring territories, the "heart" of the Eden Area is geographically compact, approximately three miles north/south and two miles east/west. The socio-economic and demographic facts of the Eden Area mean that our youth do not have the access to jobs, sports, recreation, and leadership activities enjoyed by their more affluent counterparts. While we are not naive enough to believe we can fully alleviate poverty through the Heart of Eden AmeriCorps program, we believe that these background data establish the need for greater youth engagement.

Of the county's approximately 22,000 re-entering adult and juvenile ex-offenders, the Sheriff's Department estimates that at least 8,000 live in or within three miles of Ashland/Cherryland. High school age youth have to attend schools outside the neighborhoods, in San Leandro, San Lorenzo or Hayward, as there are no high schools in the area. There are few after-school programs, no libraries, teen centers, or teen-centered businesses. Ashland and Cherryland have so little economic base that the surrounding cities are unwilling to incorporate them and provide services. The initiatives that do exist need support and human power to help them survive and grow.

Gangs from neighboring East Oakland are spilling southward into San Leandro and unincorporated Ashland and Cherryland and leaving violence in their wake. A San Leandro teen was shot and killed when he got lost on the way to a football team's victory party in October 2007. San Leandro police state that the area of 77th Avenue and Rudsdale street is "known for violent drug activity," according to the *Oakland Tribune.* In addition, gangs that used to be confined to Hayward are now moving northward and claiming affiliates in San Leandro and unincorporated areas. Inspector John Lage of the Hayward Police Department states that there is "definitely an upswing in overall violence" related to this phenomenon. In 2006, according to the Alameda County Probation Department, 447 youth were on probation in Hayward, San Leandro, San Lorenzo, Castro Valley, Ashland and Cherryland combined, accounting for 25% of all juvenile probationers in the county.

While district-reported dropout rates often do not reflect the realities on the ground, the school districts targeted by the Heart of Eden do show significant dropout rates. In Hayward Unified School District, the four-year derived dropout rate is 14.6%. The reported rate for San Leandro USD is 7.2%; for San Lorenzo 10.1%. According to the Alameda County Health Care Foundation, Latino youth have the highest drop-out rate of any ethnic group within the county (24.3%), followed by African-American students (21.9 %). In the high schools in our targeted areas, Latino and African American students often make up the majority of the student population

****The need for greater community engagement in the Eden Area****
Without a civic identity of its own, the Eden Area suffers from a lack of opportunities and structures for productive community engagement. Voter turnout is historically low, and, while residents and small businesses have talents and energy to contribute to building a better community, the few organizations that can focus this energy on the Eden Area are small and under-funded. The Cherryland Association, for example, consists of about 20 members, while the Ashland Community Association has only "about two handfuls" of members and is now nearly defunct. (Oakland Tribune, Ashland residents voice concern about crime, blight, 6/19/2006) The nearest service clubs (Rotary, Kiwanis, etc.) are in neighboring cities and have historically focused only on those cities' needs. The Ashland Community Center is under-funded and offers only a fraction of the programs it could offer if the volunteer sector in the area were more robust. Finally, almost 40% of respondents to a survey of Eden Area youth said that they did not feel valued by adults in the community. The Eden Area Livability Initiative (EALI), launched in 2007 by County Supervisor Nate Miley, is beginning to engage citizens in dialogue about how to create a greater sense of community as well as how to bring much-needed services to the Eden Area. Also recognizing the need for greater civic unity in the Eden Area, the San Francisco Foundation made this issue the focus of its 2008 Koshland Community Fellowship program, investing $300,000 over five years in leadership training. This is a terrific development; however, all this dialogue needs consistent, energized follow-up from within the community to make the vision a reality. A volunteerism program in the Eden Area, with youth integrally involved in its leadership and operation, would increase civic engagement among adults and youth, while creating an environment where all groups can value each other's contributions and strengths.

Another aspect of community building is connecting low-income residents in the greater Eden Area (including San Lorenzo and parts of North Hayward and San Leandro) to needed services. These might include health care, mental health services, child care, financial counseling, income tax services, services that result in lower energy costs for residents, and services that help reintegrate ex-offenders into civil society. While ACAP and its partners have programs that provide these services, AmeriCorps members can assist in reaching more clients; help clients to utilize services; and, in doing so, help often-marginalized individuals to become part of a larger community. Poverty, unemployment, and hopelessness are not conditions which foster a strong community. Individuals who are working their way out of poverty and who see their community working for them are, in our theory of change, more likely to work for their community and make it a more livable place.

****Why these needs were chosen****

A 2007 survey of nearly 200 Eden Area youth revealed 61% of youth say they don't feel their community is safe, 40% don't feel valued by adults, and the majority see gangs, drugs and alcohol as the leading causes of violence amongst youth. The academic literature on social disorganization theory and the asset development model has consistently shown that a lack of social cohesion and trust among residents is linked to inadequate external assets, such as structured opportunities for youth, and leads to a higher risk of deviancy and crime. There is a growing consensus that identifies supportive relationships in youth's lives as a key factor in promoting resilience and healthy development.[1]

Those services that have been launched with the aid of ACAP and its partners need additional support in order to have greater impact. For example, ACAP Youth Development Coordinator Hilary Sohcot-Bass founded the Youth Leadership Council (YLC) in 2005 to help develop leadership opportunities for low-income youth. The Council has played a major role in the planning of the Eden Area Livability Initiative process and the decision at the county level to create a Youth Center there. However, the Council's ability to take part in countywide activities such as Police Activities League conferences, planning meetings, and community events is limited because Ms. Sohcot-Bass is responsible for many programs and lacks adequate time to support the youths' participation. The recently approved Youth Center needs individuals to follow up on planning activities, coordinating partners, performing community outreach, and facilitating the design of engaging, meaningful youth programming. In another example, the Deputy Sheriffs' Activities League (DSAL) has partnered with ACAP to launch a sports program at several Eden Area schools; however, budget cuts at the Sheriff's Department mean that deputies have to leave the sports activities almost daily to answer law enforcement calls. The program needs additional human power to stabilize and grow. The rocky economy is taking its toll throughout the area. The Hayward Area Recreation and Parks District (HARD), which serves the Eden Area, has indicated they have no funds to pay for or supervise youth activities, though they can provide space.

Participants in the April 2008 community meeting conducted by the Eden Area Livability Initiative prioritized 24 issue areas on which they wanted to see followed up. Number three on

that list is youth violence prevention, which includes the creation of structured, positive opportunities for youth, while number five is the creation of the Youth Center to serve the unincorporated areas. The Youth Leadership Council, comprised of 20 middle- and high-school age youth, has also made youth and community engagement its top priorities.

Our partnership decided to focus on the twin needs for greater opportunities for youth to be positively involved in their communities and for stronger overall community engagement because (a) these needs were targeted by youth and adult residents, and (b) **these two needs are closely interrelated. As more youth become involved in community service, recreation, jobs, work experience and other activities, they make connections with other youth and the adults in their community**. As we recruit adult and youth volunteers for a "Heart of Eden" volunteer program, we simultaneously engage youth and adults in activities that build community: coaching sports, raising funds for civic improvement projects (not for ACAP or partner programs, which would fall under prohibited activities), volunteering in after-school programs, and organizing to address local problems at the neighborhood level and with local elected officials.

****How Need was Identified and Documented****
Eden Area residents were actively involved in identifying and prioritizing their needs. Senior, adult and youth residents, representatives of community-based organizations, and public officials all took part in the Eden Area Livability Initiative needs identification process, culminating in the community planning meeting where 238 residents prioritized their needs using English- and Spanish-language ballots. The needs for more positive activities for youth and greater community engagement are documented in EALI planning documents. The Eden Youth Leadership Council developed a youth survey and collected 191 survey responses from youth aged 12-18. Survey responses highlighted the need for things for youth to do besides "hang out and get into trouble." ACAP also examined public health data, as well as engaging in continuous dialogue with its partners: HARD, DSAL, Rising Sun Youth Energy Services, United Seniors of Oakland and Alameda County, the San Lorenzo Unified School District, Operation Helping People, Alameda County Probation Department, Alameda County Sheriff's Department and the offices of County Supervisors Nate Miley and Alice Lai-Bitker, among others. These partners will be integral in implementing Heart of Eden, as hosts and supervisors of AmeriCorps members, providers of space and matching resources, and sources of community input.

****Description of Activities and Member Roles****
Describe the activities you propose to address the need. AmeriCorps members' assignments will be determined by ACAP's Heart of Eden AmeriCorps Coordinator in cooperation with our partners in the public and nonprofit sectors. Members will be placed either with ACAP programs, with county agencies, or with nonprofits looking to expand their services in the Eden Area. Two full-time members will be primarily involved in volunteer recruitment and organizing, setting up the Heart of Eden volunteer program under the supervision of the DSAL. Member activities will be broadly grouped as follows:

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[1] Rhodes, J. *A Critical View of Youth Mentoring: New Directions for Youth Development*, Number 93, May 2002.

****Increasing Youth Engagement in the Community****
Member activities at ACAP's Bayfair Employment and Training Academy (BETA) will include developing paid job openings and unpaid work experience opportunities such as job shadowing and internships, teaching workplace readiness skills, career exploration workshops, financial literacy, and entrepreneurial skills, and acting as peer mentors and counselors to youth aged 14-24. Preparing young people to be responsible, productive employees and helping them to develop an educational and career plan that includes volunteerism and community service are two important ways that we can help engage youth in the community. We also plan to engage the business community and public agency staff to volunteer to host workplace tours and job shadowing; mentor youth, and participate in career fairs.

Another group of members will be based at the Deputy Sheriffs Activities League (DSAL) offices and will coordinate and lead a range of positive alternatives for youth in conjunction with DSAL, the Hayward Area Recreation and Parks District (HARD), and the United Seniors of the East Bay. Activities for these members will focus on youth development through sports and recreation, community organizing, and youth leadership activities. Members will support and facilitate the work of the Eden Youth Leadership Council, the emerging DSAL after-school sports program, and multi-generational after-school classes in conjunction with the United Seniors. Members will also work closely with HARD and the local school districts to develop youth-inspired, youth-led programming and activities at the Ashland Community Center and other local venues. We intend that these activities will blend educational enrichment and recreation (dances, poetry slams, art classes, and music) with leadership, such as researching a community issue and presenting youth recommendations to the Eden Area Livability Initiative leadership team and the Board of Supervisors. Adult and senior volunteers will be essential to supporting members in this work.

A third group of members will be providing community outreach, education, and direct services through placements with local programs serving low-income youth, adults, and families. These members will support the programs in building their service capacity as well as furthering multiple objectives: providing needed services, educating youth, adult, and senior residents about community activities and recruiting them to participate in these activities, and demonstrating that youth are a valuable asset to the community. Our AmeriCorps members, aged 17-24, will be recruited from within the ranks of our partnership's existing programs and services and will be local to the Eden Area. Therefore, these members will themselves be both service providers and direct beneficiaries of our strategy to engage youth in the Eden Area. For example, members will be trained to provide mentoring to children of re-entering prisoners, energy audits for low-income residents, income tax assistance, and financial literacy and economic empowerment workshops.

Finally, members will work to build the Heart of Eden volunteer program, which will engage youth, adults, and seniors in one-time and ongoing activities that build community. This element of our AmeriCorps design will be discussed in more detail under "Community Outputs and Outcomes." However, the volunteer program will tie in with all our strategies to create positive opportunities for youth and build community engagement. We will look to the volunteer program for support in creating youth activities and classes, and work experience opportunities. We will recruit volunteers among the youth who participate in our recreational, leadership, and

employment activities, as well as among their families. We will also recruit volunteers from among the recipients of community services, so that they can give back as well as receiving support.

What will be the member's roles in these activities, and how do the member roles relate to addressing the need as distinct from staff or volunteer roles? In the Heart of Eden AmeriCorps program, members will be on the front lines of community contact. Whether they are leading sports activities; organizing community service projects and recruiting volunteers; or assisting young people in exploring careers; members will be the face and continuity of our AmeriCorps program. We intend to recruit our members from the Eden Area, so that they will be highly visible as local young people playing a leadership role. Our vision is that at the end of the program, members will have the training, experience, wealth of contacts, and commitment to service that they need to continue to be local leaders.

Heart of Eden and partner staff will supervise members; provide program structure and resources; and support and facilitate the work of members through personal coaching, coordination amongst the partners to ensure that members' service has maximum impact, and liaison activity with other public and private agencies. Volunteers will support the program in a variety of ways: through one-time or ongoing service projects; as providers of work experience and internship opportunities; as mentors for area youth; and as resources for youth activities (e.g. leaders of enrichment activities, recreation and other activities at schools and at the Ashland Community Center).

Discuss your program structure including number of members, where members will serve (for example, at the applicant organization or at local service sites). Members will serve both at ACAP and other partners' sites. Two full-time and 11 half-time members will be based at ACAP's Bayfair office. Two full-time and three half-time members will be engaged in activities related to work experience and employment for youth, while eight half-time members will be primarily out in the community, performing energy audits both as a service to the community and as a way to build relationships and reach out to residents about volunteer opportunities, services, and community events in the Eden Area. Another two full-time and two half-time members will be based at ACAP's main offices in the Eden Multi-service Center, assisting with services to low-income Eden Area residents. Four full-time and 10 half-time members will be based at the Deputy Sheriff's Activity League Offices, organizing and leading youth activities that will take place after school and on weekends. Members will be assigned in pairs to serve as assistant coaches for DSAL sports programs, co-leaders of after-school classes with the United Seniors of the East Bay, and facilitators of youth-designed, youth focused activities at the Ashland Community Center and other local sites. Two full-time and two half-time members will be assigned to supporting the Heart of Eden volunteer program through volunteer recruitment and training, identifying volunteer opportunities, and helping to coordinate volunteer assignments.

All half time members will provide direct services or volunteer services on the same general schedule: four days/week, three hours/day, Monday-Thursday, for 36 weeks during the school year (September-June). During the summer, they will serve for ten weeks, eight hours/day. Full-time members will serve four days/week (8 hours M, W, F and 4 hours T, Th) for 36 weeks

during the school year (September-June) and for ten weeks, eight hours/day during the summer. All members will participate in member development on Tuesdays and Thursdays, for either four hours/day (full-time) or two hours/day (half-time).

How do the types of member slots you are requesting (for example, full-time, half-time, quarter-time, etc.) align with the program design and activities? By and large, we are planning to assign full-time members to positions that require coordination and planning work as well as leading activities and performing community outreach. Half-time members will generally be involved in providing direct services for almost all their service hours. By utilizing full-time positions and half-time positions we hope to provide opportunities for a broad range of members: those who are able to commit to full-time service, those who are in secondary or post secondary school but able to serve part-time during the school year and more intensively during the summer; and those who are participating in vocational training or part-time employment that will allow for them to devote 900 hours to service throughout the course of the year.

How will your plan for member development, training, and supervision contribute to achieving your desired outcomes? We plan to focus on training, development, and thoughtful supervision for our members. We will be asking young people to take on significant responsibility in working with peers and younger youth, with partner representatives, and with the public. As described below, we will train members in communications and team-building skills, conflict mediation, creating and implementing work plans, recruiting, supporting and supervising volunteers; cultural diversity awareness, and other skills and knowledge they will need to succeed. These "soft skills" will make members more effective in their service and prepare them for future careers, education, and lifelong service Since our members are engaging in a variety of service activities, we will also be conducting (along with our partners) intensive site- and program- specific training, so that members working with youth employment learn the fundamentals of work readiness and how to work with employers; youth activities organizers will learn how to develop and implement activities in accordance with youth development principles, etc. Ongoing member development will focus at first on the skills and knowledge that members will need to succeed in their service placements. After the first quarter of the service year, member development will begin to focus more on longer-term growth and skills development, education and career planning, and the ethic of lifelong service.

Member supervision will emphasize youth development and leadership – both in empowering members to develop ideas and implement activities based on their own creativity, and in supporting the youth that members work with to contribute their voice, ideas, and energy to projects.

How will you ensure that members comply with rules on prohibited service activities? Training for members, staff, and placement site supervisors will include information and role play activities designed to ensure that everyone involved with the program understands which activities are prohibited. In our program, one danger area is likely to be the boundaries between supporting a community in becoming more engaged and aware and advocating for legislation that addresses community issues. Fundraising for partners' programs is another area for concern. ACAP will take responsibility for ensuring that all partners and members know the regulations around fundraising.

How will receiving an AmeriCorps grant add value to your existing service activities? Using AmeriCorps members to help address our identified community need is an appropriate strategy for four reasons. Firstly, ACAP and our partners experience more demand for community services projects than we can currently meet. Secondly, recruiting and developing members from the youth population of the Eden Area also addresses the identified need of providing more positive opportunities for area youth to engage in the community. AmeriCorps would provide stipended community service and workplace experience for 35 young people annually. It would also provide extensive member development and assistance in continuing members' education, and it matches ACAP's core competencies in youth development. Thirdly, building a cadre of young leaders from within the Eden Area also helps to meet the need for greater community and civic engagement. Finally, AmeriCorps members participating in a wide variety of service activities will help to form a network and strengthen coordination among those activities, leading to a greater sense of cohesion and community within the area.

We hope that when Eden Area families realize that clearly visible and identifiable Heart of Eden AmeriCorps members are coaching their children's after-school sports, preparing their tax returns, and planting trees on their street corner with Heart of Eden volunteers, they will see that our partnership values the Eden community enough to blanket that community with AmeriCorps members and volunteers. And in turn, we expect that residents themselves will come to value and to add value to their community. As we stated above, the member service activities of creating positive opportunities for youth engagement and creating a community volunteer program are synergistic. We will be counting on the participation of caring adults to help create opportunities for youth, and we will be counting on the youth we serve to help build bridges among generations. Youth will have opportunities to serve with and provide services to adults and seniors, allowing these generations to interact in a way that benefits both. Whether youth volunteer to serve adults, or adults volunteer to serve youth, the overall goal of creating a more livable Eden is served.

****Measurable Outputs and Outcomes****
While the end outcomes we are looking to achieve may not be measurable in Year 1 of the Heart of Eden AmeriCorps Program, we will expect to see progress in the following areas.

****Positive opportunities for youth engagement in the community****
Outputs: We will create a cumulative total of 310 new jobs, internships, and work experience activities; recreational activities for at least 500 youth, and engage at least 175 adults in volunteering or engaging with youth in programs. Our long-term outcome is that youth are skillfully engaged in the community through community service, work/work experience, sports and recreation.

****Volunteerism****
Outputs: Members will recruit a cumulative total of at least 310 community volunteers through the Heart of Eden volunteer program. These volunteers will serve a total of 8,900 hours over three years. Outcome: Heart of Eden residents will report a stronger sense of community engagement.

****Member Development****
Output: Members will receive a total of 8,600 hours per year of development and training.
Outcome: Members will attain or exceed the skill and performance levels required by their position description and will increase their skills in areas of leadership, project management, and communication.

What systems will you use to track these outputs and outcomes? ACAP is experienced in tracking common measures of outputs and outcomes in collaboration with multiple partners for the California Department of Community Services and Development's Community Services Block Grant Program. ACAP will develop common forms for tracking member service hours and activities, volunteer hours and activities, and member development. All member placement sites will submit these data on a monthly basis, and the data will be compiled by the Heart of Eden AmeriCorps coordinator. To track service outcomes, we will utilize surveys of youth and adults who come in contact with the AmeriCorps program, whether as participants in activities, volunteers, or recipients of services. Independent evaluation consultants will assist in evaluation and instrument design, data gathering strategies and data analysis.

****Plan for Self-Assessment and Improvement****
How will you track and evaluate your progress toward meeting and achieving your outputs and outcomes? The Heart of Eden partnership Steering Committee will meet monthly to evaluate progress. Semi-annual reviews of data will be available from our outside evaluator to identify areas of success and challenge, potential problems, and analyze the feedback we are receiving from members and individuals served.

What are your plans for continuous program improvement? How will you identify strengths and weaknesses, resolve problems, and gather feedback from and provide feedback to members, service sites, and partners? The Steering Committee will gather input from members, their supervisors, the Heart of Eden AmeriCorps program coordinator, and partner agencies. The AmeriCorps program coordinator will be conducting frequent site visits and will be in constant communication with everyone involved with the program. The coordinator will be gathering feedback at weekly member development sessions, and ACAP's Youth Development Coordinator will also participate in many of these sessions. We also plan to set up a Facebook site for members and will encourage them to share triumphs, challenges, and comments on their day to day experience.

If conflicts arise during the course of the program, we are committed to resolving them through a modified consensus process, in which all members of the partnership have a voice as we endeavor to reach a workable solution. Members' voice and experiences will always be respected in working through any problems that arise. If technical assistance and training are needed by partners or program staff, we will work with the California Volunteers AmeriCorps program staff as well as with fellow AmeriCorps/CNCSservice providers in the Bay Area to arrange for training or technical assistance.

****Community Involvement****
Describe how you involved the target community (or target communities) in identifying the needs and activities. Which community partners and stakeholders were involved? What roles did they

play, and what were their responsibilities in the planning process? Adults, seniors and youth were involved through the Eden Area Livability Initiative, with initial input into the top needs of the community and in the planning meeting prioritizing those needs. The Youth Leadership Council developed, distributed and collected surveys of youth needs and presented their findings to the EALI. All the partners in the Heart of Eden AmeriCorps program were also involved, as were Supervisors Nate Miley and Alice Lai-Bitker.

Explain how you will continue to engage your community partners and stakeholders throughout the three year program period. What will be their ongoing roles and responsibilities? The Eden Area Livability Initiative will continue to provide a public forum for community interface with the Heart of Eden AmeriCorps program. The EALI holds public forums at least twice per year, and a range of working groups and task forces meet regularly. These include the Ashland Teen Center Working Group, the Safe Schools and Neighborhoods Working Group, the Neighborhood Atmosphere and Beautification Task Force, the Community Engagement Task Force, and the Joint Leadership Working Group. These groups include direct AmeriCorps partners, additional community organizations, and individual community members, as well as the staff of County Supervisors. The Youth Leadership Council will play a special role in engaging young people throughout the Eden Area, continuing to report on youth needs, questions, and contributions to the EALI as well as to ACAP's Governing and Community Advisory Boards.

****Relationship to other National and Community Service Programs****

How will your program build on (without duplicating), or reflect collaboration with, other national and community service programs supported by the Corporation and the state commissions in the state where you plan to operate? We will collaborate with the Alameda County Office of Education (ACOE), which has a school-based Learn & Serve America program, to involve young people and adult volunteers in service-learning through schools. ACAP's gang prevention program already works with the violence prevention and service-learning team at ACOE. We will coordinate with the East Bay Habitat for Humanity AmeriCorps program to match volunteers to opportunities in construction. Experience Corps of the Bay Area does not operate in Eden Area schools, but we will reach out to them as a potential resource. The RSVP of Alameda County launched in 2007, matching volunteers 55 and older to organizations serving seniors throughout the county. The Heart of Eden volunteer program will reach out to RSVP to try and build multigenerational volunteer opportunities. Girls Inc. of Alameda County has a relatively new AmeriCorps program in San Leandro, and we would like to coordinate with them and with the BAYAC and OCASA AmeriCorps programs around national days of service.

****Potential for Replication****

To what extent is your AmeriCorps program designed to be replicated by your organization or other organizations? What are your plans or strategies for replication? Our program is designed to be replicable throughout ACAP's service area. While we are beginning our efforts in Eden, one of the highest need areas in Alameda County, we aim to create a program that can be replicated with similar partnerships in areas such as South Hayward, which has an ongoing problem with gangs and youth violence, the Tri-Cities (Union City, Fremont, and Newark), which has a growing youth violence problem, and Livermore and the Tri-Valley area, which is home to a growing pocket of poverty.

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B. Member Outputs and Outcomes

****Member Recruitment and Support****

Describe your plans for recruiting members for your program. What criteria will you use to select your members, including specific qualifications, characteristics, or backgrounds? What are your plans to ensure that your corps is diverse and includes members from the communities to be served? We plan to recruit our members as much as possible from within the Eden Area, using our pool of BETA program participants and graduates, the Youth Leadership Council, graduating seniors from area high schools; college students, and recent college graduates. We will work closely with HARD, the Workforce Investment Board and One-Stop System, and our community and faith-based partners to broaden the pool of recruits. Our work with area youth and young adults indicates that interest in having a positive life option for a year, with a living allowance and education award and the opportunity to help build a stronger community, is high enough that we will not experience difficulty in recruiting enough applicants. Recruiting primarily from within the Eden Area, one of the most diverse parts of the county, will help ensure that our members reflect the community they serve.

Members must have a demonstrated passion for working with youth the expressed desire to serve in the Eden Area and be available for full-time or half-time service, including a 10-week period in the summer when service and member development will run for 40 hours/week. Applicants for positions of greater responsibility (coordinating youth activities, supporting Youth Leadership Council) will need to display evidence of leadership ability/experience. All applicants must be able to pass a background check and TB test.

ACAP staff will screen each application. Partner representatives (HARD, United Seniors, Rising Sun), ACAP staff, and a representative from the Youth Leadership Council will review qualified applications and determine placements by consensus. Full-time member recruitment will occur from September to March each year. Interviews will occur from April to August until all positions are filled. The selection process will end on August 31. Most half-time positions will be filled on the same schedule; with the exception of members who can begin their service later in the year and serve more intensively (e.g. 900 hours between January and August).

How will you assess member satisfaction? Describe your plan for providing incentives to members. What are your strategies to ensure that members complete their term of service (retention)?

Member Retention and Recognition: Recognition is key to member retention and also to recruitment for future program years. We will organize a midyear celebration which includes members' families, beneficiaries of services, and public officials, and an end of year graduation ceremony, featuring honors from county supervisors, music, and awards. We will also organize publicity through local media outlets and recognize members on ACAP and partner websites. The coordinator will do a brief interview monthly with each member to ensure all is going well, identify issues, and develop strategies to correct problems. The coordinator will ensure that members get the training and supports they need to thrive through the ups and downs of service,

including but not limited to: access to child care; referrals to family supports such as income support, job training, and continuing education; stress reduction activities; and conflict management tools.

Members will have the opportunity to build skills in a variety of areas, as described below.

Member Development, Training and Supervision:
Describe your plans for orienting members to AmeriCorps, the community, their placement site, and to the service they will perform. Our member training will prepare members to serve the public at a high level of quality, integrity and responsibility, to gain the maximum benefit from their AmeriCorps experience, and to realize the importance of public service. Training will begin with an orientation to AmeriCorps (8 hours), which includes introduction to AmeriCorps; a celebration of service; living on their AmeriCorps allowances; community and team-building exercises; policies/procedures; paperwork; and an introduction to the training calendar, events, and National Days of Service. Pre-service orientation will take place in August of each year.

Following orientation, members will undergo a program-wide skills-building training (20 hours). This will involve building members' skill and knowledge in areas that are necessary for working in a community service capacity: communication, problem-solving, conflict resolution, planning and executing a project, documenting work, cultural diversity, stress management, and working effectively with volunteers. All members will also receive a half-day introduction to youth development principles and practices. We will use curricula developed by the Community Network for Youth Development and training developed in house by former AmeriCorps member Hilary Sohcot-Bass.

Finally, members will participate in site-specific training (20 hours for full-time, 10 hours for half-time) to prepare them for the specific circumstances of their placement. For example, members serving in the BETA office will be trained by Hilary Sohcot-Bass in peer coaching and youth development and by BETA Manager Mary Devine in job training and career development for youth. Members organizing recreation/enrichment activities will be trained by Ms. Sohcot-Bass, HARD and DSAL staff, etc. All members will be trained sufficiently to succeed during their term of service.

Ongoing member development will take place twice per week. During the first three months of the service year, development will focus on strengthening the skills that members need for AmeriCorps service in general and at their specific placements. The members will meet as a whole for certain development activities, such as communications skills and leadership; in groups of full-time or half-time members where appropriate; and in placement-based groups for developing skills and knowledge that are relevant to particular placements. Partners supervising members will play a role in ongoing member development, as will additional partners with whom we work. For example, the Alameda County Fire Department can provide first aid and disaster preparedness training, while counselors at the Sheriff's Youth and Family Services Bureau can provide training in effective conflict management.

Describe your plan for supervising members, and how it ensures that members will receive adequate support and guidance throughout their terms. Our AmeriCorps coordinator will work

with all member supervisors to ensure strong supervisory relationships. All supervisors will receive a supervision package outlining responsibilities and expectations, and containing a contract for supervision that all members and supervisors will fill out together. Most members will be supervised by ACAP staff and/or placed at ACAP facilities. Our coordinator will check in with all supervisors at least monthly at member sites. Supervisors will hold weekly member development meetings and check-ins with their members, following the protocols in their supervisor packet. The coordinator will interview each member at least monthly to ensure all is going well, identify issues, and to develop strategies to correct problems.

****Ethic of Service and Civic Responsibility****
Demonstrate how you will provide structured opportunities for participants to reflect on and learn from their service in order to promote a lifelong ethic of service and civic responsibility. Each member development session will build in a time for reflection, sharing, and learning from service. Group discussions may include themes such as "What am I learning about myself through service?" "How do my 'normal' world and my 'service world' relate to each other?" "In what parts of my service do I feel most effective?" "How am I affecting the people I encounter in my daily service?" Members will be asked to keep a journal throughout the service year, either online or in hard copy, with themes for reflection each month. We also plan to create a Facebook or similar social networking page where members can share experiences, post photos and video, links to other sites of interest, and connect with each other on a less formal level. Members will all receive training in appropriate use of the site, which will be monitored by the coordinator and open to all program and partner staff. We believe it is important that members have a forum to express themselves in ways in which they feel comfortable. Our mid-year and end-of year celebrations will include activities designed to promote reflection and inspire a lifelong commitment to service.

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C. Community Outputs and Outcomes

****Sustainability****
Outline your plans for ensuring that the impact of your program in the community is sustainable beyond the presence of federal support. We are anticipating working with partners to generate additional cash match in future years. We will work actively to secure support for the program at the County level and from local school districts through federal 21st Century and state After School Education and Safety funding. Supervisors Miley and Lai-Bitker have always supported youth opportunities in the Eden Area and are strongly behind this proposal. If our program is able to show strong positive outcomes, we would request additional support from the County not only to sustain the Heart of Eden but to expand it to other high need areas within our service area.

The rapid growth of our youth employment and training programs also gives room for optimism that we can leverage additional workforce development funds to sustain and grow members' work in that field. Nanette Dillard, the ACAP Executive Director, now sits on the Alameda County Workforce Investment Board and is in a position to assist the WIB in applying for state

and federal monies that could sustain the roles that members will be playing at the BETA office and expand to similar programs county-wide.

While we recognize that the current economy offers little hope that county budgets will be expanded this year or next; there is room for optimism down the line. The East Bay is home to a rapidly expanding "green revolution," with hundreds of green technology and service companies forming a nexus of opportunity. We hope that this next wave of Bay Area innovation, combined with a strong volunteer base built through Heart of Eden and a new generation of community leaders trained through Heart of Eden, will provide a framework for continued and expanded service to the Eden community and beyond.

****Volunteer Recruitment and Support****

Describe how your program will use volunteers to expand the reach of the program in the community. Volunteer Recruitment: As noted above, one of the community-identified needs we plan to address is a lack of community engagement in the Eden Area. The Heart of Ashland volunteer program, a partnership among ACAP, the Sheriff's Department, and the Ashland Community Association (launching in 2009) will start to reverse this trend by focusing first on Ashland, the area with the least infrastructure for recruiting and supporting volunteers. Two full-time members, supported by the ACAP youth development manager and supervised by the AmeriCorps coordinator, will work with Sheriff's deputies to recruit a minimum of 125 volunteers for community-defined projects. Projects will be chosen by the Heart of Ashland Steering Committee based on importance to the community, feasibility, and availability of matching resources (supplies, tools, etc.). Heart of Ashland will recruit both adult volunteers and youth volunteers. Volunteers may provide mentoring, support, and homework assistance after school; help lead group activities, present special events, organize or chaperone dances and other events, assist with community cleanup and graffiti removal, and other roles as determined by the Steering Committee. We will recruit volunteers both for ongoing service (weekly homework help, neighborhood watch, etc.) and for episodic service such as tree-planting, building repair, park cleanup, etc. Volunteers will be recruited from among seniors, students (college and high school), parents, and baby boomers looking to give back. We are aiming to provide at least 1600 hours of service in Year 1 (1000 for ongoing activities, 600 for one-time activities) and raise that number to 3900 hours by Year 3.

Volunteer Support: AmeriCorps members will take the lead in supporting volunteers. Members will review volunteer applications that list interests, and skills of each volunteer. The members (supported for the first three months by the AmeriCorps coordinator), will interview each volunteer and determine an appropriate match. All volunteers will receive an orientation, either before their project begins or at the project site. Members will coordinate volunteers' participation in episodic projects, and will check in with long-term volunteers on a monthly basis to ensure that the placement is working. Members will help develop strategies to increase volunteer participation, keep records of volunteer training and service hours; and create cost effective strategies for volunteer recognition. Members will supervise volunteers where appropriate: e.g. at one-day projects and in after-school programs. For long-term volunteers in other situations, e.g. senior facilities, neighborhood watch, etc., supervision will be provided either by Sheriff's deputies or staff, facility staff, or Heart of Ashland members. Members will be responsible for checking in at volunteer assignments to ensure that volunteers are receiving

appropriate supervision and reporting any need for improvements to the AmeriCorps coordinator. Two Heart of Ashland members will spend 80% of their time in volunteer recruitment and support; while other members will spend approximately 5-10% of their service time in these activities.

****Capacity Building****
Describe how your program will enhance the capacity of other organizations and institutions important to the community. Our Heart of Eden AmeriCorps and volunteer program will greatly increase the capacity of the community to actually interact as a supportive community. We will be expanding the reach of after-school sports and activities; we will be recruiting volunteers who will be encouraged to join their local community associations (particularly the Ashland and Cherryland Community Associations); we will be filling the new Eden Teen Center with programs designed by and for young people, and we will be bringing in the Rotary and Kiwanis Clubs from neighboring cities to serve long-neglected parts of Eden. Members will be involved in all these roles.

Hilary Sohcot Bass is also one of ten Koshland Community Fellows, collaborating with each other and the San Francisco Foundation (SFF) to promote civic unity in solving neighborhood problems in Ashland and Cherryland. The Koshland program involves leadership development training provided by the SFF and includes fellows from HARD, the Cherryland Community Association, the Boys & Girls Club, the county, parents from the schools, and representatives of local churches. This will be a valuable resource for the Heart of Eden Program, as the program will be a valuable resource for the Koshland Community Fellows.

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D. Organizational Capability

******Sound Organizational Structure******

****Ability to Provide Sound Programmatic and Fiscal Oversight****
ACAP, the lead agency of the Heart of Eden partnership, was formerly part of the Alameda County Training and Employment Board-Associated Community Action Program (ACTEB/ACAP), which was founded in 1965 following the passage of the Economic Opportunity Act of 1964. After the dissolution of ACTEB in 1974 due to changes in federal policy, ACAP has continued to serve the low-income residents of Alameda County for 34 years. ACAP is the congressionally mandated Community Action Agency for Alameda County. In this role, we are responsible for subcontracting and managing Community Service Block Grant funds; working with our subcontractors to ensure that we meet our program objectives; reporting to our funder; and working closely with representatives of the community we serve to ensure that we are meeting their anti-poverty service needs and addressing both the immediate impacts and the root causes of poverty. We are also the recipients and managers of a federal Prisoner Re-entry Initiative grant, a federal Assets For Independence grant, and a Governor's Discretionary CalGRIP grant for gang prevention and intervention in the Eden and south county areas. As noted above, our program area experience also includes youth development and youth

employment programming, which we initiated ourselves to meet service gaps identified for the Eden Area.

ACAP funds are administrated by the County of Alameda Auditor Controller and must pass through three control processes before expenditures are approved. When ACAP receives a grant, a copy of the grant is sent along with a program accounting form to the Alameda County Administrator's Office (CAO). The CAO provides a program account and assigns a program number that identifies where the program funds are located. ACAP funds are deposited into a governmental account overseen by the County of Alameda. Invoices and documentation are submitted to the financial services department, undergo a program budget check, and then are passed on to the Contracts and Special Services Department for entry into the County's financial program, ALCOLINK. The expenditure face sheet details the program fund from which the funds should be extracted. After the expenditure is entered into ALCOLINK, the invoice and documentation are sent to the County Auditor /Controller for final review and approval. We create and submit expenditure reports according to the guidelines of the federal or state contract. Monthly cash reconciliations are submitted to ACAP's Executive Director and reviewed by the ACAP accountant, in the county's Financial Service Department.

****Board of Directors, Administrators, and Staff****
Describe your organization's management and staff structure and how the board of directors (if applicable), administrators, and staff members will be used to support your program. ACAP is overseen by a Governing Board of 13 elected officials, one from each city in ACAP's service area, and one county supervisor. ACAP's Community Action Board (CAB), representing the public, private, and low-income sectors, advises the Governing Board on funding and policy decisions. Our Governing Board plays an active role in supporting ACAP programs within its jurisdictions. For example, the City of Livermore recently entered a full partnership with ACAP to provide Volunteer Income Tax Assistance (VITA) to low-income residents; contributing city personnel, space, and outreach resources to creating a year round assistance program. Supervisor Miley, as described above, has been instrumental in helping ACAP find resources to launch and expand its youth development and youth employment programming. The Governing Board and Community Action Board will also support the Heart of Eden program by identifying volunteer opportunities, assisting in volunteer recruitment, publicizing Heart of Eden activities, and seeking resources that can be leveraged to support the program.

Executive Director, Nanette Dillard, youth development coordinator Hilary Sohcot-Bass, grants manager Paul Daniels, and BETA program manager Mary Divine will all take an active role in supporting the program. Ms. Dillard will sit on the Steering Committee and act as liaison to the Governing and Community Action Boards. She will also bear responsibility for fund development and sustainability planning. Ms. Sohcot-Bass will be directly involved in training members; supervising Heart of Eden volunteer program coordinators; and working with the Koshland Fellows, the school district, and other community institutions to support the AmeriCorps program. Ms. Divine will train and supervise members at the BETA office. Mr. Daniels will play a key role in administrative support on the fiscal and grants management side. Finally, ACAP administrative support person Imani Richard will assist with clerical and support tasks.

Identify the key program and fiscal positions responsible for your proposed program. Describe the relevant background and experience of all staff members working on the project and their respective roles, or your plans to recruit, select, train, and support additional staff, and their roles. Our staff members are experienced and have proven in their current roles that they are both ready and willing to take on the additional responsibility of supporting an AmeriCorps program.

Executive Director Nanette Dillard has overseen ACAP's growth from a primarily administrative agency with a budget of approximately $500,000 when she arrived at ACAP in 2004 to a dynamic and growing force in the community, operating a number of programs that meet identified community needs. These include prisoner re-entry services, gang and violence prevention; assisting low-income individuals with income tax support, financial literacy and Individual Development Accounts; youth leadership and development; youth employment and training; and providing services at Alameda County One-Stop employment and training centers.

Grants manager and VITA coordinator Paul Daniels is a former National Bank Examiner for the Office of the Comptroller of the Currency and has led the VITA Power! program since its inception. He has been managing grants and contracts at ACAP since 2004.

Youth development coordinator Hilary Sohcot-Bass is a former AmeriCorps member who has worked hard to build an ethos of service among Eden Area youth. An AmeriCorps program would be a significant step towards achieving her vision. She founded the Youth Leadership Council and continue to facilitate its work; she is, as mentioned above, a 2008 Koshland Fellow for the Eden Area, and she works closely with area schools, the Sheriff's Office and DSAL, and HARD. She will work closely with the AmeriCorps coordinator we will hire.

The *AmeriCorps coordinator* to be hired if this grant is awarded will have direct experience in AmeriCorps program coordination, preferably in the fields of youth development and community engagement. This position will also require a minimum of a bachelor's degree, outstanding organizational and communications skills, and a passion for community building.

****Plan for Self-Assessment or Improvement****

How does your organization conduct ongoing internal assessment and improvement of its overall—not program-specific—systems, structure, staffing, and other capacities to ensure that it remains sound and well managed? ACAP's Board of Directors and Community Action Board continually review ACAP's programs and operational performance to ensure that ACAP is improving on an ongoing basis. We review data from our subcontractors and direct services to gauge progress against program targets and identify areas for improvement. ACAP's Executive Director meets regularly with program and operational staff and subcontractors to coach and support them; and with potential funders and partners to help secure additional resources and support for programs.

****Plan for Effective Technical Assistance****

How do you plan to provide or secure any needed financial and programmatic technical assistance for your program, and if applicable, your service sites? What are your plans for providing financial and programmatic orientation, and training and technical assistance to your

program and service sites? We plan to hire an AmeriCorps coordinator with significant experience in AmeriCorps, which will be essential to implementing our new program. We also plan to work closely with California Volunteers staff to ensure that our financial and programmatic tracking systems are set up in accordance with AmeriCorps reporting requirements. We will seek advice from existing Bay Area AmeriCorps programs – from members as well as staff – and from programs throughout the state using email and conferences to build relationships. If additional technical assistance and training are needed by partners or program staff, we will work with the California Volunteers AmeriCorps program staff as well as with fellow AmeriCorps service providers in the Bay Area to arrange for training or technical assistance.

******Sound Record of Accomplishment as an Organization******

****Volunteer Generation and Support****

Describe how your organization recruits and supports a diverse group of volunteers to increase your own organizational capacity. Within a relatively short period of time, we have built a volunteer base in a number of program areas. Our Volunteer Income Tax Assistance program utilizes volunteer tax preparers, a group that is growing from five in 2005 to 12 in 2008. We were able to have two of our BETA program participants certified as volunteer tax preparers in 2007. Our prisoner re-entry initiative includes opportunities for ex-offenders to volunteer as peer mentors, as well as for local business leaders to volunteer their time as speakers. Business owners and staff also engage with our BETA youth as mentors, and volunteer their time to match youth with job openings and to develop internships at their companies. The Youth Leadership Council has energized 20 young people from the Eden Area to become engaged in their community, to write a newsletter, make presentations, and organize events. Our Season of Sharing campaign mobilizes volunteers from the business sector. We recognize our volunteers with special events and certificates, as well as supporting them by treating them with utmost respect and appreciation.

****Organizational and Community Leadership****

Provide examples of how you have demonstrated leadership as an organization and in the community you serve. For example, describe awards received by the organization or individuals within the organization, public positions of leadership such as staff serving on other community boards, or participation in community events, task forces, and other community activities. In addition to Hilary Sohcot-Bass's Koshland Fellowship, of which we are extremely proud, we have also taken a leadership role in co-founding the Earn It, Keep It, Save It coalition in the county and founding the Alameda County Poverty Intervention Network. We built up our youth employment services starting in 2007 and have now served over 300 youth, 60% of whom have gotten jobs or gone on to further education. We started and coordinate the CalGRIP (Gang Reduction, Intervention, and Prevention) partnership that is now operating in the Eden Area and in southern Alameda County, and recently submitted another CalGRIP grant to expand to the City of Hayward. We serve on the Executive Committee of the Eden Area Livability Initiative, the Alameda County Violence Prevention Leadership Council, the Business Roundtable, the Workforce Investment Board, the Violence Prevention Reentry Subcommittee; the Ashland Violence Prevention Initiative and the Executive Board of the California-Nevada Community

Action Partnership.. We are members of the Chambers of Commerce of all the cities in the Eden Area and have an ongoing relationship with the East Bay Economic Development Alliance.

******Success in Securing Community Support******

****Collaboration****
Describe any collaborations you have developed that increase the quality and reach of services you provide. What roles have community organizations, including faith-based organizations, played in these collaborations? Our organizational structure is based on cross jurisdictional collaboration and partnerships with community- and faith-based organizations (FCBOs). We have initiated the Alameda County Poverty Resource Network, which combines cities and FCBOs into geographically specific teams to address pockets of deep poverty within the county. The partnerships we have developed through our prisoner re-entry project enable us to provide free legal and counseling services, expungement of criminal records, and other benefits to ex-offenders.

****Local Financial and In-kind Contributions****
Discuss examples of how local contributions have continued over time, expanded in scope, increased in amount, or become more diverse. One prime example is our partnership with the operators of the Bayfair Mall. At first reluctant to offer space to host our youth employment and training program, the mall has become an enthusiastic partner. We have received a generous in-kind donation of a much larger space at the mall in a prime location, and the mall now encourages its tenants to work with the BETA program and offer employment to its graduates. Outreach and mediation by the BETA program has even transformed the formerly tense relationship between area youth at the mall and the security guards there. The BETA program itself started with a small grant of seed money, expanded with the support of the Alameda County Workforce Investment Board, and expanded again with funding from CalGRIP.

Our Volunteer Income Tax Assistance program started very small, and is now expanding into a partnership with multiple cities: Livermore, Emeryville, and Alameda.

****Wide Range of Community Stakeholders****
Describe community stakeholders in your organization. How has non-financial support from your community stakeholders continued over time, expanded in scope, increased in amount, or become more diverse?
We have a broad range of community stakeholders, from the parents of youth in our BETA program to the principals of the high schools that serve Eden Area youth, to the employers who hire young people whom we train and prepare. These employers include Gap, Inc., Pacific Gas & Electric, Target, Pier One, and Bed, Bath & Beyond. The community representatives who serve on ACAP's Community Action Board and the elected officials on our Governing Board are all community stakeholders as well.

****Special Circumstances****
In applying the organizational capability criteria to each proposal, reviewers may also take into account the following circumstances of individual organizations:
• *The age of your organization and its rate of growth.*

• *Whether your organization serves a resource-poor community, such as a rural or remote community, a community with a high poverty rate, or a community with a scarcity of philanthropic and corporate resources.*
The Heart of Eden AmeriCorps program will serve a high-cost urban area. The poverty rate in the area is higher than the county, state, and national averages. While there are many foundations serving the needy of Alameda County, it is often the case that neighboring Oakland, with its larger-scale issues of poverty, crime, and failed education systems, diverts the majority of philanthropic resources, while the unincorporated Eden Area fails to get on to foundations' radar. The San Francisco Foundation's focus on Ashland and Cherryland in 2008 is a welcome exception which we hope will lead to increased philanthropic engagement in the area.

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E. Cost Effectiveness and Budget Adequacy

****Cost Effectiveness ****
Corporation Cost per member Service Year (MSY):
Diverse Non-Federal Support:

- *Demonstrate how your program has or will obtain diverse non-federal resources for program implementation and sustainability.*
- *Include a discussion of the non-Corporation resource commitments (in-kind and cash) that you have obtained, the additional commitments you plan to secure, and how you will secure them. In the budget, you must list the sources of your match funds.*

Our partnership already has commitments of substantial cash and in-kind resources to support implementation of the Heart of Eden AmeriCorps program. These include staff time from ACAP, DSAL, HARD, Rising Sun Youth Energy Services, United Seniors of the East Bay, and the office of Supervisor Nate Miley. These are all working partnerships that we have already developed and that are already active in the community - not just partnerships on paper. These are the core partners who are supporting the program; however, we will also be working closely with other current partners at the San Lorenzo and San Leandro Unified School Districts, the Alameda County Health Care Services Agency, General Services Agency, and Social Service Agency, Public Health and other county agencies who will assist our program and our members in finding internships, work experience and jobs for Eden area youth. We will also work closely with the large network of community-based organizations with which ACAP subcontracts to fulfill its broad anti-poverty mandate. These may include Eden Information and Referral, Davis Street Family Resource Center, Building Opportunities for Self-Sufficiency, Building Futures with Women and Children, Resources for Community Development, and Family Emergency Shelter Coalition. All these organizations provide services that the Eden community uses, and they will work with us to develop improved outreach processes using Corps members; volunteer opportunities for adults and youth; and new linkages that utilize the new capacity built by the Heart of Eden program

We anticipate some cash support from the Eden Township Health District, which has already provided a grant to help support youth and family crisis intervention services at the BETA office, from ACAP's discretionary budget, from Supervisor Nate Miley's discretionary budget, and

from the San Francisco Foundation, supporters of the Koshland Community Fellowships. In addition, if this grant is awarded, we will immediately pursue other local foundations for support for program enhancements that are not built into our initial budget.

****Budget Adequacy****

Discuss the adequacy of your budget to support your program design including how it is sufficient to support your program activities and is linked to your desired outputs and outcomes.

Our budget covers all core needs for the program. We will be supporting our AmeriCorps Coordinator with a number of skilled and experienced ACAP and partner staff. Members will be placed in situations either with ACAP or partners where they are working closely with staff, ensuring strong supervision and support. Ms. Sohcot-Bass is an AmeriCorps alumna and youth development specialist who can provide much of our staff, partner, and member training in-house. We have budgeted $15,000 for program evaluation; however, we will increase the budget if we are successful in leveraging additional resources for evaluation. We will be leveraging additional funds from our partners and the community as described above to help cover member living expenses and health care costs, including health insurance for half-time members, since large numbers of youth and young adults in the Eden Area are uninsured.

We have sufficient facilities, supervisors, and program experience to immediately fold AmeriCorps members into existing programs, with the exception of the Heart of Eden volunteer program. However, we anticipate that by the time we receive notification on this grant, the Heart of Eden program will be launched, starting in Ashland with a few core volunteers. We will then incorporate members as volunteer recruiters, trainers, and supporters, expanding the program throughout the Eden Area.

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F. Evaluation Summary or Plan

N/A

Performance Measure Worksheet 1: Needs & Service

General Info

Performance Measurement Title:
Increasing Eden Area Youth Engagement

Measure Category (choose one):
Needs and Service Activities
Participant Development
Strengthening Communities

Service Category addressed by this Performance Measure Worksheet
Youth Leadership/Development

Needs and Activities

Briefly describe the need to be addressed (**1-3 sentences**):
Adults, seniors and youth of the Unincorporated Eden Area in Alameda County have identified the need to make the Eden Area a more livable community for its youth. 236 Eden Area residents prioritized building a Community Center and finding positive activities for youth as their #1 and #3 needs. The Eden Area Livability Initiative planning process, which involved over 100 youth as well as community residents, local officials, and service providers, have identified the Eden Area as needing a concerted, coordinated effort to create civic engagement and positive opportunities so that youth and adults feel connected to their community. 40% of surveyed youth reported not feeling valued by their community.

Briefly describe how you will achieve this result (**1-3 sentences**):
Members assist youth in getting and keeping jobs, engaging in work experience, and taking part in volunteerism to benefit the community. Members and volunteers engage in community outreach, education, and direct services to low-income adults with the multiple objectives of providing needed services, educating residents about community activities, recruiting them to participate in these activities, and demonstrating that youth are a valuable asset to the community.

How many AmeriCorps members will be participating in this activity?	20
How many days per week (on average) will this activity occur?	2-4
How many hours per day (on average) will this activity occur?	3-5
When does this activity begin?	9/1/2009
When does this activity end?	8/31/2012

Results

The outputs and outcomes you intend to track for a particular activity:

Result Type

Outputs are counts of the amount of service members or volunteers have completed, but do not provide information on benefits to or other changes in the lives of members and/or beneficiaries.

Intermediate-outcomes specify changes that have occurred in the lives of members and/or beneficiaries, but are short of a significant benefit for them.

End-outcomes specify changes that have occurred in the lives of members and/or beneficiaries that are significant.

Result: Output

Result Statement:
1-2 sentences stating the expected result.
Create more instances of positive youth engagement.

Indicator: A specific, measurable item of information that specifies progress toward achieving a result.

Indicator:
The number of new and expanded activities made available to youth through the efforts of members and partners

Other Indicator:

Targets

Target Description:

Year 1: At least 100 new job/ internship openings matched with youth; at least 250 unduplicated youth participating in recreation/service activities; at least 50 adults working with youth in volunteerism, recreation, or mentoring.

Year 2: At least 120 new job/ internship openings matched with youth; at least 300 unduplicated youth participating in recreation/service activities; at least 75 adults working with youth in volunteerism, recreation, or mentoring.

Year 3: At least 130 new job/ internship openings matched with youth; at least 500 unduplicated youth participating in recreation/service activities; at least 100 adults working with youth in volunteerism, recreation, or mentoring.

(number) or % (percent): Year 1: 100 /250/50 Year 2: 120/300/75 Year 3: 130 /500/100

Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol).
[1] BETA jobs database to collect data on new job matches; Youth Leadership Council and Deputy Sheriffs Activities League records of meetings, activities, and community events; Member service records indicating community contacts, referrals, and services provided.

Result: Intermediate Outcome

Result Statement:
1-2 sentences stating the expected result.
Increase number of youth who engage in community-building activities.

Indicator: A specific, measurable item of information that specifies progress toward achieving a result.

Indicator:
The number of youth engaged in community-building activities.

Other Indicator:

Targets

Target Description:

Year 1: 75% of the 100 youth in job/internship placements are sustained throughout the service year; 80% of 250 youth participating in recreation/service activities maintain participation throughout the service year; and 80% of the adult volunteers sustain their participation from their recruitment through the end of the service year.

Year 2: 75% of the 120 youth in job/internship placements are sustained throughout the service year; 80% of 300 youth participating in recreation/service activities maintain participation throughout the service year; and 80% of the adult volunteers sustain their participation from their recruitment through the end of the service year.

Year 3: 75% of the 130 youth in job/internship placements are sustained throughout the service year; 80% of 500 youth participating in recreation/service activities maintain

participation throughout the service year; and 80% of the adult volunteers sustain their participation from their recruitment through the end of the service year.
(number) or % (percent): 75% sustained job/internships; 80% sustained participation in recreation activities; 80% sustained participation in adult volunteer activities
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol). [1] Member service records tracking work with youth and adults. Youth Leadership Council report on accomplishments. Heart of Ashland volunteer program records of volunteer recruitment, youth/adult volunteerism.
Result: End Outcome
Result Statement: 1-2 sentences stating the expected result. The Eden Area is a place where youth make valued contributions to the community
Indicator: A specific, measurable item of information that specifies progress toward achieving a result. Indicator: The percent of surveyed youth and adults who report that they and other local youth are positively engaged in the Eden Area community
Other Indicator:
Targets
Target Description: Year 1: At least 75% of participating youth report increased engagement with their community and intent to continue volunteer activities to benefit low-income and vulnerable populations. Year 2: At least 75% of participating youth report increased engagement with their community and intent to continue volunteer activities to benefit low-income and vulnerable populations. Year 3: At least 75% of participating youth report increased engagement with their community and intent to continue volunteer activities to benefit low-income and vulnerable populations.
(number) or % (percent): 75% increased engagement
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol). [1] Youth and adult survey to collect data on perceptions of the Eden Area's youth as a resource and youth perceptions of feeling valued by and contributing to the community.
Performance Measure Statement (summary)
Combine expected results and targets into a sentence: At least 75% of participating youth report increased engagement with their community and intent to continue volunteer activities to benefit low-income and vulnerable populations so that the Eden Area is a place where youth make valued contributions to the community.

Performance Measure Worksheet 2: Common Strengthening Communities

General Info
Performance Measurement Title: ***Volunteer Recruitment***
Measure Category (choose one): Needs and Service Activities Participant Development **Strengthening Communities**
Service Category addressed by this Performance Measure Worksheet Community-Based Volunteer program
Needs and Activities
Briefly describe the need to be addressed (**1-3 sentences**): Adults, seniors and youth of the Unincorporated Eden Area in Alameda County have identified the need to make the Eden Area a more livable community for its youth. 236 Eden Area residents prioritized building a Community Center and finding positive activities for youth as their #1 and #3 needs. The Eden Area Livability Initiative planning process, which involved over 100 youth as well as community residents, local officials, and service providers, have identified the Eden Area as needing a concerted, coordinated effort to create civic engagement and positive opportunities so that youth and adults feel connected to their community. 40% of surveyed youth reported not feeling valued by their community.
Briefly describe how you will achieve this result (**1-3 sentences**): Members will recruit volunteers to serve in both ongoing and one-time community project opportunities. Two full-time Heart of Eden volunteer program coordinator Members will recruit at schools, churches, community centers; community fairs, Eden Area Livability Initiative Events, through the Youth Leadership Council; with our partners United Seniors, DSAL, Rising Sun Youth Energy Services, and HARD. They will recruit by phone, in person, through Public Service Announcements on local TV and radio, by working with the local media to publicize volunteer opportunities, by staffing booths at volunteer fairs, and through the California Volunteer Matching Network. All other Members will recruit through contacts that they make in their day to day service at schools, Bayfair Employment and Training Academy, and in the community.
How many AmeriCorps members will be participating in this activity? *35*
How many days per week (on average) will this activity occur? 2 FT 4 days/wk, 1 day/week for remaining members
How many hours per day (on average) will this activity occur? 8 hrs/day for 2 FT Members, 1 hr/day for 8 FT members as an integral part of their interactions with youth, adults and seniors in the community.5 hr/day for 25 half-time members during school year, 1 hr day for 10 weeks during summer.
When does this activity begin? 9/1/2008
When does this activity end? 8/31/2012
Results
The outputs and outcomes you intend to track for a particular activity:
Result Type
Outputs are counts of the amount of service members or volunteers have completed, but do not

provide information on benefits to or other changes in the lives of members and/or beneficiaries.

Intermediate-outcomes specify changes that have occurred in the lives of members and/or beneficiaries, but are short of a significant benefit for them.

End-outcomes specify changes that have occurred in the lives of members and/or beneficiaries that are significant.

Result: Output

Result Statement:
1-2 sentences stating the expected result.
Recruit volunteers for community service

Indicator: A specific, measurable item of information that specifies progress toward achieving a result.

Indicator:
] The number of volunteers recruited for on-going activities
] The number of volunteers recruited for one-time activities
] The number of on-going volunteer hours served
[4] The number of one-time volunteers hours served

Other Indicator:

Targets

Target Description:
Year 1:
[1] 25 volunteers recruited for on-going activities.
[2] 100 volunteers recruited for one-time activities.
[3] 1000 volunteer hours for on-going activities. (Avg. 40 hrs/volunteer)
[4] 600 volunteer hours for one-time activities. (Avg. 6 hrs/volunteer)
Year 2:
[1] 50 volunteers recruited for on-going activities.
[2] 200 volunteers recruited for one-time activities.
[3] 2000 volunteer hours for on-going activities.
[4] 1200 volunteer hours for one-time activities.
Year 3:
[1] 60 volunteers recruited for on-going activities.
[2] 250 volunteers recruited for one-time activities.
[3] 2400 volunteer hours for on-going activities.
[4] 1500 volunteer hours for one-time activities.

(number) or % (percent): Year 1: 125 volunteers recruited, 1600 hours. Year 2: 250 volunteers recruited, 3200 volunteer hours. Year 3: 310 volunteers recruited, 3900 volunteer hours.

Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol).
[1] Volunteer Log- to collect data on # of volunteers recruited for on-going activities
[2] Volunteer Log to collect data on # of volunteers recruited for one-time activities.
[3] Volunteer Log to collect data on # of volunteer hours for on-going activities.
[4] Volunteer Log to collect data on # of volunteer hours for one-time activities.

Result: Intermediate Outcome

Result Statement:
1-2 sentences stating the expected result.
N/A

Indicator: A specific, measurable item of information that specifies progress toward achieving a result.

Indicator: N/A
Other Indicator: N/A
Targets
Target Description: N/A
(number) or % (percent): N/A
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol). N/A
Result: End Outcome
Result Statement: 1-2 sentences stating the expected result. A greater sense of community in the Eden area.
Indicator: A specific, measurable item of information that specifies progress toward achieving a result. Indicator: Community input to the Eden Area Livability Initiative will indicate a greater sense of community engagement as a result of increased volunteerism.
Other Indicator:
Targets
Target Description: Year 1. Majority of participants in EALI community meetings and other community forums (e.g. Teen Center planning meetings, school health center parent classes) will report their intent to continue/engage in volunteerism and at least "some" progress toward a greater sense of community engagement. Year 2. Majority of community meeting participants will their intent to continue/engage in volunteerism and "significant" progress toward a greater sense of community engagement Year 3: Majority of community meeting participants will report that volunteerism is making a difference in the livability of the Eden Area.
(number) or % (percent):
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol). Survey of participants in EALI community meetings
Performance Measure Statement (summary)
Combine expected results and targets into a sentence: The majority of surveyed Eden Area residents will indicate a greater sense of community.

Performance Measure Worksheet 3: Common Member Development

General Info
Performance Measurement Title: **Member Development**
Measure Category (choose one): Needs and Service Activities **Participant Development** Strengthening Communities
Service Category addressed by this Performance Measure Worksheet Youth Leadership/Development
Needs and Activities
Briefly describe the need to be addressed (**1-3 sentences**): Members must be appropriately trained to perform the important services they are assigned to improve community outcomes. In order to improve community outcomes, members must increase both professional skills and community development skills, and enhance their esprit de corps experience.
Briefly describe how you will achieve this result (**1-3 sentences**): Topics include: Orientation to AmeriCorps, living on AmeriCorps budget; GED tutoring where necessary; communication, conflict resolution, project management skills, cultural diversity awareness, volunteer recruitment and support, self-care and stress reduction, learning from and reflecting on daily experience; site specific training (youth employment; energy auditing and retrofitting, creating and leading youth activities; coaching youth sports, etc.); life after AmeriCorps, preparing for further education. Frequency: 2x/week x 4 hours/session for FT; 2x/week x 2 hrs/session for HT during school yr; 2x/wk x 4 hrs session during intensive summer service. Trainers include AmeriCorps Coordinator, Youth Development Coordinator, BETA Manager, Asset Development Coordinator, Re-Entry Coordinator; Sheriff's Deputies, United Seniors volunteers.

How many AmeriCorps members will be participating in this activity?	35
How many days per week (on average) will this activity occur?	2
How many hours per day (on average) will this activity occur?	2-4
When does this activity begin?	9/1/2008
When does this activity end?	8/31/2012

Results
The outputs and outcomes you intend to track for a particular activity:
Result Type
Outputs are counts of the amount of service members or volunteers have completed, but do not provide information on benefits to or other changes in the lives of members and/or beneficiaries.
Intermediate-outcomes specify changes that have occurred in the lives of members and/or beneficiaries, but are short of a significant benefit for them.
End-outcomes specify changes that have occurred in the lives of members and/or beneficiaries that are significant.
Result: Output

Result Statement: 1-2 sentences stating the expected result. Members receive the volume and quality of training to provide quality service to the community.
Indicator: A specific, measurable item of information that specifies progress toward achieving a result. Indicator: The number of members trained and number of training hours
Other Indicator:
Targets
Target Description: 1: 35 members will participate in 10,548 training hrs 2: 35 members will participate in 10,548 training hrs Year 3: 35 member will participate in 10,548 training hrs
(number) or % (percent): 10,548 training hours
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol). [1] Training Log to collect data on # of members and # of training hours
Result: Intermediate Outcome
Result Statement: 1-2 sentences stating the expected result. N/A
Indicator: A specific, measurable item of information that specifies progress toward achieving a result. Indicator: N/A
Other Indicator: N/A
Targets
Target Description: N/A
(number) or % (percent): N/A
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol). N/A
Result: End Outcome
Result Statement: 1-2 sentences stating the expected result. Members increase knowledge & skills, gain insight into their community and the power of national service.
Indicator: A specific, measurable item of information that specifies progress toward achieving a result. Indicator: The percent of members who increase their knowledge and skill to perform quality service.
Other Indicator:
Targets
Target Description:

1: 95% of 35 members will increase skills 2: 95% of 35 members will increase skills Year 3:95% of 35 members will increase skills
(number) or % (percent): 95%
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol). [1] Member Performance Review administered 3x per year to collect data on member skill increases.
Performance Measure Statement (summary)
Combine expected results and targets into a sentence: At least 33 members each year increase knowledge & skills and gain insight into their community and the power of national service.

Narrative

Alameda County Probation Department is applying for Second Chance Act Demonstration Project funds, in partnership with the ***City of Oakland Department of Human Services*** and the ***Associated Community Action Program of Alameda County*** as the programmatic leads. Other partners, all members of the Alameda County Reentry Network, will be discussed at length below.

1. STATEMENT OF THE PROBLEM With over 15,400 adults currently on parole or probation, Alameda County, in Northern California's East Bay area, is more severely impacted by reentry issues than 12 states.[1] The Reentry population consists of approximately 11,695 probationers, and 3,795 parolees. The county's Santa Rita Jail houses approximately 3,500 male and 500 female inmates in minimum through maximum security levels. Santa Rita, the third largest correctional facility in California and fifth largest in the nation, is the only California facility accredited by the American Correctional Association. State prisons house approximately 4,700 inmates from the county.

Target population. The Reentry Network (RN), Alameda County's reentry task force, plans to serve Santa Rita inmates through this demonstration project, a decision which will be discussed in detail in Section 2. We are targeting the highest risk inmates as determined by the court's evidence-based sentencing report, which includes LS/CMI[2] risk assessment. The population under Probation supervision is disproportionately comprised of males of color, particularly African Americans, who make up 52% of probationers in the county, but only 13% of the overall county population. In contrast Latinos comprise 21% of the county and 19% of the probation populations. We are planning to target inmates at Santa Rita who are slated for release to West Oakland (zip codes 94607, 94608, 94609, 94615), East Oakland (zip codes 94601, 94603, 94605, 94606, 94621, and Hayward and adjacent unincorporated areas (zip codes 94544 and 94541).

Crime statistics for Alameda County indicate high levels of crime and violence, particularly in Oakland, but also in other cities and unincorporated areas along the Interstate 80/880 corridor.

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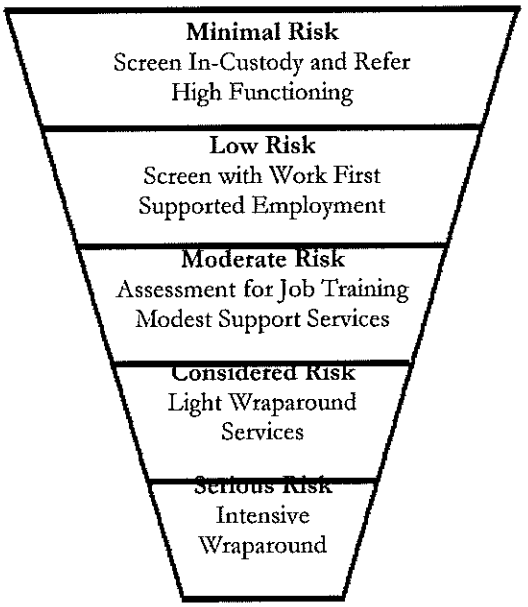
[1] US DOJ Bureau of Justice Statistics, accessed at http://www.ojp.usdoj.gov/bjs/dtdata.htm#corrections
[2] Level of Service- Case Management Inventory: the most recent iteration of LS evidence-based risk assessment.

Oakland, Hayward, and the unincorporated areas, the focus of our demonstration project, account for only 44% of the county population but 73% of its violent crime and 55% of property crime.[3]

Basic components of local collaborative. The RN, described in detail in the attached Strategic Plan, consists of a large number of state, county, and city agencies, nonprofits, faith-based organizations, organizations representing the formerly incarcerated and victims of crime; foundations, labor, and business. In January 2008 the Reentry Network includes: **The Reentry Network Coordinating Council (RNCC)** the hub through which information is exchanged throughout the Network. The RNCC produces the Annual Plan and Mid-Year Reviews. The RNCC determines the goals, objectives, initiatives, and/or activities to be undertaken by the Re-Entry Network. **The Decision Makers Committee:** meets twice a year to approve the Annual Plan and provide a Mid-Year Review. **The Implementation Committee** works to improve implementation of current reentry initiatives and expand effective reentry initiatives. **The Networking and Professional Development Committee:** a vehicle for service providers and others to network and identify/provide professional development activities. Ad hoc **Community Forums** allow for dialogue between the reentry network and the community. Ad hoc **Reentry Task Forces** collect data and information, identify promising practices and policies, and develop recommendations.

Table 1. Crime Statistics

Jurisdiction	Population	Violent crime	Property crime
Hayward	140,603	881	4,667
Oakland	396,541	7,605	23,664
Unincorporated Areas	139,458	683	2,864
County Totals	1,545,918	12,490	61,467
Total I-80/880 cities/unincorporated	1,286,487	12,173	56,258
Oakland, Hayward, Unincorporated Area	676,602	9,169	31,195
% total crimes, target area	43.8%	**73.4%**	**50.8%**



[3] FBI Uniform Crime Reports, 2007

Continuum of services corresponding to individual's risk and need assessment: In order to maximize numbers served and overall impact, the Graduated Risk/Graduated Support continuum[4], above, provides services that are tailored to the risks and needs identified by the in-custody assessment process. Highest risk inmates, as determined by the LS/CMI, discussed below, and assessments by providers of specific services (e.g. substance abuse, health care, etc.), will be targeted for intensive wraparound services, starting with case management throughout their sentence; educational programming to the extent feasible based on inmate classification, keep separate status, etc.; job readiness training; transitional housing; substance abuse services both inside and outside; and health care services.

Moderate risk inmates will be provided targeted wraparound services based on specific criminogenic needs. Lower risk inmates will be provided with screening, health services via the Single Stop Centers, and employment services, with referrals to the One-Stop career center system and its RESCUE program in the balance of county, and the Oakland Measure Y-funded re-employment services in Oakland, which include the One-Stops and a network of contractors such as America Works, Allen Temple, Volunteers of America, and the Mentoring Center.

Current risk and need assessments Probation is in the process of reworking its pre-sentencing report to include the LS/CMI report. The LS/CMI assessment is a quantitative survey of inmate attributes and life situations that are relevant for making decisions about levels of supervision and treatment. The elements of the LS/CMI are based on legal requirements and include relevant factors for making decisions about risk level and treatment based on "criminal history, education/employment, family/marital, leisure/recreation, companions, alcohol/drug problem, procriminal attitude and orientation, and antisocial pattern." Probation officers will complete the inmate interview.

Current County Jail Services At Santa Rita, ACAP Reentry Coordinator James Brown provides *transition planning* for inmates returning to "balance of county" locations.[5] *Pre-release programming* comes

[4] WHERE DOES THIS COME FROM?

[5] Throughout this application we will distinguish between what occurs in Oakland, the county's largest city that is home to the majority of ex-offenders, and the "balance of county" which includes all other cities and the unincorporated areas.

under the auspices of Inmate Services, a division of the Sheriff's Office. Services include cognitive behavioral work, substance abuse programming using the DEUCE (Deciding, Educating, Understanding, Counseling, and Evaluation) program, provided through (???). Other substance abuse programs and services include Narcotics Anonymous and Alcoholics Anonymous groups, and the East Oakland Recovery Center, all of which also offer post-release groups. Research from the Project Choice evaluation indicates that 45% of recidivating participants were arrested on drug-related offenses (possession or use), so we are aware that drug treatment is of paramount importance in lowering the recidivism rate. Other pre-release programming includes the TALK (Teaching and Loving Kids) parenting program, anger management; English as a Second Language; Adult Basic Education (GED prep), and Independent Study for inmates whose risk classification does not allow them to take classes in the educational center; monthly GED testing; literacy tutoring; and occupational programs through the Regional Occupational Program. Vocational programs at present include Food Service, Cosmetology and Barbering, resulting in industry certificates; and Bakery, which provides marketable skills in commercial baking. Employability classes teach resume preparation, interviewing skills, answering the criminal history question on an application or at an interview, and other "soft" skills. MOMS (Maximizing Opportunities for Mothers to Succeed) is a class in healthy parenting and family reunification in the female division of the jail. Case Managers assist mothers to transition from a custodial setting to the community, and housing opportunities are available for women who successfully complete the program.

Pre- and Post-release programming is currently available to prison inmates returning to Oakland through the city's Violence Prevention and Public Safety Initiative (Measure Y). A network of 32 public, nonprofit, and faith-based service providers[6] offers transitional and permanent housing (???), counseling, substance abuse treatment, employment services, and (???). However, Measure Y has not focused on detainees in Santa Rita county jail, focusing instead on inmates in San Quentin state

[6] Including Volunteers of America, Allen Temple Housing and Economic Development Corporation, America Works, Youth Employment Partnership, and more.

prison in nearby Marin County who are slated to return to Oakland.

County inmates returning to the balance of county, including Hayward and the unincorporated areas are eligible for services through ACAP's RESCUE programming at the Eden Area One-Stop in Hayward, whether or not they have been part of ACAP's Prisoner Reentry Initiative-funded pre-release programming. RESCUE (Reentry Service Center for Unemployed Ex-Offenders) provides integration services, transitional housing, cognitive therapy, financial literacy and credit counseling, employment training, anger management, mental health, support services, mentoring, microenterprise training and access to other necessary services. The Sheriff's Office, Probation, the Eden Area One-Stop Center, the Oakland Private Industry Council, Hayward Adult School, and the California Dept. of Corrections and Rehabilitation are all partners in this program, joined by the East Bay Community Law Center and. The Alameda County Reentry Subcommittee acts as the advisory board for RESCUE, which is funded through the federal Prisoner Reentry Initiative and Probation.

Summary of need for project. While Probation and our partners have made many strides, we still identify several important gaps in service: coordination with Sheriff's personnel at jail regarding inmate risk factors and programming needs; coordination between Oakland and balance of county to more effectively serve inmates in a neighborhood-based approach; persistent legal and institutional barriers to reintegration, and a shortage of substance abuse treatment resources. Based on our experiences working together, we are learning what works and what needs improvement and how to communicate effectively across jurisdictions and agencies. Reentry Network has a number of key pieces in place and the buy-in of many key decision makers. What we need now is to strengthen structures, and the proposed demonstration project provides a catalyst for this.

2. PROGRAM DESIGN AND IMPLEMENTATION Nine program-specific requirements have been met as follows:

1. A reentry strategic plan: long-term strategy; detailed reentry implementation schedule and sustainability plan. Decision makers from Alameda County agencies, the city of Oakland, and key nonprofits in the Re-

entry community have been meeting since 2007 in three major groups. The Reentry Network, convened by the policy analysis intermediary, Urban Strategies Council, is the strategic planning group for Reentry countywide. The attached strategic plan outlines annual and five-yearstrategies in key areas identified by the Reentry Network: Health, Employment, Housing, Integration (family reunification, identity documentation, expungement of records, and legal assistance), and Education.

2. Role of local government agencies, nonprofits, and community stakeholders The rosters of the Reentry Network's subgroups are attached as part of the strategic plan. Certification of involvement is provided by attached sign-in sheets of recent meetings of the committees. These rosters include 186 individuals from over 100 agencies as well as organized labor, offices of the mayors of affected Alameda County cities, offices of County Supervisors, and the California Wellness, East Bay Community, and Rosenberg Foundations. (Victims' rights are represented by the District Attorney's Office).

The Reentry Network RNCC serves as the overall policy and planning body for Alameda County Reentry. The advisory bodies for the county's Reentry projects are the Project Choice Steering Committee for the City of Oakland's efforts and the Violence Prevention Reentry Subcommittee of Supervisor Nate Miley in the balance of the county, where the Associated Community Action Program (ACAP) is the lead agency for reentry. The memberships of these working groups are subsets of the Reentry Network membership, and their meetings focus on coordinating and enhancing implementation rather than overarching policy.

ACAP and the City of Oakland have subcontracted with a broad range of faith- and community-based organizations to provide services to the formerly incarcerated. These include Youth Employment Partnership, Allen Temple, The Mentoring Center, Volunteers of America, and America Works in Oakland, and Women on the Way to Recovery and the Seven Step Foundation for ACAP.

3. Evidence-based methodology and outcome measures that will be used to evaluate the program; how such measurements will provide valid measures of the impact of the program. The applicant for this project, Alameda County Probation, will contract with Hatchuel Tabernik & Associates (HTA), a research, evaluation,

and consulting firm with twelve years of experience in program evaluation and planning, including major reentry and adult and juvenile justice programs. HTA worked with the City of Oakland for three years on the complex, large-scale evaluation of the Project Choice Reentry program, and has worked with Probation, ACAP, the Sheriff's Office, the Oakland Private Industry Council, and Alameda County Health Care Services Agency on reentry planning within their agencies.

HTA will use a mixed-methods approach, combining quantitative data analysis with qualitative data from key informants to measure the outcomes outlined in Table 1.

Table 2: Project Goals, Objectives, and Outcome Measures	
Goal/Objective	**Measurement**
Goal 1. (process) Provide comprehensive pre- and post-release services to at least 100 inmates at Santa Rita jail who are identified as being at high risk of recidivism.	
Objective 1.1: Participants will be recruited for this program based on high risk of recidivism as evidenced on LS/CMI scores	• LS/CMI risk assessment • Existence of transition plan and assessment in case management records • Service provision records • Case management record • Service provider records
Objective 1.2: At least 90% of identified, high risk participants will complete a pre-release transition plan	
Objective 1.3 At least 90% of 100 participants will receive pre- and/or post-release services aligned with their LS/CMI risk assessments (e.g. behavioral health, parenting/child support, housing)	
Objective 1.4: At least 80% of 100 participants will receive pre-/post-release employment and/or education-related services	
Goal 2. (outcome) Demonstrate yearly program reductions in recidivism rates reaching 50% at the end of a five-year period relative to baseline recidivism rates in a comparable population.	
Objective 2.1: At least 65% of participants will be employed within 90 days of release.	Documentation of employment by case manager
Objective 2.2: At least 60% of those who enter employment will retain employment for at least 90 days.	Employment duration recorded by case manager
Objective 2.3: The program participant recidivism rate will be at least 25% lower than for other inmates with comparable LS/CMI scores	Probation records of recidivism by zip code and LS/CMI score
Objective 2.4: Fewer than 33% of participants will reoffend.	Probation records
Goal 3. (systems) Improve coordination and efficacy of reentry systems in Alameda County	
Objective 3.1: Key stakeholders will report improved coordination of pre- and post-release services (via Probation, Sheriff, Social Services, City of Oakland, ACAP and CBOs) during grant period.	Qualitative data from RNCC and case managers via interviews and surveys
Objective 3.2: Reentry Network RNCC (RNCC) members will make informed recommendations on policies, practices, regulations and legislation that diminish barriers to successful re-integration of the formerly incarcerated during the grant period.	Survey, focus group data, key informant interviews
Objective 3.3: Reentry Network (RN) work group will plan and insti-	Plan approved by RNCC

tute graduated sanctions for probation violations during grant period.	
Objective 3.4: The RN work group & the evaluators, will develop a cost-benefit analysis that accounts for participant-level and systems-level outcomes by the end of grant period	Cost-benefit analysis document presented to RNCC
Objective 3.5: During grant period, a RN work group & evaluators will report on feasibility of countywide data system to track outcomes.	Feasibility Report presented to RNCC

HTA will use an existing cost-benefit analysis (CBA) framework to assess the cost of program implementation and monetary benefits of the program to society based on reduced recidivism, court costs, probation costs and increased employment, among other factors. We will also consider relative severity of the causes for recidivism among participants and the comparison group.[7]

4. *How project could be broadly replicated if effective.* The Reentry Network's proposed demonstration project has a number of replicable features: (1) Close collaboration between the major city in a county and county agencies; (2) Coordination among Probation, the court system, and the Sheriff's Office Inmate Services to provide evidence-based risk assessment prior to sentencing that then informs in-custody programming for inmates; (3) Case management for inmates that starts with their arrival at the county jail; (4) Assignment of a Probation Officer to the jail to work with targeted inmates throughout their sentence. (5) Development of a comprehensive reentry plan for each inmate (6) Neighborhood-based case management and wraparound services upon release.

5. *Documentation of explicit support of the chief executive officer of the applicant agency(ies).* See attached.

6. *Role of corrections in ensuring successful reentry of inmates into their communities.* Alameda County Probation and the Sheriff's Office, which oversees the county jail facilities, are both actively involved in building an improved reentry system. After an extensive research and planning process, Probation and the county court system are now starting to implement evidence-based reporting and sentencing, using the LS/CMI risk assessment. The Sheriff's Office has worked closely with ACAP's reentry team (via a PRI grant), providing access to ACAP's reentry coordinator and working to create integrated inmate services that address criminogenic risk factors. While CDCR inmates are not the focus

[7] During the Project Choice evaluation, HTA determined that participants that did return to prison were more likely to return for probation violations and non-violent crimes even though their prior offenses were universally for violent crimes. We expect that this may also be the case with high risk offenders served through the proposed program.

of this proposal, CDCR has been an active participant in the Reentry Network – helping to pioneer evidence-based approaches in the county, especially in the City of Oakland via Project Choice.

7. Evidence of collaboration with state and local government agencies Local government agencies in all these fields are part of the Reentry Network and are actively collaborating around reentry in more ways than space permits us to list here. The Health Care Services and Public Health agencies are playing a particularly active role in effective reentry; starting at the juvenile level, where funding has been more accessible, and now turning their attention to reentering adults. The California Employment Development Department has worked with Workforce Investment Boards to develop reentry services at local One-Stop Career Centers. ACAP provides these services in the balance of county.

8. Plan for analysis of hurdles to reintegration of inmates into the community. There is an ongoing need to address policy and administrative barriers that hinder reintegration. The Reentry Network will use the following approaches (see attached strategic plan for more detail) to address these barriers: (1)

We will identify issues that are barriers to reentry and the RN Decision Makers Group will carry legislation and advocate for policy in their respective legislative bodies or public agencies. The RN will also connect our policy and legislative advocacy with reentry networks/councils from other counties and state-wide advocacy groups. Use this pilot project to demonstrate and evaluate the efficacy of the strategies we devise to remove barriers (e.g., identity documentation, expungement, child support, and employment). We will work with county and city agencies/departments to identify administrative practices which are barriers to serving the formerly incarcerated and work cooperatively with the agencies to identify solutions to these barriers.

9. Documentation reflecting the establishment of a Reentry Task Force. The RN has been in existence for almost two years, though its structure was only formalized in early 2008. Documentation, including the signatures of Alameda County decision makers, is discussed above and attached.

Plan to implement critical elements: The key agencies implementing reentry services in the county (Probation, Oakland DHS, and ACAP) have made significant strides toward creating wraparound

support services that have led to decreased recidivism rates for program participants. Project Choice, which works with individuals returning from San Quentin, has reduced recidivism to 52% from the statewide two-year average of 70% for CDCR inmates. ACAP's PRI project, working with Santa Rita inmates, has achieved a strikingly low recidivism rate of 1%. The elements we propose to add to our approach through this demonstration project include:

- Collaboration among Probation, Sheriff, the Superior Court, ACAP, and Oakland DHS to engage inmates in voluntary pre-release case management and programming starting ***at the time of sentencing***. This strategy depends on the implementation of Probation's new evidence-based report, which will be completed in May 2009. The report will be used to inform sentencing and alert the Sheriff's Inmate Services, ACAP, and Oakland DHS of potential participants' programming needs from day one of their sentences and will assist in transition planning.
- Adding a Probation Officer stationed at Santa Rita jail who would coordinate with Inmate Services at Santa Rita and the ACAP reentry coordinator and ACAP and Oakland case managers. This officer will enhance pre-release planning (in collaboration with case managers), orient inmates to Probation supervision, encourage them to engage in pre-release programming and ensure that inmates have a place to go upon release.
- Adding capacity to current pre-release case management in a way that brings neighborhood-focused staff from Oakland DHS and more staff from ACAP communities into contact with inmates. It also enhances services by building on agreements and protocols ACAP currently has with Inmate Services and Santa Rita jail administration. Enhanced pre-release case management will ensure that inmates have time to complete educational, psychosocial, or career technical courses prior to release.
- Targeting inmates by neighborhood of return and risk of recidivism based on LS/CMI reports. Previous pre-release work with Santa Rita inmates has involved them self-selecting for contact with the ACAP Reentry Coordinator, mostly through word of mouth. For the proposed pro-

gram, we will engage inmates with higher risk assessments who are going back to the neighborhoods most heavily impacted by reentry. We intend to demonstrate that our methods can also be successful with a higher risk population.

- Developing common measures that can be used countywide to evaluate program success. This element is discussed in more detail in section 3 on page 14 (???).
- Analyzing institutional barriers to successful reentry. See subsection 2(8) on page (???) above for a description of our planned process.

The RN is empowered to address specific issues that affect reentry. The RNCC will work on methods for *blending funding streams and pooling resources*, which information will then be reported Decision Makers' Group for action. Examples of resource sharing are already underway to some extent (e.g., making General Assistance available to this program's participants, and leveraging Single Stop dollars to ensure the formerly incarcerated are eligible for all possible benefits).

The RN will work together to thoroughly *review current performance standards* in use across Alameda County. Beginning with Oakland's Measure Y/Project Choice data system and performance measures, we will establish a standard set of performance measures for Employment, Housing, Health Care and Education against which reentry outcomes will be judged. By using the Measure Y data system the RN will expand on what already exists and will access current data in the Measure Y database as a baseline. Via this demonstration project, the RN will lay the groundwork for the development of an online system to manage program performance data, allowing providers to both enter performance data and to extract pre-fabricated performance reports.

The RN will analyze current systems used to *screen and assess* the inmate and probation populations. Probation is already playing a lead role in this activity by using the LS/CMI. The RNCC and project case managers will regularly discuss inmate assessment and screening, as the demonstration project will provide valuable feedback on the accuracy and usefulness of the LS/CMI reports.

Probation, ACAP, Oakland DHS, the Sheriff's Office and Urban Strategies Council will be the

key players in developing the implementation plan for this project and will coordinate closely both through informal communication and at formal RNCC meetings to ensure fidelity of implementation. Our outside evaluators will provide formative and process data that will assist us all in monitoring our progress. See Section 5 for evaluation description.

Probation will work with ACAP and Oakland DHS to *identify the pool of inmates that meet risk criteria from the entire returning population.* About 3,000 in all, according to Urban Strategies Council data, will return from Santa Rita to the three targeted neighborhoods each year of the project. We propose to intensively serve 100/year and to help hundreds of others access less intensive services.

3. CAPABILITIES/COMPETENCIES: ***Sara Bedford, Policy and Planning Manager*** at Oakland DHS and ***Nanette Dillard, ACAP Executive Director,*** will be co-coordinators of this demonstration project, responsible for day-to-day operations of reentry services, supervision of staff and oversight of subcontractors. Probation will be the legal applicant and will be responsible for grant reporting, fiscal management, and subcontracting, under the oversight of ***Bonita Vinson, Deputy Chief, Adult Service***s. Other key staff members include:

Lieutenant Robert Burnham, Inmate Services Manager, Sheriff's Office. Lieutenant Burnham has nearly 30 years of experience as a Deputy Sheriff, 15 years on jail and court assignments, 12 in the Patrol Division. He helped initiate the original Community Oriented Policing and Problem Solving (COPPS) unit in Alameda County. He has helped to build the current Inmate Services structure, course offerings and community-initiated pre-release programming

James Brown, ACAP Reentry Coordinator. Formerly incarcerated himself, Mr. Brown has spearheaded ACAP's reentry programming and is the key liaison among ACAP, Inmate Services, Santa Rita administrators, and inmates. He leads the Getting It Righ cognitive interactive journaling group; provides pre-release planning services, and links inmates to post-release service providers.

Dan Simmons, Reentry Services Manager, Oakland DHS, coordinates Measure Y reentry providers running juvenile and young adult parolee programs. He manages contracts and invoices,

conducts site visits; determines capacity-building needs of assigned grantees and arrange for technical assistance; make public presentations to stakeholders across the violence-prevention community

Santa Rita Probation Officer. This new position will be responsible for coordinating with Santa Rita staff, Inmate Services, and demonstration project case managers to ensure that appropriate services are accessed by identified participants.

New neighborhood-based case managers, (3) one for each neighborhood targeted by this project, will be hired under this grant. These case managers will have relatively small caseloads, approximately 25-30 at any point in time. They will work with Mr. Brown at Santa Rita under his supervision, and continue to work with their assigned formerly incarcerated post-release.

Junious Williams, J.D., CEO Urban Strategies Council, will oversee the convening, strategic planning, and data analysis activities of USC as they facilitate the RN planning process. He has been with USC for 17 years, 10 as CEO. The Council works with local and national partners to forge strategies and programs to improve public safety in low-income neighborhoods, including developing and implementing effective strategies for: parolee reentry; violence prevention; and reducing disproportionate involvement in the criminal justice system.

The RN members, and particularly the key partners in this project, have *experience in reentry, a history of collaboration, and the desire and political support to make this project succeed.* Probation has been a lead or partner in initiatives involving job training and health care for the formerly incarcerated, countywide planning, and juvenile justice reform. Much of our focus has been on implementing best practices for juvenile services, and we are now building on that experience to implement evidence-based practices for the adult inmate and probation population. Our pilot program for young adults (ROCK[9]) partners with ACAP and a number of CBO partners who are members of Oakland's Measure Y. ROCK, launched in 2008, employs evidence-based principles including a continuum of services and supervision based on the LS/CMI.

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[8] "Reconstructing One's Character through Knowledge," funded through CA Senate Bill 81
[9] "Reconstructing One's Character through Knowledge," funded through CA Senate Bill 81

Oakland's Project Choice was launched in 2001 and has achieved success in reducing recidivism, according to its 2006 evaluation report.[10] Project Choice offers young and young adult parolees an intensive coaching and case management relationship that starts inside prison, at least 6-12 months prior to release, and carries out into the community and throughout their time on parole. Project Choice also works with community agencies so clients have access to a full spectrum of services including substance abuse treatment, mental health services, intensive employment and training support, health care, housing and more.

ACAP is one of four partners in a federal Prisoner Reentry Initiative (PRI) grant awarded to the California Department of Community Development Services and has access to a nationwide network of PRI grantees and technical assistance. ACAP has been working in Santa Rita since 2007 and has been providing employment and case management services to probationers since that time.

USC has been working with Probation on *data gathering and analysis* as the evaluator for Probation's pilot program, ROCK. Probation is developing a customized application for its data collection needs, aligned with the Superior Court JUVIS System. Oakland DHS and its subcontractors enter information into Cityspan software, which is then used for evaluation and analysis. ACAP plans to implement web-based case management software in the summer of 2009 and is examining a number of options. HTA's evaluation team will work with all these entities to gather, clean, and analyze data and information that will inform project design.

The USC has staffed the RN and its strategic planning process, has over 17 years in strategic planning and policy analysis and a strong presence in local low-income communities. Other RN partners, such as Health Care Services Agency and the City of Oakland, have in-depth experience with strategic plans featuring broad-based community input. *Evaluating the program.* See Section 5.

4. <u>BUDGET</u>. See Budget Forms/Narrative

5. <u>IMPACT/OUTCOMES, EVALUATION, SUSTAINMENT, DATA COLLECTION</u>

[10] "Project Choice Final Evaluation Report," Hatchuel Tabernik & Associates 2006

As described in the goals and objectives table on page 8, we anticipate seeing both client outcomes (recidivism, employment, housing), and systems outcomes (pooling resources, eliminating legal or other institutional barriers to re-integration, etc.) Performance will be *documented* via quantitative data on performance measures, as well as qualitative data obtained through interviews with the RNCC, case managers, and community. Reports, meeting minutes and other written materials will be distributed to RNCC which will monitor program performance at quarterly meetings. HTA will monitor progress toward identified outcomes.

A demonstration project that successfully reduces recidivism will have social and economic impact both on targeted neighborhoods and on the systems that serve the incarcerated and formerly incarcerated. Reduction in crime rate allows residents to build a thriving neighborhood, attract businesses and investment, and support positive community climate. Implementing an effective strategy, as measured by well-crafted evaluation and reliable data, will help build institutional support for innovation and reform in policy and processes throughout the local corrections, health, workforce, and support systems. Already, the partnerships built through the RN and the implementation of reentry strategies in Oakland and in the balance of county are having an impact on how agencies work together and how clients are served. Building a countywide, cross-jurisdictional reentry system, blending the work of a major city and a county will potentially leverage resources both locally and from state and national funders. This demonstration project will serve as a laboratory for innovation, and if successful, its approach will form the basis of policy advocacy for resource allocation. The RNCC will use this demonstration project as a starting point for working with the RN Decision Makers' group about longer-term, broader scale policy decisions.

Sustainability of many elements of the project design is built into our plan for the future. Our Deputy Probation Officer at Santa Rita jail is budgeted to be a permanent position. The RN has its own momentum as a table where Oakland and Alameda County agencies can work on reentry in a cooperative, cross-jurisdictional fashion. Probation at the table for this proposed initiative makes it

possible to *track and monitor recidivism* among the participants for three years post-admission to the program. The new Probation database will allow us to flag program participants and pull data for them over time.

Bayfair Employment Training Program for formerly incarcerated youth.

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Workshops are
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**Located inside the mall to the left of the indoor entrance to Target*

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Associated Community Action Program
Multiservice Center 24100 Amador St. 3rd Flr. Hayward CA 94544

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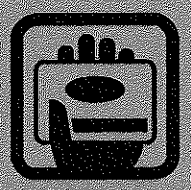
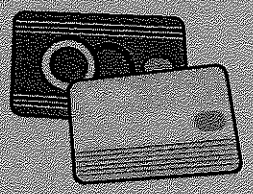
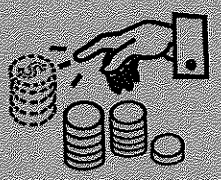

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Information will be presented on how you can:

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Time: Wednesdays: 1:00 p.m. – 3:00 p.m.

When: Upcoming seminars will be held on the following dates:

Wednesday, July 22, 2009
Wednesday, August 26, 2009
Wednesday, September 23, 2009
Wednesday, October 28, 2009
Wednesday, November 18, 2009
Wednesday, December 16, 2009

Where: Eden Area One Stop Career Center
24100 Amador Street, 3rd Floor
Hayward, CA 94544

1-on-1: For those who are interested, appointments will be scheduled for Individual Credit Counseling Sessions after completing the seminar

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Drop in hours are the every Wednesday from 4pm to 6pm

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To open an account please bring the following items with you:

1. Picture ID (California Drivers license, California ID, or Passport)
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For More Information call: (510) 265-8322

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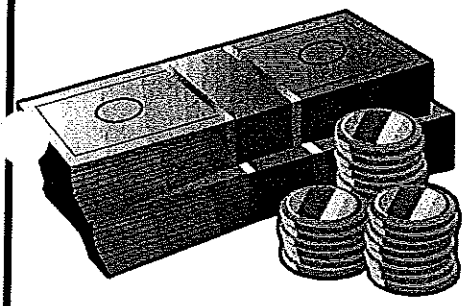

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Don't delay appointment spots are filling up fast!

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Between 6 & 24 months you can save towards the purchase of a home.
Earn $2 dollars for every $1 dollar you save.
Buy a home for you and your family.

Get $2 for every $1 you save!

Small Business

Between 6 & 24 months you can save towards owning a small business.
Earn $2 dollars for every $1 you save and build your own business.

To register for an orientation call

510-259-3819

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Between 6 & 24 months you can save for furthering your education.
Earn $2 dollars for every $1 you save and pay for training to get a better job or attend college.

CALWORKS AND GA OKAY!

Associated Community Action Program

SAVE for a HOME!

IDEA and WISH ACCOUNTS

IDEA = Individual Development & Empowerment Account

WISH = Workforce Initiative for Supportive Housing

IDEA

Save between 10 – 60 months towards the purchase of a home and receive $3 for every $1 you save.

Get $3 for $1!

WISH

No savings requirement is required to qualify if you have 1% of the cost of the home you want you will receive $3 dollars for every $1 you save.

To begin please call 510-259-3819 for more information.

IDEAs & WISHs come true

IDEAs & WISHs come true

Requirement 2
2010/2011 STATEWIDE PRIORITY/STRATEGY STATEMENT
Government Code Section 12745(e)

Does your Agency accept the Family Self-Sufficiency Statewide Priority? ☒ Yes ☐ No

1. What is your agency's definition of Family Self-Sufficiency?

2. Attach or type a narrative description of the strategies utilized to support and achieve the Family Self-Sufficiency priority.

ACAP is a pubic Community Action Agency residing administratively as a Joint Powers Authority within Alameda County. ACAP promotes its vision and mission through the integration of regional initiatives and priorities that assist low-income families and individuals to gain employment and housing, key services and supports, increase income and promote asset building to achieve self-sufficiency which aligns directly with the priorities listed in the Government Code Section 1274(e). The 2010/2011 CAP Plan utilizes the Federal National Performance Indicators to track outcomes to evaluate the effectiveness of contracted services.

Multiple public hearings were held throughout ACAP's jurisdiction. A survey was developed in order to solicit input from the two (2) main target audiences, consumer and service providers. The surveys were designed to allow for quick responses to allow for maximum participaton and to identify gaps in services and to determine areas of priority. The surveys were sent to 275 organizations and distributed through community collaborative distribution listservs.

The 2010/2011 Community Action Plan incorporates demographic and asset mapping information relevant to Alameda County.
- 1

3. If your agency rejects the statewide priority, state the reason(s) for your agency's rejection.

Requirement 3
FEDERAL ASSURANCES
COATES Human Services Reauthorization Act of 1998: Public Law 105-285

To the left of Federal Assurances 676(b)(1)(A-C) please indicate what activities your agency administers by placing a check in the box provided. In addition, attach or type a narrative description for the agency activities, as applicable, in accordance with the Federal Assurances 676(b)(1)(A) and 676(b)(1)(B).

1. **Section 676(b)(1)(A)**:

   To support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farm workers and elderly low-income individuals and families, and a description of how such activities will enable the families and individuals—

☒ i. remove obstacles and solve problems that block the achievement of self-sufficiency, (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);

☒ ii. secure and retain meaningful employment;

☒ iii. attain an adequate education, with particular attention toward improving literacy skills of low-income families in the communities involved, which may include carrying out family literacy initiatives;

☒ iv. make better use of available income;

☒ v. obtain and maintain adequate housing and a suitable living environment;

☒ vi. obtain emergency assistance through loans, grants or other means to meet immediate and urgent family and individual needs; and

☒ vii. achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to;

☒ I. document best practices based on successful grassroots intervention in urban areas, to develop methodologies for widespread replication; and;

☒ II. remove obstacles and solve problems that block the achievement of self-sufficiency, (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);

2. **Section 676(b)(1)(B)**:

To address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as—

☒ (i) programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs); and

☒ (ii) after-school childcare programs.

3. **Section 676(b)(1)(C)**:

☒ To make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including State welfare reform efforts).

Attach or type a narrative description of the agency activities for each of the Assurances listed below:

1. Section 676(b)(4): Will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.

ACAP provides these services through its subcontractors and through its youth employment services where we have a food bank.

2. Section 676(b)(5): Entities will coordinate and establish linkages between governmental and other social services programs to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services and a description of how the State and eligible entities will coordinate the provision of employment and training activities, as defined in section 101 of such Act, in the State and in communities with entities providing activities through statewide and local workforce investment system under the Workforce Investment Act of 1998.

ACAP coordinates monthly with its subcontracting agencies to provide maximum opportunities for collaboration. ACAP also continues to build partnerships that provide opportunities to jointly provide services and seek out new resources.

3. Section Will ensure coordination between antipoverty programs in each community in

676(b)(6): the State, and ensure, where appropriate, that the emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in such community.

ACAP meets with other anti-poverty agencies throughout California through associations in various focus areas. ACAP also continues to partner with our local LIHEAP provider.

4. Section 676(b)(9): Entities will to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations.

ACAP through its subcontractors maximizes opportunities for partnerships. ACAP also continues to build thriving partnerships In the public and private sectors throughout the County.

5. Section 676(b)(10): Each eligible entity to establish procedures under which a low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism) of the eligible entity to petition for adequate representation.

ACAP continually seeks opportunities to provide maximum representation.

6. Section 676(b)(12): All eligible entities will not later than fiscal year 2001, participate in the Results Oriented Management and Accountability System (ROMA), or another performance measure system for which the Secretary facilitated development pursuant to section 678E(b), or an alternative system for measuring performance and results that meets the requirements of that section, and a description of outcome measures to be used to measure eligible entity performance in promoting self-sufficiency, family stability, and community revitalization.

ACAP participates in the Results Oriented Management and Accountability System performance measure system.

7. Section 678D(a)(1)(B): Ensure that cost and accounting standards of the Office of Management and Budget apply to a recipient of the funds under this subtitle.

ACAP through its Treasurer, the County of Alameda ensures that the appropriate accounting standards are utilized.

8. Section 676(b)(3)(A): Provide a description of the service delivery system, for services provided or coordinated with funds made available through grants under section 675C(a), targeted to low-income individuals and families in communities within the State.

ACAP provides information and a description of the service delivery system targeted to low-income individuals utilizing the noted funding through a targeted marketing and outreach strategy.

9. Section Provide a description of how linkages will be developed to fill identified gaps in

676(b)(3)(B): the services, through the provision of information, referrals, case management, and follow-up consultations.

ACAP provides linkages through its subcontracting agencies as well as through key partnerships once gaps and needs are identified.

10. Section 676(b)(3)(C): Provide a description of how funds made available through grants under section 675C(a) will be coordinated with other public and private resources.

ACAP continually leverages resources through partnerships with other Alameda County interested agencies.

11. Section 676(b)(3)(D): Provide a description of how the local entity will use the funds to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting.

ACAP provides support to innovative initiatives through it group of subcontracting agencies.

Requirement 4
STATE ASSURANCES
California Government Code

Attach or type a narrative description of the Assurances listed below:

1. Section 12730(h): Eligible beneficiaries are the following: (1) all individuals living in households whose income is at or below official poverty income guidelines as defined by the United States Office of Management and Budget; (2) All individuals eligible to receive Temporary Assistance to Needy Families or Federal Supplemental Security Income benefits, and (3) Residents of a target area or members of a target group having a measurably high incidence of poverty and which is the specific focus of a project financed under this chapter.

2. Section 12747(a): Community action plans shall provide for the contingency of reduced federal funding. Provide your agency's contingency plan for reduced federal funding. Also, include a description of how your agency will be impacted in the event of reduced CSBG funding.

3. Section 12760: Community Action Agencies funded under this article shall coordinate their plans and activities with other eligible entities funded under Articles 7 (commencing with Section 12765) and 8 (commencing with Section 12770) which serve any part of their communities, so that funds are not used to duplicate particular services to the same beneficiaries and plans and policies affecting all grantees under this chapter are shaped, to the extent possible, so as to be equitable and beneficial to all grantees and the populations they serve.

Narrative

1. Section 676(b)(1)(A):

ACAP has funded agencies, in collaboration with local shelters, drop-in centers, housing authorities, community colleges, adult schools and job training sites, that work with low-income individuals and families to remove multiple obstacles and barriers to self-sufficiency. For example, ACAP has funded a LINKAGES Program through the Alameda County Housing & Community Development Department, which provides transitional housing, job preparation/placement, case management, childcare and other support services to homeless families. Families linked with a participating shelter receive up to 18 months of rental subsidy while attending vocational training, working or developing independent living and life skills to enable them to become and remain self-sufficient.

ACAP funds assist low-income individuals and families:

i. **remove obstacles that block self-sufficiency:** The ACAP funded agencies all provide services that help families/individuals achieve self-sufficiency by providing case management and support services that eliminate barriers.

ii. **secure employment:** ACAP has established coordination with the Alameda County Workforce Investment Board, the One-Stop Centers, training facilities, the State of California computerized JobMatch System, EDD, and the Welfare–to-Work programs which are designed to secure employment. ACAP is also a partner in the Alameda Countywide "Project 1000" program that will work to bring 1000 jobs to this area. Our Microenterprise program will provide participants with important business training that will allow them to open their own businesses;

iii. **attain an adequate education:** ACAP has funded agencies that either provide educational opportunities directly or have established linkages and partnerships with community–based organizations, adult schools, and or Regional Occupation Programs (ROPs) to provide ESL, remedial education, basic education, and literacy. Implementation of our Individual Development Account (IDA) program will allow participants to save money to further their education;

iv. **make better use of available income:** ACAP and its partners provide case management that includes assisting clients to develop a budget, Individual Development Accounts (IDAs) and public housing escrow accounts. Our financial literacy component provides comprehensive financial management training that will allow our clients to maximize their dollars and depart from harmful spending practices. We are currently working with the banks in the ACAP service area to implement new policies that will allow our clients to obtain access to tradition banking services;

v. **obtain and maintain adequate housing and a suitable living environment:** addressed through the LINKAGES program, Housing Scholarship Program and case management services;

vi. **obtain emergency assistance through loans or grants to meet immediate and urgent individual and family needs:** addressed through the LINKAGES program, the Alameda County Food Bank and the Alameda County Social Services Agency funding of core services for emergency food and shelter programs; Season of Sharing funds provide up to $1500 per client for emergencies.

vii. **achieve greater participation in affairs of the communities involved, including:**

a. local law enforcement: addressed in the Family Unification Program which assists individuals who have demonstrated, through a course of treatment and services, that it is safe to reunify the

children with the parent by finding safe, suitable, and stable housing, a requirement mandated by the Alameda County Juvenile Court;

b. local housing authorities: ACAP works closely with the Alameda County Housing Authority.

c. **private foundations and public/private partners:** ACAP funds grassroots, community-based organizations that assist low-income residents in their respective communities. Also, the Community Action Board for ACAP has members who represent public, private and low-income grassroots agencies.

   i. document best practices: **ACAP works with its contractors to establish a forum for best practices discussion and methodology enhancement through mandatory monthly meetings.**

   ii. strengthen and improve relationships with local law enforcement agencies: **ACAP and its contractors work closely with Alameda County and city law enforcement offices to provide advocacy for its program participants.**

2. Section 676(b)(1)(B): to address the needs of youth in low-income communities
ACAP and its contractors have made youth a priority for service delivery. ACAP has a youth employment training component in the Ashland area, which works with lat-risk youth to provide them with access to local jobs. ACAP and its partners also have a Youth Development component, which works in the community to identify service gaps for youth and find ways to fill them. ACAP will also implement a Youth Commission to provide guidance in this process. ACAP would like to hire a Youth Development Coordinator to guide this process.

i. Our contractors our involved within the framework of their respective communities to provide access to anti-violence programs as well as youth development programs.

ii. Our contractors address after-school childcare within the framework of their programs. ACAP is actively seeking funding to assist the Eden Area Multiservice Center YMCA Early Learning Center for drop in services.

3. Section 676(b)(1)(C): to make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle

ACAP and its contractors work with local city and county governments to as well as over 57 partner programs to provide a comprehensive network for service delivery.

1. **Section 676(b)(4):** Will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals; addressed through the ACAP LINKAGES program, the Alameda County Food Bank and the Alameda County Social Services Agency funding of core services for emergency food and shelter programs;

2. **Section 676(b)(5):** Coordinate and establish linkages between governmental and other social services programs to assure effective delivery of such services to low-income individuals.

- The coordination and linkages exist as a result of ACAP's Earned Income Tax Credit collaborative activities, which includes the office of Congresswoman Barbara Lee, Alameda County Social Services Agency, the United Way, the City of Oakland, the Urban Strategies Council, and the Annie E. Casey Foundation among others. We also work with each of the city offices within the ACAP service area.
- ACAP participates in the Bay Area Poverty Resource Council, a coalition of Bay Area Community Action Agencies created to develop a regional response to Welfare Reform and other service delivery issues.
- ACAP serves as a partner of the Workforce Investment Board created as a result of the Workforce Investment Act (WIA) and is involved in the activities of the One-Stop System, which includes five (5) One-Stop Career Centers throughout our service area. This partnership exists with the Employment Development Department as well.
- ACAP is part of the "Project 1000" coalition which includes two (2) workforce investment boards, the Peralta College system, the Employment Development Department, the Regional Technical Training Center, HUD, and many other public and private entities.
- To avoid the duplication of services with other CSD funded agencies in the services area, ACAP and Spectrum focus on separate areas of need. There are no other CSD funded agencies in the service area.
- CalNeva CASH EITC program which provides EITC eligible clients with free tax preparation and a quick refund turnaround.
- Alameda County Income and Asset Development (ACIAD) coalition is a county wide asset development coalition that was formed by various agencies in Alameda County including ACAP to spawn greater savings in Alameda County and proactive financial management.

3. **Section 676(b)(6):** Will ensure coordination between antipoverty programs in each community in the State; ACAP is a member of Cal/Neva, which works as a community. ACAP is a partner in the Cal/Neva Earned Income Tax Credit (EITC) statewide campaign. ACAP also works through its partners to offer PG&E services such as REACH and CARE and will work on other energy-related programs as allowed outside of the LiHEAP designation.

4. **Section 676(b)(9):** Entities will to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents; ACAP works with 13 sub-contracted agencies as well as 37 partners including religious organizations to ensure comprehensive service delivery.

5. **Section 676(b)(10):** Each eligible entity to establish procedures; ACAP has established a policy. through which low-income persons or organizations providing services to this constituency may enter a petition for adequate representation.

6. **Section 676(b)(12):** All eligible entities will not later than fiscal year 2001, participate in the Results Oriented Management and Accountability System (ROMA); ACAP accumulates ROMA information and includes the information in all required reports.

7. **Section 678D(a)(1)(B):** Ensure that cost and accounting standards of the Office of Management and Budget apply to a recipient of the funds; ACAP requires all sub-contracting agencies to enter yearly audit reports, which adhere to the cost and accounting standards of the Office of Management and Budget.

Requirement 5

DOCUMENTATION OF PUBLIC HEARINGS
Government Code Section 12747(d)

Agencies holding public hearings pursuant to this Article shall identify all testimony presented by the poor, and shall determine whether the concerns expressed by that testimony have been addressed in the Community Action Plan (CAP). If the agency determines that any of the concerns have not been included in the CAP, it shall specify in its response to the CAP information about those concerns and comment as to their validity.

This section shall include the following:

1. Attach or type a narrative description of your agency's public hearing process. Agencies should describe the methods used to invite the local community to the public hearings. Note: Public hearing(s) shall not be held outside of service area(s).

   The public hearing is held at a meeting of the ACAP Governing Board. The public is invited through media notification (online) and notices that are posted throughout the County in the ACAP service area. Notices are also sent out via listserv to organizations and collaboratives with low-income client populations.

2. One copy of each public notice(s), published in the media to advertise the public hearing.

3. Attach or type a summary of all testimony received using the format below:

Name	Sector (low-income, private, public)	Testimony or concerns	Was the concern addressed in the CAP?	If so, indicate the page #	If not, indicate the reason
Charles Jones Jr	Low	Expressed his concern about Reentry after incarceration. He expressed his gratitude for James Brown, ACAP Reentry Services Coordinator and staff for helping him reenter back into society after	Yes	Reentry Narrative	

		being released from Santa Rita jail. He also mentioned that the ProBETA program helped him to gain employment with the BETA Program.			
Albert Velari	Low	Recently released from Santa Rita Jail and was concerned about the lack of resources.	Yes	Reentry Narrative	
Garry Filmore	Low	Expressed appreciation for the ACAP Reentry Program and expressed concern about the lack of housing and other resource..	Yes	Reentry Narrative	
Alicia Reynoso	Low	Concerns about women's issues around successful reentry	Yes	Reentry Narrative	
Chrissy Web	Low	Concerned about reentry issues including housing and reunification with children	Yes	Reentry Narrative	
Tiffany Montague	Low/Middle	Advocating for Individual Development Accounts. She purchased a home through the ACAP IDA Program	Yes	Reentry Narrative	

4. Attach or type a narrative description of other methods the agency used to gather information on the needs of the community (i.e. surveys, public forums, etc).

- Community events – surveys and information disseminated – Healthy Living Festival 2008 and 2009, Solano Stroll 2008 and 2009, Urbanfest 2008, Ashland Cinco de Mayo 2008 and 2009
- Job Fairs – Surveys disseminated
- Housing Fairs – surveys disseminated
- Local Churches – Surveys disseminated
- Community Listservs – Surveys disseminated

Associated Community Action Program

Community Action Agency for the Alameda County Cities of:

Alameda

Albany

Dublin

Emeryville

Fremont

Hayward

Livermore

Newark

Pleasanton

San Leandro

Union City

Unincorporated Jurisdictions

2010/2011
Community Action Plan Public Hearing Questionnaire

1. What are the three (3) most pressing issues facing the poor in each of the cities in the ACAP service area?

***Childcare**	***Environmental Degradation**
***Housing**	***Utility/Energy Costs**
***Access to Health Services**	***Disabilities/Addictions**
***Quality/Lack of Education (or inadequate education)**	***Criminal Record**
	***Parenting**
***Transportation/Traffic (Transportation/Jobs/Housing Gap)**	***Knowledge of Employment Resources**
***Training and Continuous Education (Technical skills for job gap)**	
***Psycho/Socio/Work Ethics**	

2. What services are not being offered that ACAP should address?

3. Should ACAP continue to focus on getting people into jobs and housing?

4. How can ACAP money be used to support necessary community and neighborhood programs or services?

5. What are the most effective ways to raise money for programs?

SF bay area craigslist > east bay > volunteers

Give Us Your Opinion & Make a Difference (Alameda County)

Reply to: IRichard@acgov.org
Date: 2009-05-10, 3:31PM PDT

ASSOCIATED COMMUNITY ACTION PROGRAM in ALAMEDA COUNTY

Low-Income Community Members in Alameda County Needed to Review and Comment on an Anti-Poverty Plan at a Public Hearing

Looking for a way to make a difference? You can offer your own perspective regarding the needs of low-income people living in Alameda County (excepting Oakland and Berkeley residents). The Associated Community Action Program (ACAP), the anti-poverty program for Alameda County outside of Oakland and Berkeley, is looking for low-income community members to review and comment on our bi-annual plan to address poverty and its causes. Community members meet with our Board of Directors made up of local politicians who need your input to make sure that the anti-poverty plan truly represents the needs of the community. Come speak directly to policymakers and let them know what you need to live a fulfilled life. We want to hear from YOU! Refreshments will be served.

The Public Hearing on the anti-poverty plan will take place:

On May 20, 2009 at 7:00pm at

The Eden Area Multiservice Center

Lupine Conference Room, 3rd Floor

24100 Amador Street

Hayward, CA 94544

ACAP is part of a national network of over 1,000 community action agencies that work with low-income individuals and families throughout the United States. ACAP administrates several grant-funded programs that address key barriers to living a self-sustained life for youth and adults.

No special dress or preparation is needed to come and speak. Call (510) 265-8322 if you have

any questions or contact us by email at IRichard@acgov.org.

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ASSOCIATED COMMUNITY ACTION PROGRAM

Public Hearing

The Associated Community Action Program (ACAP) will hold a public hearing on its 2010-2011 Community Action Plan.

When: Wednesday, May 20, 2009
7:00 p.m.

Where: Eden Area Multiservice Center
24100 Amador Street
Lupine Conference Room, Third Floor
Hayward, CA 94544

We want to hear from YOU! Please attend and provide us with your input.

The Meeting will address the questions noted in the Community Action Plan Public Hearing Questionnaire regarding the needs of the poor and low-income in Alameda County.

Refreshments will be served

For more information call (510) 265-8322

Requirement 6
MONITORING AND EVALUATION PLAN

Attach or type a ***narrative description*** of the specific method(s) of evaluation and monitoring that ensures program and fiscal performance in accordance with the objectives in your Community Action Plan.

The monitoring and evaluation plan shall ensure the following:

1. Data is collected to measure the progress of the agencies goals;

2. Ensure that reports are prepared and submitted to CSD in accordance with contract requirements.

Narrative

ACAP employs continual and comprehensive methods of monitoring the programmatic and fiscal performance of our programs:

All contracts with our subcontractors are developed with specific performance measures and outcomes. They are required to employ staff dedicated to the ACAP-funded program.

ACAP provides all our subcontractors with reporting software that effectively standardizes the reporting of performance measure and outcomes in alignment with CSD reporting requirements. Each of our subcontractors answers the questions on the 801 for their organization and submits it to ACAP. ACAP then compiles the data and present the report to CSD.

Monitoring of ACAP contractors is done through desk reviews of invoices and performance reports as well as annual on-site, in-depth visits, which include interviews with key staff, the director of the organization, and the clients themselves.

ACAP staff is available to our subcontractors at all times for on-going technical assistance to assure top performance and timely report submission.

ACAP funds a part-time eligibility technician who is responsible for reviewing all client documentation submitted by the ACAP contractors to ensure that the documentation meets the requirements as stipulated by CSD. The eligibility technician responds to contractor queries regarding client eligibility and communicates directly with our contractors' programmatic personnel when there are questions regarding documentation or with additional document requests.

ACAP has in-house software to provide accurate reporting for those programs that ACAP directly administrates.
ACAP funds a staff person who is responsible for preparing statistical eligibility reports using the documentation submitted by the contractors to the ACAP eligibility technician. These reports along with the contractors' performance reports are used for CSD reporting.

ACAP funds a staff person who is responsible for collecting performance and progress reports from the ACAP contractors, preparing the reports to be submitted to CSD along with performance and fiscal reports to be reviewed by the Community Action Board and Governing Board.

Additionally, the ACAP Community Action Board and Governing Board receive performance and fiscal reports at each of their meetings for report and review. The Boards provide suggestions and recommendations for corrective action, when necessary.

Furthermore, ACAP prepares reports that outline their events for community enhancement. These activities include events where flyers and information is handed to the public for outreach as well as connections made with the Regional Technical Training Center.

Reports are also prepared for areas that involve Asset Development. These reports would include ACAP's Assets for Independence grant, secured in 2005 to provide Individual Development Accounts for low-income participants for housing, small business or job training/education.

ACAP is also heavily involved with the Alameda County Income and Asset Development Coalition. As such, it partners with the Urban Strategies Council, Lao Family Community Development and the Lower San Antonio Community Development Corporation.

In terms of capacity building, ACAP is involved with the CBO center and the Regional Technical Training Center and fosters growth with its subcontractors by holding monthly meetings for technical assistance and broad access to community action events and activities.

Programs over which ACAP has the direction and oversight receive the same evaluation standards as our subcontracting programs. In some cases, such as our Americorps program, an independent evaluator is used in order to maximize the efficacy of this tool.

State of California
Department of Community Services and Development
CSBG/NPI Programs Report
CSD 801 (Rev.5/09)

[X] Community Action Plan
[ ] Contract No. _____
[ ] Mid-Year Report (Jan-June)
[ ] Annual Report (Jan-Dec)

Contractor Name: Associated Community Action Program
ıct Person and Title: Kim Coulthurst, Interim Deputy Director
Phone Number: 510 265-8366 Ext. Number:
E-mail Address: Kcoulthu@acgov.org Fax Number: 510 259 3820

Goal 1: Low-income people become more self-sufficient.

NPI 1.1: Employment

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of employment or low income earned from employment. Many low-income individuals lack the education/vocational training, work maturity, and job seeking skills necessary to obtain employment that pays adequate wages. Lack of resource knowledge for access to employment and support services. Lack of long term counseling through case management. Lack of Internet access for job search and application. Criminal record deters employment eligibility. Lack of financial means for higher education. Lack of business training to open own business. No progressive action planning for the future. No advocate for navigating the various systems. Debilitating drug and alcohol issues. Lack of stable housing.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP sub-contractors offer a wide range of services that provide case management and linkages to other resources that will enable individuals and famiies to move through a continuum of services to achieve self-sufficiency. These programs will work with households to address all issues noted above to be barriers to employment and employment retention. The programs provide stable housing then move to job track services through training and employment. ACAP funds 7 to 13 agencies that have collborations with various homeless shelters, housing programs, employment and training programs and other service providers. ACAP's own portfolio of programs add key services in new areas just emerging as important strategies to reduce poverty. These programs include employment services for ex-offenders returning to the community after incarceration, asset development strategies to stabilize through fundamental financial training including free bank accounts, credit counseling, and homeownership training, and feature a robust youth development program that provides opportunities for employment and community leadership.

National Performance Indicator 1.1 Employment The number and percentage of low-income participants in Community Action employment initiatives who get a job or become self-employed, as measured by one or more of the following:	1 Number of Participants Projected to be Served for Contract Period (#)	Reporting Period	2 Number of Participants Enrolled in Program(s) in Reporting Period (#)	3 Number of Participants Expected to Achieve Outcome in Reporting Period (#)	4 Number of Participants Achieving Outcome in Reporting Period (#)	5 Percentage Achieving Outcome in Reporting Period (%)
A. Unemployed and obtained a job	340	Mid-Year				
		Annual				
B. Employed and maintained a job for a least 90 days	175	Mid-Year				
		Annual				
C. Employed and obtained an increase in employment income **and/or benefits**	100	Mid-Year				
		Annual				
D. Achieved "living wage" employment and/or benefits	50	Mid-Year				
		Annual				

In the rows below, please include any additional indicators for NPI 1.1 that were not captured above.

Unemployed or employed and received referrals for jobs or better paying jobs.	2,000	Mid-Year				
		Annual				

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[ ] Annual Report (Jan-Dec)

Goal 1: Low-income people become more self-sufficient.

NPI 1.2: Employment Supports

lem Statement: (If additional space is needed, please attach a separate sheet.)

Lack of access to Internet for job search and application. Chronic illness and no access to healthcare. Lack of affordable childcare. Lack of key job search strategies such as resume creation and interviewing skills. Lack of appropriate wardrobe for interviewing or daily business attire. No stable telephone number becausee phone has been turned off or is out of operation. No transportation. Reliance on public transportation with reduced service ability. Need for cognitive therapy. Criminal record limits access to jobs. Client does not have an idea of all of the support services for which they qualify. Need for nutritious food. No access to various levels of drug and alcohol services.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

ACAP sub-contracting agencies provide a numerous amount of services that provide support for clients who are working towards employment. These services include access to housing or assistance in finding housing , childcare, healthcare, hental care, job training, employment training, record expungement, identification, transportation, acccess to free voicemail service, access to free clothes closet services, and access to free food. A key service that is free to all Alameda County services agencies is the Self-Sufficiency Calculator that allows for the collection of client information and then offers information about all services for which the client is eligible. ACAP's own portfolio offers all of the services mentioned above as well.

National Performance **Employment Supports** The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action, as measured by one or more of the following:	**1** **Number of Participants Projected to be Served for Contract Period (#)**	**Reporting Period**	**2** **Number of Participants Enrolled in Program(s) in Reporting Period (#)**	**3** **Number of Participants Achieving Outcome in Reporting Period (#)**
Obtained skills/competencies required for employment	340	Mid-Year		
		Annual		
B. Completed ABE/GED and received certificate or diploma	100	Mid-Year		
		Annual		
C. Completed post-secondary education program and obtained certificate or diploma	10	Mid-Year		
		Annual		
D. Enrolled children in "before" or "after" school programs	50	Mid-Year		
		Annual		
E. Obtained care for child or other dependant	25	Mid-Year		
		Annual		
F. Obtained access to reliable transportation and/or driver's license	50	Mid-Year		
		Annual		
G. Obtained health care services for themselves or a family member	25	Mid-Year		
		Annual		
H. Obtained safe and affordable housing in support of employment stability	50	Mid-Year		
		Annual		
I. Obtained food assistance in support of employment stability	100	Mid-Year		
		Annual		
J. Obtained non-emergency LIHEAP energy assistance	25	Mid-Year		
		Annual		
Obtained non-emergency WX energy assistance	25	Mid-Year		
		Annual		
L. Obtained other non-emergency energy assistance (State/local/private energy programs. Do Not Include LIHEAP or WX)	10	Mid-Year		
		Annual		

In the rows below, please include any additional indicators for NPI 1.2 that were not captured above.

Created transitional jobs or allowed for access to transitional employment programs.	50	Mid-Year		
		Annual		

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Goal 1: Low-income people become more self-sufficient.
NPI 1.3: Economic Asset Enhancement and Utilization

lem Statement: (If additional space is needed, please attach a separate sheet.)
L . of key financial knowledge including budgeting and skillful use of support service programs. Clients are denied access to traditional banking services due to issues with Chexsystems or lack of documentation. Clients use predatory services such as check cashing establishments as their main financial system. Clients use costly tax preparation services for getting their taxes completed. Use of other predatory strategies such as payday loans or rapid tax refunds.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP is a founding member of the Alameda County Community Asset Network, which is a collaboration among local agencies that provide important asset development services. ACAP also provides a strong menu of asset development programs through its Economic Empowerment Initiative which includes free tax preparation with access to Earned Income Tax Credit and Child Tax Credit programs, free credit counseling, free bank accounts in partnership with Citibank, individual development accounts, individual development and empowerment accounts, homeownership training, pre- and post-foreclosure counseling, financial action planning, and referral to other needed services.

National Performance Indicator 1.3 **Economic Asset Enhancement and Utilization** The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by one or more of the following:	**1** **Number of Participants Projected to be Served for Contract Period (#)**	**Reporting Period**	**2** **Number of Participants Enrolled in Program(s) in Reporting Period (#)**	**3** **Number of Participants Expected to Achieve Outcome in Reporting Period (#)**	**4** **Number of Participants Achieving Outcome in Reporting Period (#)**	**5** **Percentage Achieving Outcome in Reporting Period (%)**	**6** **Aggregated Dollar Amounts (Payments, Credits or Savings) ($)**
A. ENHANCEMENT							
1. Number and percent of participants in tax preparation programs who qualified for any type of Federal or State tax credit and the expected aggregated dollar amount of credits.	100	Mid-Year					
		Annual					
2. Number and percentage obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments.	5	Mid-Year					
		Annual					
3. Number and percentage enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings.	100	Mid-Year					
		Annual					

[X] Community Action Plan
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In the rows below, please include any additional indicators for NPI 1.3 that were not captured above.

Number enrolled in CARE	10.00	Mid-Year					
		Annual					

[X] Community Action Plan
[ ] Contract No. _____
[ ] Mid-Year Report (Jan-June)
[ ] Annual Report (Jan-Dec)

Goal 1: Low-income people become more self-sufficient.

NPI 1.3: Economic Asset Enhancement and Utilization

National Performance Indicator 1.3 (Continued) **Economic Asset Enhancement and Utilization** The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by one or more of the following:	**1** **Number of Participants Projected to be Served for Contract Period (#)**	**Reporting Period**	**2** **Number of Participants Enrolled in Program(s) in Reporting Period (#)**	**3** **Number of Participants Expected to Achieve Outcome in Reporting Period (#)**	**4** **Number of Participants Achieving Outcome in Reporting Period (#)**	**5** **Percentage Achieving Outcome in Reporting Period (%)**	**6** **Aggregated Dollar Amounts (Payments, Credits or Savings) ($)**
B. UTILIZATION							
1. Number and percent demonstrating ability to complete and maintain a budget for over 90 days	50	Mid-Year					N/A
		Annual					
2. Number and percent opening an Individual Development Account (IDA) or other savings account and increased savings, and the aggregated amount of savings	50	Mid-Year					
		Annual					
3. Number and percent of participants who increased their savings through IDA or other savings accounts and the aggregated amount of savings	50	Mid-Year					
		Annual					
3. Of participants in a community action asset development program (IDA and others):							
a. Number and percent capitalizing a small business due to accumulated savings	2	Mid-Year					
		Annual					
b. Number and percent pursuing post-secondary education due to savings	2	Mid-Year					
		Annual					
c. Number and percent purchasing a home due to accumulated savings	2	Mid-Year					
		Annual					
d. Number and percent of participants purchasing other assets with accumulated savings	1	Mid-Year					
		Annual					
In the rows below, please include any additional indicators for NPI 1.3 that were not captured above.							
		Mid-Year					
		Annual					

State of California
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Contractor Name: Associated Community Action Program
Contact Person and Title: Kim Coulthurst, Interim Deputy Director
Phone Number: 510 265-8366 Ext. Number:
E-mail Address: Kcoulthu@acgov.org Fax Number: 510 259 3820

Goal 2: The conditions in which low-income people live are improved.

NPI 2.1: Community Improvement and Revitalization

Problem Statement: (If additional space is needed, please attach a separate sheet.)
High foreclosure areas within the county area serviced. Rising rental rates due to increased demand. Jobs reduced due to depressed economy. Programs deleted or scaled down due to reduction of resources. Lack of transportation. Lack of community college programs due to cuts in education. Adult school programs are closing because of reduced budgets at the school district level. Lack of transportation because of cut routes or increased fares.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP regularly creates jobs in the community through its funding strategy as well as the programs that we offer. All jobs are offered at minimum wage or on a living stipend. Our new Americorps program will provide 21 new positions within the community. Our new WorkCrew program will provide a robust transitional jobs program that will encompass training and support services as well.

National Performance **Community Improvement and Revitalization** Increase in, or safeguarding of threatened opportunities and community resources or services for low-income people in the community as a result of community action projects/initiatives or advocacy with other public and private agencies, as measured by one or more of the following:	**1** **Number of Projects Projected for Contract Period (#)**	**Reporting Period**	**2** **Number of Projects or Initiatives (#)**	**3** **Number of Opportunities and/or Community Resources Preserved or Increased (#)**
A. Jobs created, or saved, from reduction or elimination in the community.	100	Mid-Year		
		Annual		
B. Accessible "living wage" jobs created, or saved, from reduction or elimination in the community.	100	Mid-Year		
		Annual		
C. Safe and affordable housing units created in the community	25	Mid-Year		
		Annual		
D. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy	25	Mid-Year		
		Annual		
E. Accessible and affordable health care services/facilities for low-income people created or saved from reduction or elimination.	25	Mid-Year		
		Annual		
F. Accessible safe and affordable childcare or child development placement opportunities for low-income families created or saved from reduction or elimination.	25	Mid-Year		
		Annual		
G. Accessible "before school" and "after school" program placement opportunities for low-income families created or saved from reduction or elimination.	75	Mid-Year		
		Annual		
H. Accessible new, or expanded transportation resources or those that are saved from reduction or elimination, that are available to low-income people, including public or private transportation.	50	Mid-Year		
		Annual		

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I. Accessible or increased educational and training placement opportunities or those that are saved from reduction or elimination, that are available for low-income people in the community, including vocational, literacy and life skill training, ABE/GED, and post-secondary education.	100	Mid-Year		
		Annual		

In the rows below, please include any additional indicators for NPI 2.1 that were not captured above.

		Mid-Year		
		Annual		

Goal 2: The conditions in which low-income people live are improved.

NPI 2.2: Community Quality of Life and Assets

roblem Statement: (If additional space is needed, please attach a separate sheet.)

Lack of a coordinated plan to end poverty in Alameda County. Lack of a comprehensive gaps piece in all partnership with the city governments. Few instances of joint resource building. Lack of representation on key committees, focus groups, and other initiatives.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

ACAP has received approval from its boards (see Strategic Plan) to implement the Alameda County Poverty Resource Network to bring together local government, community based organizations, local, state, and federal officials, and the community to do listening sessions throughout the County in order to put together a countywide plan to end poverty. Additionally, ACAP is present at all key strategic tables including the Alameda County Violence Prevention Initiative, the Alameda County Reentry Subcommittee, the Ashland Violence Prevention Collaborative, the Alameda County Reentry Network, the Healthy City Livermore Initiative, the Eden Area Livability Iniatiative, and the Interagency Children's Policy Council. Through this participatory approach, ACAP has been instrumental in placing a spotlight on key issues and has been instrumental in effecting change. The Alameda County Reentry Network includes a Decision Makers table made up of all key local and state politicians. These politicians have signed a declaration to review the policy and legislative recommendations of the Network to seek change in this area of need.

National Performance Indicator 2.2 Community Quality of Life and Assets The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by one or more of the following:	**1** **Number of Programs Projected for Contract Period (#)**	**Reporting Period**	**2** **Number of Program Initiatives or Advocacy Efforts (#)**	**3** **Number of Community Assets, Services or Facilities Preserved or Increased (#)**
A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets	2	Mid-Year		
		Annual		
B. Increase in the availability or preservation of community facilities	2	Mid-Year		
		Annual		
C. Increase in the availability or preservation of community services to improve public health and safety	2	Mid-Year		
		Annual		
D. Increase in the availability or preservation of commercial services within low-income neighborhoods	2	Mid-Year		
		Annual		
E. Increase or preservation of neighborhood quality-of-life resources	2	Mid-Year		
		Annual		

In the rows below, please include any additional indicators for NPI 2.2 that were not captured above.

		Mid-Year		
		Annual		

Goal 2: The conditions in which low-income people live are improved.

NPI 2.3: Community Engagement

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of community involvement due to decreased interest. Lack of community organizationing agencies. No cohesive process for volunteerism. No opportunities for community engagement.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP has worked strategically to provide opportunities for community engagement. Through the ACAP Youth Leadership Council, youth ages 14-24 receive training in community leadership and organization. In 2009, the YLC was successful in getting the approval to build a $15 million youth center in Alameda County. The center will be completed in 2012. The youth will continue on as the steering council for the youth center. The youth are participating in a Drug Free Community project that will continue until 2013. The project will effect policy around the licensure of tobacco outlets in key county communities. Through the Americorps program, residents will have the opportunity to learn about community leadership and to work on community-building projects.

National Performance **Community Engagement** The number of community members working with Community Action to improve conditions in the community.	**1** **Number of Programs Projected for Contract Period (#)**	**Reporting Period**	**2** **Total contribution by Community (#)**
A. Number of community members mobilized by Community Action that participate in community revitalization and anti-poverty initiatives	50	Mid-Year	
		Annual	
B. Number of volunteer hours donated to the agency (This will be All volunteer hours)	100	Mid-Year	
		Annual	

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Contact Person and Title:	Kim Coulthurst, Interim Deputy Director		
Phone Number:	510 265-8366	Ext. Number:	
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Goal 3: Low-income people own a stake in their community.

NPI 3.1: Community Enhancement Through Maximum Feasible Participation

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Lack of opportunities for community participation. No local governmental interest in the issues within the various low-income communities. Lack of resources to provide opportunities for low-income participation in programs or processes

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

ACAP provides opportunities for low-income people to participate in local listening sessions and decision-making proesses through informing them of the various initiatives being undertaken. ACAP participates in key community forums and allows for low-income participation.

National Performance Indicator 3.1 **Community Enhancement Through Maximum Feasible Participation** The number of volunteer hours donated to Community Action	**1** **Total Number of Volunteer Hours Projected #**	**Reporting Period**	**2** **Total Number of Volunteer Hours #**
The total number of volunteer hours donated by low-income individuals to Community Action. (This is ONLY the number of volunteer hours from individuals who are low-income.)	50	Mid-Year	
		Annual	

In the rows below, please include any additional indicators for NPI 3.1 that were not captured above.

		Mid-Year	
		Annual	

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Goal 3: Low-income people own a stake in their community.

NPI 3.2: Community Empowerment Through Maximum Feasible Participation

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Lack of viable knowledge to guide the implementation and development of programs for poor and low-income individuals. Lack of access to decisionmaking or listening sessions that involve community-related issues. Lack of local governmental interest in involving the community in the decisionmaking process. No opportunities to take on community projects. Few opportunities to open their own business.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

ACAP participates in numerous Alameda County initiatives and provides access for the low-income to have a voice in the workings of their community. ACAP also has an Americorps program that provides opportunities to increase opportunities to get involved in improving the community through service. ACAP also offers an Individual Development Acccount program that allows low-income participants the opportunity to open their own businesses.

National Performance Indicator 3.2 **Community Empowerment Through Maximum Feasible Participation** The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community, as measured by one or more of the following:	**1** **Number of Participants Projected for Contract Period (#)**	**Reporting Period**	**2** **Number of Low-Income People Achieved in Reporting Period (#)**
A. Number of low-income people participating in formal community organizations, government, boards or councils provide input to decision-making and policy setting through community action efforts	35	Mid-Year	
		Annual	
B. Number of low-income people acquiring businesses in their community as a result of community action assistance	2	Mid-Year	
		Annual	
C. Number of low-income people purchasing their own homes in their community as a result of community action assistance	2	Mid-Year	
		Annual	
D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action	35	Mid-Year	
		Annual	

In the rows below, please include any additional indicators for NPI 3.2 that were not captured above.

		Mid-Year	
		Annual	

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Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.

NPI 4.1: Expanding Opportunities through Community-Wide Partnerships

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of linages to provide a holistic group of services for low-income and poor families and individuals. Lack of familiarity among service providers and community entities that would allow for linked services and collaborations.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP works with a wide community of seven to thirteen sub-contractor organizations and over 100 partnerships to provide a comprehensive service delivery structure including faith-based organizations, organizations representing migrant workser and Native Americans. Collaboration among the sub-contractors is encouraged through manadatory monthly group meetings.

National Performance Indicator 4.1 **Expanding Opportunities Through Community-Wide Partnerships** The number of organizations, both public and private, community action actively works with to expand resources and opportunities in order to achieve family and community outcomes.	1 **Number of Partnerships Projected for Contract Period (#)**	**Reporting Period**	2 **Number of Organizational Partnerships Achieved in Reporting Period (#)**
A. Non-Profit	65	Mid-Year	
		Annual	
B. Faith Based	4	Mid-Year	
		Annual	
C. Local Government	21	Mid-Year	
		Annual	
D. State Government	3	Mid-Year	
		Annual	
E. Federal Government	3	Mid-Year	
		Annual	
F. For-Profit Business or Corporation	4	Mid-Year	
		Annual	
G. Consortiums/Collaboration	6	Mid-Year	
		Annual	
H. Housing Consortiums/Collaboration	2	Mid-Year	
		Annual	
I. School Districts	5	Mid-Year	
		Annual	
J. Institutions of post secondary education/training	4	Mid-Year	
		Annual	

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K. Financial/Banking Institutions	10	Mid-Year	
		Annual	
L. Health Service Institutions	3	Mid-Year	
		Annual	
M. State wide associations or collaborations	4	Mid-Year	
		Annual	
The total number of organizations CAAs work with to promote family and community outcomes	134	Mid-Year	
		Annual	

In the rows below, please add other types of partners with which your CAA has formed relationships that were not captured above. Please describe these partnerships in Goal 4 Notes.

		Mid-Year	
		Annual	

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Goal 5: Agencies increase their capacity to achieve results.

NPI 5.1: Agency Development

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of useful training and topics.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.
ACAP has a progressive list of trainings that provide the essentials to individuals involved with the agency according to their role.

National Performance Indicator 5.1 **Agency Development** The number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes, as measured by one or more of the following	1 **Number of Partnerships Projected for Contract Period (#)**	**Reporting Period**	2 **Resources in Agency (#)**
A. Number of C-CAPs		Mid-Year	
		Annual	
B. Number of ROMA Trainers		Mid-Year	
		Annual	
C. Number of Family Development Trainers	13	Mid-Year	
		Annual	
D. Number of Child Development Trainers	10	Mid-Year	
		Annual	
E. Number of staff attending trainings	40	Mid-Year	
		Annual	
F. Number of board members attending trainings	9	Mid-Year	
		Annual	
G. Hours of Staff in trainings	80	Mid-Year	
		Annual	
H. Hours of board members in trainings	35	Mid-Year	
		Annual	

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In the rows below, please include any additional indicators that were not captured above. Please describe these measures in Goal 5 Notes.

		Mid-Year	
		Annual	

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Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.1: Independent Living

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of facilities and services for seniors and disabled citizens that allow for an independent living situation.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP works through it sub-contractors and partners to increase senior and disabled citizens services as well as those of ex-offenders and emancipated youth to allow them to live a seilf-sufficient lifestyle including housing, access to jobs, training, financial literacy, and childcare.

National Performance Indicator 6.1 **Independent Living** The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services:	**1** **Number of Individuals Projected to be Served for Contract Period (#)**	**Reporting Period**	**2** **Number of Vulnerable Individuals Living Independently (#)**
A. Senior Citizens (*seniors can be reported twice, once under Senior Citizens and again if they are disabled under Individuals with Disabilities, ages 55-over.*)	40	Mid-Year	
		Annual	
B. Individuals with Disabilities	30	Mid-Year	
		Annual	
Ages: a. 0-17	325	Mid-Year	
		Annual	
b. 18-54	225	Mid-Year	
		Annual	
c. 55-over	40	Mid-Year	
		Annual	

In the rows below, please include any additional indicators for NPI 6.1 that were not captured above.

		Mid-Year	
		Annual	

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Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.2: Emergency Assistance

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of temporary shelter and shelter for victims of domestic violence. Lack of supportive living situations for formerly incarcerated citizens. Lack of adequate food and clothing for those thrust into crisis situations. Lack of access to medical and dental care. Lack of reliable transportation.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP works through its subcontractors and partners to provide access to emergency services for the poor and low-income populations in its service area. Services and resources are provided through collaboration and.linkages between organizations including shelters, emergency payments, medical care, domoestic violence sage houses, transportation, and access to adequate food. Season of Sharing funds provide a resource for clients who have a one time need of financial assistance.

National Performance Indicator 6.2 **Emergency Assistance** The number of low-income individuals served by community action who sought emergency assistance and thenumber of those individuals for whom assistance was provided.	**1** **Number of Households Projected to be Served for Contract Period (#)**	**Reporting Period**	**2** **Number of Household Seeking Assistance in Reporting Period (#)**	**3** **Number of Households Receiving Assistance in Reporting Period (#)**
A. Food - Indicate your state's unit of measurement, such as bags, packages, cartons, families, individuals, etc.	300	Mid-Year		
		Annual		
B. Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources	50	Mid-Year		
		Annual		
C. Emergency Rent or Mortgage Assistance	150	Mid-Year		
		Annual		
D. Emergency Car or Home Repair (i.e. structural appliance, heating systems, etc.)		Mid-Year		
		Annual		
E. Emergency Temporary Shelter	150	Mid-Year		
		Annual		
F. Emergency Medical Care	100	Mid-Year		
		Annual		
G. Emergency Protection from Violence	100	Mid-Year		
		Annual		

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H. Emergency Legal Assistance	10	Mid-Year		
		Annual		
I. Emergency Transportation	10	Mid-Year		
		Annual		
J Emergency Disaster Relief		Mid-Year		
		Annual		
K Emergency Clothing	10	Mid-Year		
		Annual		

In the rows below, please include any additional indicators for NPI 6.2 that were not captured above.

		Mid-Year		
		Annual		

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Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.3: Child and Family Development

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of access to adequate nutrition for infants and children. Lack of access to health care. Lack of programs to promote school readiness for children.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP works through its subcontractors and partners to provide access to food for inpants, access to health care, and children's education programs to promote successful educational development among the children of poor and low-income citizens. Fundraising will be directed to raise nutritional awareness.

National Performance Indicator 6.3 **Child and Family Development** The number and percentage of all infants, children, youth, parents, and other adults ticipating in developmental or enrichment grams that achieve program goals, as measured by one or more of the following:	**1** **Number of Participants Projected to be served for Contract Period (#)**	**Reporting Period**	**2** **Number of participants Enrolled in Program(s) in Reporting Period (#)**	**3** **Number of Participants Expected to Achieve Outcome in Reporting Period (#)**	**4** **Number of Participants Achieving Outcome in Reporting Period (#)**	**5** **Percentage of Participants Achieving Outcome in Reporting Period (%)**
A. INFANTS & CHILDREN						
1. Infants and children obtain age appropriate immunizations, medical and dental care	100	Mid-Year				
		Annual				
2. Infant and child health and physical development are improved as a result of adequate nutrition	100	Mid-Year				
		Annual				
3. Children participate in pre-school activities to develop school readiness skills	100	Mid-Year				
		Annual				
4. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade	50	Mid-Year				
		Annual				

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Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.3: Child and Family Development

National Performance Indicator 6.3 (continued) **Child and Family Development** The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs that achieve program goals, as measured by one or more of the following:	**1** **Number of Participants Projected to be served for Contract Period (#)**	**Reporting Period**	**2** **Number of participants Enrolled in Program(s) in Reporting Period (#)**	**3** **Number of Participants Expected to Achieve Outcome in Reporting Period (#)**	**4** **Number of Participants Achieving Outcome in Reporting Period (#)**	**5** **Percentage of Participants Achieving Outcome in Reporting Period (%)**
B. YOUTH						
1. Youth improve health and physical development	50	Mid-Year				
		Annual				
2. Youth improve social/emotional development	50	Mid-Year				
		Annual				
3. Youth avoid risk-taking behavior for a defined period of time	50	Mid-Year				
		Annual				
4. Youth have reduced involvement with criminal justice system	50	Mid-Year				
		Annual				
Youth increase academic, athletic or social ..ls for school success	50	Mid-Year				
		Annual				
C. PARENTS AND OTHER ADULTS						
1. Parents and other adults learn and exhibit improved parenting skills	50	Mid-Year				
		Annual				
2. Parents and other adults learn and exhibit improved family functioning skills	50	Mid-Year				
		Annual				

In the rows below, please include any additional indicators for NPI 6.3 that were not captured above.

		Mid-Year				
		Annual				
		Mid-Year				
		Annual				

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Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive

NPI 6.4: Family Supports

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of afterschool programs. Lack of access to healthcare. No suitable transportation. High energy costs.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP and its subcontractors provide access to key family support services.

National Performance Indicator 6.4 Family Supports (Seniors, Disabled and Caregivers) Low-income people who are unable to work, especially seniors, adults with bilities, and caregivers, for whom barriers to family stability are reduced or eliminated, as measured by one or more of the following:	1 Number of participants Projected to be Served for Contract Period (#)	Reporting Period	2 Number of participants Enrolled in Program(s) #	3 Number of participants Achieving Outcome in Reporting Period (#)
A. Enrolled children in before or after school programs	150	Mid-Year		
		Annual		
B. Obtained care for child or other dependent	50	Mid-Year		
		Annual		
C. Obtained access to reliable transportation and/or driver's license	50	Mid-Year		
		Annual		
D. Obtained health care services for themselves or family member	50	Mid-Year		
		Annual		
E. Obtained safe and affordable housing	50	Mid-Year		
		Annual		
F. Obtained food assistance	50	Mid-Year		
		Annual		
G. Obtained non-emergency LIHEAP energy assistance	25	Mid-Year		
		Annual		
H. Obtained non-emergency WX energy assistance	15	Mid-Year		
		Annual		
I. Obtained other non-emergency energy assistance. (State/local/private energy programs. Do Not Include LIHEAP or WX	50	Mid-Year		
		Annual		
In the rows below, please include any additional indicators for NPI 6.4 that were not captured above.				
		Mid-Year		
		Annual		

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Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive

NPI 6.5: Service Counts

Problem Statement: (If additional space is needed, please attach a separate sheet.)
Lack of key support services.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)
ACAP and its subcontractors provide access to key family support services.

National Performance Indicator 6.5 Service Counts The number of services provided to low-income individuals and/or families, measured by one or more of the following:	**1 Number of services Projected to be Served for Contract Period**	**Reporting Period**	**2 Number of Services (#)**
A. Food Boxes	50	Mid-Year	
		Annual	
B. Pounds of Food	50	Mid-Year	
		Annual	
C. Units of Clothing	50	Mid-Year	
		Annual	
D. Rides Provided	50	Mid-Year	
		Annual	
E. Information and Referral Calls	2,000	Mid-Year	
		Annual	

In the rows below, please include any additional indicators for NPI 6.5 that were not captured above.

		Mid-Year	
		Annual	