

Executive Summary

Over the past ten months, the John Boner Neighborhood Center (JBNC) has engaged community members, parents, social service providers, schools, early childhood education providers, and others in an arduous planning process leading to the submission of this grant proposal. As such, IndyEast Great Families 2020 is the result of community-driven, long-range planning efforts focused on transforming the Near Eastside from a neighborhood of last resort to a neighborhood of choice for Indianapolis children and families.

JBNC, DayStar Child Care (DayStar), and East 10th United Methodist Children and Youth Center (Little Dove) have partnered in order to implement IndyEast Great Families 2020 and have the expertise, capacity, and demonstrated history of planning and implementing complex, collaborative programs and achieving results. Since 2004, these partners have been involved in more than \$60 million worth of developments in the Near Eastside, and their partnerships have enabled great progress to be made with respect to the objectives of the Near Eastside Quality of Life Plan (QLP), Super Bowl Legacy Project, IndyEast Promise Zone (IEPZ), Great Places 2020, Plan 2020, Near Eastside Public Safety Priority Area, and IndyEast Promise Neighborhood Initiative (IEPNI). The layering of these initiatives represents a comprehensive approach to neighborhood-led, comprehensive community development, and IndyEast Great Places 2020 exists as a direct effort to further the objectives of these initiatives due to the alignment of neighborhood goals between them.

The Near Eastside has made major advancements in its development due to multiple factors: neighborhood engagement, a common vision with supporting implementation plans, comprehensive partnerships, and strong community leadership with the capacity to attract and manage large investments. Despite these significant improvements, the neighborhood still lags behind other Indianapolis communities in terms of family stability and kindergarten readiness. Great Families 2020 will help the Near Eastside to overcome these obstacles by expanding and improving the reach and results of effective programs and helping partners to work together more intentionally. Great Families 2020 supports what our neighborhood needs and what our neighbors are calling for: high quality educational opportunities with integrated community-based services to support the needs of every child and family living in our community.

Great Families 2020 will provide the financial resources, capacity, and technical assistance to meet neighborhood needs. The partners' strength to achieve the results identified in the IndyEast Great Families

2020 proposal lies in the following competitive advantages:

- Robust Program Design – IndyEast Great Families 2020 builds upon existing Near Eastside partnerships and programs in order to concentrate efforts, scale effective interventions, improve results with service integration, and strategically leverage investments to further multiple objectives with a unified approach.
- Place-based Approach – IndyEast Great Families 2020 will create 54 new early childhood education seats in the neighborhood at two new locations, one of which is the Thomas Gregg Neighborhood School (TGNS), a new innovation network school, which will allow for a bridge program to the school and increase families’ likelihood of remaining in the neighborhood as their financial situations improve.
- Effective Organizational Relationships - The Near Eastside has long-standing, improvement-driven relationships that holistically support children and families and create systemic, sustainable change.
- Data Management Strength – The IndyEast Great Families 2020 partners have strong expertise and experience with data management that enables them to successfully measure outcomes and contribute to process and impact evaluations.
- Readiness to Implement – The IndyEast Great Families 2020 proposal is comprehensive and built for implementation. Project partners have aligned systems, secured resource commitments, and mobilized community partners.

For the past ten years, IndyEast residents, major institutions, and community partners have worked together to create a new story for the neighborhood and its families and children. The Near Eastside is strong, organized, and uniquely prepared to ensure that every child achieves academic excellence and every family thrives. Together, JBNC, DayStar, Little Dove are ready to invest the time, effort, and resources to fulfill their commitment to the neighborhood’s children and families. With this well-organized community momentum, IndyEast Great Families 2020 submits this application to United Way of Central Indiana (UWCI) for \$700,000 funding in year one, \$700,000 funding in year two, and \$700,000 in year three to catalyze this initiative under the Great Families 2020 program.

Program Description

JBNC, DayStar, and Little Dove have aligned the missions and vision of their respective organizations to the purpose of Great Families 2020, which is to utilize neighborhood networks of comprehensive, integrated two-generation services that focus on the whole family to improve kindergarten readiness, family incomes, and family stability while enhancing quality of life through collaboration with community development initiatives. The three organizations utilize a holistic approach to meet the needs of whole families while also contributing to neighborhood development, as shown below:

Partner	Mission	Vision
JBNC	To inspire neighbors and partners to improve the quality of live on the Near Eastside by providing tools for change and growth.	The Near Eastside is a vibrant, thriving community
DayStar	The mission of DayStar Childcare and Infant Learning Center is to provide a safe, loving, developmentally appropriate environment for children of diverse backgrounds throughout the greater Indianapolis area. As an expression of Englewood Christian Church, it is our desire to provide quality, affordable care for families with children 6 weeks to 12 years of age.	N/A
Little Dove	To provide a safe place where the spiritual, emotional, educational, and physical needs of children, youth, and their families are responded to in a holistic approach.	N/A

In addition to having aligned missions and visions, JBNC, DayStar, and Little Dove have strategic plans, programs, and partnerships which are aligned to the intended outcomes of Great Families 2020, as they collectively contribute to the advancement of early childhood education providers on the Paths to Quality rating system, to the achievement of economic and social stability of families through the acquisition and maintenance of employment, increased incomes, and assets, and to the maximal development of the Near Eastside’s children through programs that address their developmental needs. This alignment is shown below:

Partner	Strategic Plan Components	Applicable Programs	Applicable Partnerships
JBNC	<ul style="list-style-type: none"> -Plan to provide educational pathways to high-demand sectors of employment -Plan to enhance financial coaching and support services with partnerships -Continuous survey of local employers to determine desired skills, training, and 	<ul style="list-style-type: none"> -Center for Working Families assists adults in obtaining and retaining employment, increasing income and net income, and building financial assets -Housing stability for School Success program to provide affordable homes for families with children who attend the Thomas Gregg Neighborhood School 	<ul style="list-style-type: none"> -JBNC partners with USD Washington Township to provide residents with High School Equivalency/GED training -JBNC partners with Indiana Plan, Community Hospital East, and Indiana University Purdue University - Indianapolis for career-track job training and certification courses and job placement for residents through JBNC’s Career Opportunity Center -JBNC partners with Indianapolis Public Schools as part of the Housing Stability for School Success Program

	<p>education of potential employees</p> <ul style="list-style-type: none"> -Continuous identification of certification programs to implement -Plan to establish relationships with prospective employers to increase job placements -Plan to connect local employers to CWF for employee pipeline 		
DayStar	<p>-Plan to move from Paths to Quality Level 3 to Level 4</p>	<p>-DayStar uses a child-centered curriculum which prompts children to interact with and explore different aspects of the world using teacher and child inspired investigations in a safe and encouraging environment. It is organized into four sections: Developmental and Content Area, Curriculum Goals, Teaching Strategies, and Learning Formats. Individual portfolios are created for each child from assessments centering on each of the developmental domains and content areas, and developmental milestones and goals are determined as a part of these portfolios to guide teaching staff in helping students master developmental and intellectual milestones and in preparing them for success in kindergarten.</p>	<ul style="list-style-type: none"> -DayStar partners with the Indiana Association for the Education of Young Children (IAEYC) and has a Paths to Quality coach -DayStar also has an education coach who works to improve the quality of teaching and developmental appropriateness of classrooms -DayStar partners with the Early Childhood Comprehensive Services (ECCS) program for health assessments and screenings -DayStar partners with Crouching Tigers and Brookside Dance to offer karate and dance classes to all children -DayStar partners with Early Learning Indiana and Child Care Answers and has a behavioral and developmental specialist who comes to visit classrooms -Butler University sends students to DayStar every other year to conduct speech and hearing exams for children
Little Dove	<p>-Plan to move from Paths to Quality Level 3 to Level 4</p>	<p>-Little Dove uses a research-based curriculum called the Creative Curriculum and has an educational philosophy based on the Reggio Emilia approach, in which children learn in collaborative relationships with other children, teachers, and parents. As part of its compliance with Indiana standards, Little Dove uses monthly developmental checklists and observations in classrooms to ensure students meet developmental milestones, and the ministry is implementing screenings center-wide based on the screenings given through Early Head Start. Because the Indiana standards are linked to benchmarks in ISTAR-KR, complying with these standards will help to ensure that students have a high level of kindergarten readiness.</p>	<ul style="list-style-type: none"> -Little Dove partners with the Indiana Association for the Education of Young Children (IAEYC) and has a Paths to Quality coach -Little Dove partners with Early Learning Indiana, Child Care Answers, and The Villages as part of its participation in the Early Head Start Network -Little Dove partners with the Marion County Health Department for various health initiatives -Little Dove partners with the Marian University Summer Learning Institute for student assessment and program evaluations

The programs listed above are aligned with Great Families 2020 and have broad reach and successful outcomes. Over the past four years, JBNC has assisted 2,135 individuals through its CWF, of whom 60% received two of three services with the remaining 40% receiving all three of CWF's bundled services. As a result of these individuals' determination and CWF coaching supports, 696 people were placed into employment with 495 of them gaining full-time employment, and of those employed, 605 maintained employment for at least six months. In addition, 100 people have enrolled in education or job training programs, with 47 completing their programs so far, and 462 people have increased their net income, 485 have increased their net worth, and 412 have increased their credit scores. Concerning the early childhood education programs, 80% of children who completed pre-K at DayStar and 90% of children who completed pre-K at Little Dove were prepared for kindergarten readiness, and all children demonstrate considerable progress in meeting outcomes set for school readiness during their enrollment at these ministries.

The achievements of JBNC, DayStar, and Little Dove are significant given the context of the neighborhood in which they operate. Families who reside in the Near Eastside face a number of challenges. High poverty and high unemployment, low incomes and low educational attainment, and high rates of violent crime and trauma create layers of adversity in the schools, homes, and community for children and families. Adding to these layers of adversity is an environment in which access to the resources necessary to overcome these barriers is limited. Market rate childcare and preschool is unattainable for most families, students suffer low rates of kindergarten readiness, and adults of all ages lack preparation for college or a career. The neighborhood environment does not support the health of families and children, and due to toxic stress and trauma resulting from experiencing daily occurrences of criminal activity, substance abuse, and other issues, the Near Eastside has mental health incident rates requiring emergency medical response more than four times higher than the rest of the city. Because of these issues, children and their families live in high risk of suffering a number of negative outcomes, including academic failure, poor health, and poverty; in this context, JBNC, DayStar, and Little Dove work hard to give families a chance at a better quality of life.

Despite these difficulties, the culture and politics on the Near Eastside demonstrate enthusiastic collaboration between leaders and organizations. Although there are important gaps in resources, many investments have already been made in the neighborhood, and many successful programs have been

implemented. As a result of these prior collaborations, Near Eastside groups exhibit healthy dynamics and robust partnerships as they continue to further the objectives of the QLP, IEPZ, and Great Places 2020 initiatives, to name a few. Central to these partnerships are strong decision-making structures that allow the community to achieve consensus and act in alignment. JBNC plays a strong role as a backbone organization for many of these initiatives, and it has been successful in building the capacity of other organizations to take leadership as well. JBNC’s history of community and capacity building is widely recognized, and because of it, the Near Eastside is known as a community that works together to accomplish its goals.

JBNC, DayStar, and Little Dove will build on the Near Eastside’s solid community foundation to annually serve 100-175 families with young children in an integrated, comprehensive fashion. Their ability to do so rests on a strategic project design, summarized below and in the attached Logic Model and infographics.

Project Design Element	Description
Partnership among sub-grantees	-The project design consists of a partnership between JBNC, which is a Center for Working Families (CWF) site, and two early childhood education ministries, DayStar and Little Dove. Each of these organizations will be a sub-grantee of UWCI.
Two-generation approach	-The two-generation approach places needed services along a continuum with two domains: The Whole Child domain consists of targeted services for children birth through pre-K, and the Whole Family domain consists of targeted services for the adults responsible for these children.
Overarching coaching model	-An overarching coaching model ties the domains together. A contractor will be hired to provide family needs assessments and service coordination between the two domains with the use of a dedicated service coordinator for families navigating the program.
Family Services Teams	<p>-Family Services Teams will be on site at each organization to ensure that families can find the services they need without difficulty.</p> <p>-At JBNC, the team will consist of a new financial coach hired solely to work with families enrolled in Great Families 2020, an existing career coach, and two new community connectors, who will also work on site at the two early childhood education ministries.</p> <p>-At DayStar, the Family Services Team will consist of one of the community connectors, a family engagement leader, an education coach, a project coordinator, and the service coordinator, which will be shared with Little Dove.</p> <p>-At Little Dove, the Family Services Team will have the same configuration, except for this team will serve two sites: one at Little Dove’s existing location on East 10th Street and another at Little Dove’s soon-to-be-opened preschool at the Thomas Gregg Neighborhood School, an elementary school.</p>
Wraparound supports	<p>-As part of its two-generation model, IndyEast Great Families 2020 addresses postsecondary and workforce preparation and economic supports through the CWF site at JBNC and early childhood education through the ministries at DayStar and Little Dove.</p> <p>-The program addresses health and well-being and social capital by contracting for wraparound services for enrolled families and their children.</p> <p>-An organization such as Families First is an ideal candidate for such a contracted role. Families First provides mental health counseling services; addiction, trauma, and violence recovery services; an evidence-based coaching model which seeks to identify, prioritize, and address needs in partnership with families; biopsychosocial assessment including assessment for Adverse Childhood Experiences and trauma; family education in relationship skills and childhood development; and opportunities to build social capital through Parent Cafes.</p> <p>-The contracted organization will provide: a biopsychosocial assessment for families as an intake screening measure, assistance to families to formulate a family strengthening plan; a service coordinator to coordinate referrals based on the family needs; parent education services and Parent Cafes; mental counseling services as needed; and any other services needed such as treatment for</p>

	<p>chemical dependency, domestic violence, etc. The contractor will also organize regular workshops on topics such as toxic stress in partnership with the project's Family Engagement Leader and will participate in other activities that build social capital such as home visits and parent nights.</p> <p>-The contractor will work with community connectors to resolve problems and address needs as they arise in families.</p>
Health referrals	<p>-JBNC, DayStar, and Little Dove will build upon their existing relationships with the People's Health Center (HealthNet) to ensure that all families enrolled in IndyEast Great Families 2020 have a medical home.</p> <p>-JBNC and People's Health Center have worked together for decades in the Near Eastside to improve outcomes for families and the community, and this work continues with People's Health Center's participation as a physician liaison for DayStar and its participation in the Best Babies Zone (BBZ), IEPZ, IEPNI, and Early Childhood Comprehensive Systems (ECCS) programs, in which DayStar and Little Dove also partner.</p> <p>-Access to comprehensive medical care is a prerequisite for school readiness, academic success, and strong families, and IndyEast Great Families 2020 will ensure families have this access.</p> <p>-As part of this non-contractual partnership, People's Health Center will: 1) ensure that families enrolled in IndyEast Great Families 2020 have a medical home in which patient treatment is coordinated through a primary care physician, 2) connect families with health insurance enrollment, well-child visits, vaccination programs, etc., 3) coordinate the family process to obtain a primary care physician, and 4) provide behavioral health services, dental services, family planning services, home visitation, etc. as needed</p>

Several positions will support the program approach. These positions are described below and will serve to build organizational capacity for the purposes of implementing the program.

Position	Description	Location	Qualifications
IndyEast Great Families 2020 Program Director	Leads the overall implementation of the program with fidelity to the two-generation model	JBNC	See the position description attached to the Logic Model
Community Connector	Assists with program enrollment, works with families to solve problems, connects families with the CWF and other services, attends home visits with families, keeps regular contact with families, and keeps track of their participation with various program services	Two will be hired, and they will be housed at JBNC but work in the community	<ul style="list-style-type: none"> -Bachelor's degree preferred, related to social services or education -Two to five years of experience working in social service/educational environments -Works well in dynamic, collaborative environments and with partners both independently and as part of a team -Has knowledge of Near Eastside resources, organizations, and initiatives
Financial Coach	Serves as a financial coach in the CWF	JBNC	<ul style="list-style-type: none"> -Bachelor's degree preferred, related to social services -Two or more years financial counseling/planning or credit counseling experience or certification -Understanding of the needs of a low-income working population and of available community resources -Experience teaching or facilitating workshops -Excellent interpersonal and communication skills
Data Coach	Supervises implementation of data systems and reporting and works with project partners to increase capacity related to data collection and management	JBNC	<ul style="list-style-type: none"> -Bachelor's degree preferred, related to data systems and reporting -Two or more years of experience working with records and data management -Ability to coordinate quality assurance programs, collect data, compile information, and prepare reports -Ability to work effectively with diverse customers and maintain a high level of confidentiality

Project Coordinator	Is charged with program implementation at each early childhood education site	Two will be hired, one at DayStar and one at Little Dove. An existing case manager at JBNC will fulfill this role.	-Bachelor's degree preferred, related to social services or education -Two or more years of experience working in social service/educational environments -Works well in dynamic, collaborative environments both independently and as part of a team -Has knowledge of Near Eastside resources, organizations, and initiatives
Family Engagement Leader	Plans family activities and events, does parent education, attends home visits, hosts parent nights, leads the parent board, and provides childhood development information. Many activities will be clustered at TGNS to create a strong sense of community.	Two will be hired, one at DayStar and one at Little Dove	-Bachelor's degree preferred in social services or related field -Two or more years of experience working with low-income children and families -Ability to work with diverse populations and special needs. Experience with Early Head Start preferred. -Ability to communicate effectively and maintain cooperative work relationships with community agencies
Service Coordinator	Serves as a point person for families navigating the program	This position will be employed by JBNC but will serve on site at the contractor's location and travel to DayStar and Little Dove	-Bachelor's degree preferred, related to social services or education -Two or more years of experience working in social service/educational environments -Works well in dynamic, collaborative environments both independently and as part of a team -Has knowledge of Near Eastside resources, organizations, and initiatives
Education Coach	Participates in the classroom and drives quality improvement, individual intervention plans, and other improvements in children's educational experience	Two will be hired, one at DayStar and one at Little Dove	-Bachelor's degree in Early Childhood Education or related field -Preferably possesses current state awarded Infant and Toddler CDA -Five or more years teaching experience -Excellent supervisory, organizational, and training skills
Teacher	Delivers classes, creates curricula and instruction plans, and assesses students for progress in learning	Six teachers will be hired to teach two new pre-K classrooms that Little Dove will open at TGNS	-Bachelor's degree in Early Childhood Education or related field -Preferably possesses current state awarded Infant and Toddler CDA -Minimum one year experience in an early childhood classroom environment

IndyEast Great Families 2020 will begin with a pilot phase during its ramp up period in which JBNC, DayStar, and Little Dove will test the program for effectiveness. A human-centered design approach will be utilized to gather information and engage participants in the process of refining the program. Also during ramp up, JBNC, DayStar, and Little Dove will recruit families, as described in the plan below:

Dates	Recruitment Activity
Until April 1	Conduct ramp up planning, enroll existing families
April 1-June 1	New family enrollment with weekly program presentations at JBNC, DayStar, and Little Dove locations
June 1-July 31	Open new Little Dove preschool location at the Thomas Gregg Neighborhood School
July 31-Jan 1	Reach target number of families
Years 2-3	Expand program to new early childhood education site at Minnie Hartman School 78 property and open second classroom at the Little Dove preschool at the Thomas Gregg Neighborhood School

At all times	Enroll eligible families in crisis
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The overall implementation plan for IndyEast Great Families 2020 is shown below. The responsibility for implementing the project rests upon three tiered teams. On the ground level are the Family Services Teams, which work directly with families and are the foundation for the program. Next is the Program Leadership Team, which consists of one management-level program director each from JBNC, DayStar, and Little Dove; joining this team is the Data Coach. On the third tier is an Executive Leadership Team, which consists of the executive leaders of JBNC, DayStar, and Little Dove; this team reports to each organization's Board of Directors. The JBNC board has a Program Committee chaired by a board member who delivers updates from program reports, scorecards, and evaluations to the entire board and ensures alignment between the work of the board and its fundraising efforts and the project implementation process. The expertise of this committee will be leveraged and used to inform similar board engagement efforts at DayStar and Little Dove.

Activity	Key Steps/Actions
Establish project infrastructure	<ul style="list-style-type: none"> -Upon receipt of a Great Families 2020 award from UWCI, JBNC, DayStar, and Little Dove will execute an MOU based on the attached draft in order to formalize their partnership. -During the project ramp up period, JBNC, DayStar, and Little Dove will hire the positions identified above and pilot the program in advance of full implementation. -Prior to full implementation, project schedules for data collection and reporting, neighborhood outreach, and team meetings will be organized, and any necessary training will occur.
Plan and coordinate	<ul style="list-style-type: none"> -During the ramp up period, a contract will be executed with a contractor that provides wraparound services as described to ensure that all families have access to these needed services. -Once enrolled, families will meet weekly with their community connector to review their family strengthening plans. The community connectors will meet quarterly with families to review progress and will work with families to retool their plans as needed to achieve outcomes. -The Family Services Teams will hold weekly case conference meetings to discuss family issues and progress and develop strategies for addressing issues and improving progress.
Maintain leadership support	<ul style="list-style-type: none"> -The Program Leadership Team will meet monthly to assess the program's impact and strategize for effectiveness. Quarterly, the Executive Leadership Team will meet to discuss the project in the context of each organization's strategic planning process and will communicate project information to each organization's board.
Data collection and evaluation	<ul style="list-style-type: none"> -JBNC, DayStar, and Little Dove will work with the UWCI external evaluation team to set up a timeline for data collection and a list of the data to be collected and will ensure that all data is collected, reviewed for quality, and entered into UWCI's data management system on a timely basis. -The data coach will meet biweekly with the project coordinators to review the data collected. This review will include a review of the process of data collection and the quality of data collected as well as a review of the data itself so that it may be used to drive decision-making. -The data coach will provide quarterly training to staff to continuously improve data quality and data collection and management practices.
Meet match requirement	<ul style="list-style-type: none"> -DayStar, Little Dove, and JBNC have identified all of the required match for year one. All three organizations have begun active engagement with funders who support their work and are conducting ongoing outreach in order to identify additional sources for future match. -These efforts will continue in years two and three, and the three organizations will coordinate fundraising efforts under JBNC leadership through the JBNC grants team. Quarterly reports will be developed and shared between the organizations to report the availability of funds and the status of applications for identified funding opportunities, and annual reports will be provided to UWCI to demonstrate the secured match.

Comply with federal grants management requirements	-The JBNC grants team will ensure compliance with all relevant provisions, acts, codes of regulations, etc. for all project partners and will help to build capacity at DayStar and Little Dove for ensuring and documenting compliance.
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Great Families 2020 will help to expand and improve current reach and results in many ways. These span from scaling effective programs to creating new programs and opportunities and are summarized below:

What Great Families 2020 will Make Possible	How These Results Will Be Achieved
Provide a backbone to coordinate and integrate effective programs and build on existing programs to create new benefits	-As an example, the opportunity to provide educational coaching and family engagement services for all students and not just those enrolled in smaller, more specific programs represents a chance to expand an existing model that is highly successful in improving classroom dynamics, identifying needed interventions, improving educational outcomes, and strengthening relationships with families.
Create opportunity to track families, integrate data systems, and measure program effectiveness	-IndyEast Great Families 2020 will require the Family Services Teams to review data reports regularly in order to better work with families to meet their needs, and in this way, the technical assistance and evaluation processes provided through Great Families 2020 will greatly strengthen family service provision and improve outcomes.
Build capacity at several strong local organizations through collaboration between organizations and spatial expansion.	-JBNC will help to improve capacity at DayStar and Little Dove by providing data coaching and administrative support for resource development, which will assist the ministries in building up their experiences and qualifications and increase their ability to attract future funding. -In turn, this collaboration will create new referral networks that lead to earlier interventions and greater numbers of families served at JBNC's CWF site. -JBNC's CWF will host a Child Development Associate certification program to open a new career path for area residents and support early childhood education programs.
Create more high quality early childhood education seats in the Near Eastside	-In the first year of the program, Little Dove will open one new preschool classroom serving 18 children at TGNS. In subsequent years, a second classroom serving 18 children will open at the preschool, and a new site will be built out and occupied by an early childhood education provider at the former Minnie Hartman School 78. Through participation on Great Families 2020, over 54 new high quality early childhood education seats will come into existence within three years, and these seats will expand educational opportunities for children and help to create a stronger community.

IndyEast Great Families 2020 adheres to the preliminary evidence described in UWCI's approved Great Families 2020 application in several ways. Research shows that high quality early childhood programs promote age-appropriate development and prepare students for academic success. Because DayStar and Little Dove both specialize in providing high quality programs which have achieved Level 3 status in Paths to Quality and are transitioning into Level 4, these ministries provide ideal environments for student development and success. Research also shows that the bundled services provided through the CWF model are effective in helping participants achieve employment and financial goals leading to financial stability. Built on a model developed by the Annie E. Casey Foundation, the model combines financial coaching, employment coaching, and income supports to improve financial literacy, enhance employment and career readiness, increase

income, and build assets. Because the JBNC's CWF site bundles services and coaching for all its customers in this way, the site is able to successfully assist its customers in achieving financial and employment goals.

Evaluation Capabilities

JBNC, DayStar, and Little Dove have all worked successfully with external evaluators in ensuring that their programs are continuously improving, and they are committed to and capable of being full partners in a rigorous evaluation plan, as described below. Through participation in evaluations, these organizations have improved the quality of their programs and augmented the skills of their personnel, leading to better service for low-income families, better family stability and kindergarten readiness, and greater demand for each organization's services.

Partner	Evaluation Experience	Role in Evaluation
JBNC	<p>-JBNC has participated in numerous third party evaluations of programs, especially where it concerns programs that serve low-income residents. 98% of JBNC's clients served are low-income residents, amounting to 13,500 low-income residents served in the past year.</p> <p>-JBNC participated in the national American Dream Demonstration, an evaluation by the Corporation for Enterprise Development (CFED), which was a program proxy developed to test the potential impact of Individual Development Accounts (IDAs) from 1997 to 2002. The IDA initiative was evaluated using eight different research methods, and the reports prepared for the evaluation by JBNC were shared with the U.S. Congress. These reports propelled federal and state governments to implement additional IDA policies and enabled the Assets for Independence (AFI) Act to be passed to create the AFI program going forward.</p> <p>-JBNC participated in a large-scale demonstration and evaluation project in which its CWF site was piloted for five years with funding from the Social Innovation Fund (SIF).</p> <p>-JBNC has a long-term working relationship with the external evaluators selected for Great Families 2020. During its participation with the Great Indy Neighborhood Initiative, JBNC first began to develop its relationship with the Indiana University Public Policy Institute (PPI). This relationship was deepened when PPI formally partnered with JBNC for the IEPZ application and designation. This is a ten-year partnership that consists of a robust data collection, reporting, and evaluation process that has been heralded nationally as an example of best practices for Promise Zones and has been shared in reports prepared for the U.S. Congress. Finally, PPI was a formal partner in JBNC's application to the U.S. Department of Education for the Promise Neighborhoods program. Together with The Polis Center, PPI assisted JBNC in developing a comprehensive data integration and management plan.</p>	<p>-For the AFI evaluation, JBNC measured baselines, worked with external evaluators to define indicators for measurement and reporting, collected quantitative and qualitative data, recorded data into a database, ensured the fidelity of the recorded data, and provided data and regular reports to external evaluators.</p> <p>- For the SIF evaluation, JBNC engaged in a rigorous data collection process and delivered its data to LISC, which then conducted a deep analysis of the data and prepared a national report with all the data from the pilot project. In many cases throughout the evaluation, JBNC served as a national example for implementation and data collection and the use of data to inform future work.</p> <p>-JBNC has incorporated the results of these evaluations into its programs as part of a continuous improvement strategy in which program directors meet regularly with staff to ensure the implementation of recommendations for improvement that arise from the evaluation process.</p>
DayStar	<p>-As a Registered Ministry, DayStar has participated in evaluations including an annual surprise inspection by the State of Indiana.</p>	<p>-For both the EEMG and On My Way Pre-K programs, DayStar worked with the external evaluators to collect baseline data and select</p>

	<p>-For its Early Education Matching Grant (EEMG) program, which serves low-income families, DayStar worked with external evaluators from Indiana University who evaluated staff, student performance, classroom dynamics, and kindergarten readiness periodically throughout the year and used ISTAR-KR, CLASS, Peabody, and other tools to collect and analyze data.</p> <p>-For its On My Way Pre-K evaluation, which serves low-income families, Purdue University was contracted as an external evaluator by the State of Indiana to evaluate kindergarten readiness, early childhood development, and instructional fidelity to the CLASS measure. Purdue used data collected through ISTAR-KR, development assessments, data from staff, and forms completed during classroom observations and assessments to match student abilities to developmental milestones.</p>	<p>indicators for ongoing measurement and reporting. DayStar teachers collected and entered the data into ProCare, and DayStar leadership provided the data to the evaluators for analysis and reporting.</p> <p>-The results of these evaluations have shown that DayStar successfully implements its programs and serves its families with a high degree of quality; in fact, the results of the EEMG evaluation were published into a report used to inform the implementation of subsequent EEMG programs.</p> <p>-DayStar has incorporated the results of these evaluations into its programs by providing the results of all evaluations to teachers and making recommended changes continually.</p>
Little Dove	<p>-Has participated in many external evaluations, including ones in partnership with BOI's Business Coaching Program, Metamorphosis Change Agent's Nonprofit Management Program, and Early Head Start. These evaluations have addressed Little Dove's management and financial practices as well as its classroom environment and academic practices.</p> <p>-As a Registered Ministry, Little Dove participates in the same required annual inspections as DayStar and in similar inspections for its Child Care Development Fund (CCDF) program.</p> <p>-Little Dove participates in annual audits for its School Age Child Care grant program and works with the Marian University Summer Learning Institute, which sends Marian teachers to Little Dove to perform evaluations.</p> <p>-Little Dove incorporates the results of evaluations into its programs by holding biweekly meetings in which staff review data, address quality assurance and data management, participate in training and technical assistance, and discuss issues.</p>	<p>-Collects quantitative and qualitative data, records data, analyzes data, and provides data to external evaluators.</p> <p>-Participates in interviews, meetings, classroom observations, Health and Safety checks, and planning sessions with evaluators and is responsible for implementing recommended changes.</p>

JBNC, DayStar, and Little Dove all rely heavily on the expertise and experience of their staff to assist with evaluations and currently collect a variety of demographic, developmental, financial, academic, and health and safety data for their various programs. All three organizations have the capacity to work with external evaluators and to collect high level quantitative and qualitative program data throughout multiple phases of the program, as shown below. For additional information, please see the attached Data Capacity Surveys.

Partner	Skilled Professional and Role	Relevant Experience	Additional Capacity
JBNC	-JBNC will utilize the skills and experience of Lorri Dunwoody to assist the external evaluators with any evaluations needed for this project. Lorri is the Data Quality Manager at JBNC and has occupied this position for five years. As part of this position, Lorri is the lead for Quality Assurance for JBNC's Energy Assistance Program, and she collects quantitative and	-Lorri has many years of experience with various process and impact evaluations, including those conducted by UWCI for United Way agencies as well as participation in several of the evaluations previously described, and she is	-JBNC plans to hire an additional data coach to support data collection, quality control, and evaluation needs for IndyEast Great Families 2020. This person will assist DayStar and Little Dove in building capacity and utilizing best practices related to data

	qualitative data, reviews data for accuracy, creates reports for program managers, transmits data with respect for privacy and security requirements, and trains staff on data quality and processes.	committed to using her skills and experience to assist with the evaluations needed for Great Families 2020.	collection and management and will assist with Great Families 2020 evaluations.
DayStar	-Lisa Bowling and Laura Dyke, who have served as co-directors at DayStar for over 20 years, manage evaluations at DayStar, supervise teachers in data collection, and review recorded data for quality assurance.	- Both Lisa and Laura have experience with data collection and evaluation, including the EEMG and On My Way Pre-K evaluations, and they are committed to working with the external evaluators for Great Families 2020 evaluations.	-DayStar plans to hire a Great Families 2020 project coordinator to manage IndyEast Great Families 2020 at its site. This person would represent DayStar in the community, communicate with DayStar's administrative team, ensure that all Great Families 2020 grant requirements are met, including any data and evaluation needs, and work with the Family Services Team at DayStar.
Little Dove	-Emily Nauth, who has worked with Little Dove for 11 years, manages its EHS program, including data management, and attends weekly partnership meetings with staff from Early Learning Indiana and The Villages as well as conferences and trainings. -Ellie Wethington was hired in 2016 and leads Little Dove's National Association for the Education of Young Children (NAEYC) accreditation. She will also serve as an education coordinator for IndyEast Great Families 2020 and supervise Little Dove's preschool classroom at TGNS.	-Emily has several years of experience building and integrating data systems as part of her work with Little Dove's EHS program. -Both Little Dove employees have experience with data collection and evaluations, including those related to EHS, CCDF, SACC, CACFP, and other programs, and they are prepared to assist with Great Families 2020 evaluations.	-In addition to the described staff, Little Dove will hire a Great Families 2020 project coordinator; this person will have the same responsibilities as DayStar's project coordinator and will work with the Family Services Team at Little Dove's two sites on 10 th Street and at TGNS.

JBNC, DayStar, and Little Dove have a full understanding of the resources required for this work and are committed to providing these resources for the purposes of Great Families 2020. All organizations commit to capture and record program data so that it may be imported into UWCI's data integration system and to ensure the quality of the data collected and entered by requiring reviews for accuracy at least every six months by the JBNC Data Quality Manager and monthly by the data coach. Additionally, data collection processes will be evaluated within each organization at least annually by the Data Quality Manager, and all three organizations will participate as full partners in UWCI's rigorous evaluation plan by working with its external evaluators as needed to continuously improve the quality of data collected and entered. Finally, each organization commits to using the data collected and analyzed to build an evidence base for the efficacy of Great Families 2020 and for the continuous improvement of the program and its implementation at each of the sub-grantees' sites.

Organizational Capacity

JBNC, DayStar, and Little Dove have the capacity to successfully implement Great Families 2020 and are prepared to do so. The skills and expertise of the organizations' leadership, combined with their past successful management of complex initiatives, demonstrates their ability to plan, implement, fund, and evaluate services successfully, with results that strengthen families and create better educational opportunities for children in the Near Eastside. Their skills, experience, and work with partners, neighbors, and funders, described below, have prepared them to manage the opportunities available through Great Families 2020, and they will ensure that IndyEast Great Families 2020 is a success.

Partner	Skills and Expertise of Leadership	Expertise, capacity, and demonstrated history of planning, implementing, and delivering complex programs
JBNC	<p>-James Taylor, CEO of JBNC, successfully oversees over \$10 million in funding resources from over 40 different sources each year to run JBNC's CWF programs, Fitness Center, afterschool programs at five local schools, and adult day services. He has been responsible for the development and management of 220 units of affordable, supportive and senior housing and recently completed \$29.4 million in real estate community development projects, including the Super Bowl Legacy Project.</p> <p>-James' leadership is supported by Dean Johns' program management. As Chief Program Officer at JBNC and former director of JBNC's Financial Foundations department, Dean established JBNC as an exceptional organization for financial education and training and uses critical analysis, planning, implementation, and ongoing evaluation to help people and organization to reach their potential. Dean excels at identifying partnership opportunities, engaging in program development, and conducting evaluations. Dean has 14 years of experience and will be responsible for overseeing IndyEast Great Families 2020 at JBNC.</p>	<p>-JBNC has significant experience delivering multi-layered and sophisticated neighborhood revitalization efforts.</p> <p>-JBNC is widely recognized for its expertise in forming diverse partnerships to achieve results at a significant scale. These experiences range from working with neighborhood residents and Indianapolis Public Schools on the TGNS community school project to coordinating with local organizations, service providers, and government agencies to achieve results such as the investment of over \$79,312,316 in the Near Eastside in the past 20 months as part of the IEPZ.</p> <p>-JBNC is expanding its commitment to serving families with young children with its participation in the BBZ and ECCS initiatives.</p> <p>-In addition to working with a wide variety of partners, JBNC has demonstrated strength in achieving data-driven results, managing partnership accountability, and raising funds in order to sustain and grow significant initiatives as part of its work with the IEPZ</p>
DayStar	<p>-DayStar's success is rooted in the skillful leadership of its staff and their ability to successfully mobilize their faith community toward the achievement of collective goals.</p> <p>-Michael Bowling is the Lead Ministry Administrator for DayStar, and his 23 years of experience as pastor of Englewood Christian Church have allowed him to be understand community needs and connect the community to various institutions including Englewood Community Development Corporation (ECDC), JBNC, and other local service providers.</p> <p>-Supporting Michael's executive leadership is Lisa Bowling and Laura Dyke's programmatic leadership of DayStar's operations, which have resulted in three expansions and the development of a new Infant</p>	<p>-Since 1895, Englewood Christian Church has been a central institution in the Near Eastside neighborhood, and DayStar has been a mission strategy of Englewood Christian Church for decades. From its beginnings as a summer recreation program, DayStar has evolved into a full-time childcare program due to Englewood church members' recognition of a need for holistic childcare and the mobilization of its congregation.</p> <p>-Throughout its history, the organization of the Englewood faith community around DayStar's mission has served to strengthen DayStar, Englewood Christian Church, the neighborhood, and local families.</p> <p>-Though DayStar has experience managing and growing other complex projects such as its EEMG</p>

	<p>Learning Center (ILC) as well as a doubling in staff over the last eight years.</p> <p>-DayStar's leadership and staff is committed to the Near Eastside neighborhood and to its closely-knit community; this provides the organization with a high level of social capital and with the collective will to drive change and growth.</p>	<p>program, ILC, and Playspace, the greatest example of its ability to plan, implement, fund, evaluate, and improve over time is DayStar itself, which has grown from one classroom to 12 classrooms and from three students and two staff to over 240 students and 40 staff.</p>
Little Dove	<p>-Throughout Little Dove's 20-year history, Jean Casmir-Hill has served as Executive Director; in addition, she serves on the Registered Ministry Board Advisory Committee. Jean has demonstrated significant leadership in her ability to grow, fund, and expand Little Dove over time and has hired additional high quality staff support to continue expanding. From its beginning in 1996 to now, Little Dove has grown from one employee with a little over a \$30,000 budget to over 30 employees and a budget of over \$1,000,000 dollars today to serve over 120 children and youth a day. Jean has been successful in establishing partnerships with CCDF, CACFP, John Boner Neighborhood Centers, NESCO, many funders, and many other organizations.</p>	<p>- Since its beginning, Little Dove has grown from one to 14 classrooms, has gone from Level 1 to Level 3 in Paths to Quality, has begun several programs including CCDF, CACFP, and Early Head Start, and has developed relationships with partners and funders. Its growth and expansion over time is a good example of the ability of its leadership to manage complex projects.</p>

In addition to having highly skilled leadership teams and a successful track record in implementing complex initiatives, JBNC, DayStar, and Little Dove have each managed and/or participated in several federal grant-funded programs and have consistently been in compliance with federal grant requirements, and this partnership can be relied on to successfully administer and produce results with federal funding. In addition to demonstrating expertise with federal funds, JBNC, DayStar, and Little Dove all have a strong track record in sustaining and institutionalizing programs that were launched with grant funds, and their experiences sustaining programs is described below. JBNC, DayStar, and Little Dove each commit to successfully implementing IndyEast Great Families 2020, ensuring that the goals submitted in this plan are achieved, providing a 1:1 financial match, and assigning a staff member with managerial authority to direct the project. As such, each organization has attached a letter of institutional commitment to this application.

Partner	Experience managing or participating in federal grant funded programs	Experience sustaining programs that began with grant funding
JBNC	<p>-From 2010 to 2014, JBNC has administered \$30 million in federal funds from 11 different federal agencies without any incidents or audit findings.</p> <p>-In addition, the IEPZ has provided opportunities for JBNC to expand its partnership with federal governmental agencies. As the lead agency for the IEPZ's implementation, JBNC provides staff support, oversees AmeriCorps VISTA members, connects community partners to federal opportunities for funding and technical assistance,</p>	<p>-In 2009, JBNC received a one-time grant from the UWCI Contingency Fund to hire its first assistant controller as part of the Super Bowl Legacy Project and was able to transition the cost of this position to other existing and new funding sources.</p> <p>-JBNC repeated this feat in 2011 when the Nina Mason Pulliam Charitable Trust and the JP Morgan Chase Foundation each provided one-time grants to support the staffing costs of the opening of the Boner Fitness and Learning Center at the Chase Legacy building.</p>

	and ensures that federal resources are aligned with community revitalization efforts.	-Though these examples show how staff positions have been sustained rather than programs, JBNC uses the same strategy for sustaining programs by ensuring that existing and new funding sources are available to sustain projects well after their seed funding has ended.
DayStar	-DayStar has successfully managed state and federal funds administered for its On My Way Pre-K, IndyPSP, CCDF, and CACFP programs.	-DayStar has been successful in institutionalizing its ILC and Playspace, which both began as grant-funded projects and expanded over time to their current scale. -The ILC was originally funded through a combination of grant funds from the Joe Lilly Family Foundation and UWCI and other funding from ECDC and has expanded over time to occupy its own separate building. -The Playspace was originally funded through a State Farm grant awarded as part of a national competition; it has grown from occupying one small lot to occupying three lots and including a waterfall, garden, and shelter. -Staff have been hired to support both the ILC and the Playspace, and additional funding has been garnered to support the operations of both.
Little Dove	-Little Dove has a long history with managing state and federal funds through its CCDF, CACFP, AmeriCorps, SACC, and CDBG programs. Little Dove has recently become an EHS provider as well.	-Little Dove began its SACC program with grant funding, which was then unavailable for 1.5 years of the program's operation. During this time, Little Dove was able to transition some of the program costs to other funding sources and raise new funds to support the program. As a result, no changes in programming were made, and its SACC program is still in existence today. -Additionally, one of Little Dove's first major grants was a request in partnership with JBNC to the Indianapolis Foundation. The partnership received \$40,000 to begin childcare services at Little Dove in order to support working mothers at JBNC's Career Corner.

JBNC, DayStar, and Little Dove have based the sustainability plan for this project on two complementary strategies: leveraging and aligning local resources and leveraging and scaling partners' capacity to secure resources. JBNC, ECDC, and East 10th United Methodist Church (UMC) have developed, implemented, and proven successful significant elements of these strategies during the course of the implementation of the QLP, the Super Bowl Legacy Project, and the IEPZ, and their experience in working together toward sustaining community projects has proven their capacity to achieve success using a collective impact model. These two strategies are described below:

Strategy	Description
Leveraging and aligning local resources	-For the past eight years, the Near Eastside community has pursued numerous efforts with a clear focus on layering multiple efforts, funding, and leadership with capacity to generate collective impact. -Starting with the QLP, JBNC, ECDC, and East 10 th UMC began building transformational partnerships. Through the Super Bowl Legacy project, over \$154 million in new investment was generated, 350 units of housing was impacted, 13 new businesses were established, and a comprehensive health, fitness, learning and youth center was opened. -As an outgrowth of the partnerships assembled during the Legacy project, JBNC, ECDC, and East 10 th UMC were able to organize 11 formal implementation partners committed to the application and overall management of the IEPZ. These partners have provided staffing support, leveraged internal and external resources, and participated fully in data collection and the governance of the IEPZ.

	-These projects represent aligned local resources toward the accomplishment of the neighborhood's goals, and the Great Families 2020 effort is the newest iteration in which sizeable partners, key funders, and broader community stakeholders will leverage investments to support the community goals.
Leveraging and scaling partners' capacity to secure resources	-At the beginning of the Super Bowl Legacy Project in 2008, JBNC partnered with the Near Eastside Area Renewal development organization (NEAR), which was an unfunded agency with a minimal track record. -Through becoming a partner with JBNC, NEAR secured seed funding from three local foundations and grew by demonstrating results in the community. Since 2009, NEAR has completed over \$35 million in affordable housing developments, including completion of nearly 130 units of housing. As a result, NEAR has developed deep funding relationships, enabling it to expand. -JBNC anticipates duplicating this success with Great Families 2020, working closely with DayStar, Little Dove, and other partners to expand their capacity and to open up new relationships based upon their performance and outcomes generated for the initiative.

These two financial strategies will provide a dynamic plan to ensure full implementation of IndyEast Great Families 2020, including raising the entire 1:1 match for the program's first three years and sustaining the program beyond those three years in the Near Eastside neighborhood and in Indianapolis. Work has already begun toward this end, and JBNC, DayStar, and Little Dove have identified 100% of the 1:1 match for the first year, with \$922,610 committed for project implementation from a variety of sources, including the Hefner Foundation, Second Helpings, the UWCI general allocation, private payments from East 10th UMC and its church members, private payments from Englewood Christian Church members, funding from various congregational partners, and others. The vast majority of the resources that will be used to fund this project in year one are renewable for the duration of the project, and additional funding resources will be identified by the JBNC grants team weekly and communicated to partners as the project continues in order to ensure that the required match is raised. Funding sources already identified include institutional resources from a restricted endowment.

Community Coalitions

JBNC, DayStar, and Little Dove all participate in several key community coalitions that are authentic and meaningful to the Near Eastside. Their participation in furthering the goals of the QLP, Great Places 2020, Plan 2020, the Near Eastside IMPD Public Safety Priority Area, the IEPZ, and the IndyEast Promise Neighborhood Initiative (IEPNI) has strengthened their ability to work together, positioned them as neighborhood leaders, and served to align, concentrate, and layer their efforts in the neighborhood. The nature of the organizations' involvement in these initiatives is shown below:

Organization	QLP	Great Places 2020	Plan 2020	Near Eastside Public Safety Priority Area	IEPZ	IEPNI
JBNC	Collaboration	Collaboration	Collaboration	Collaboration	Collaboration	Collaboration

DayStar	Cooperation	Collaboration	Collaboration	Cooperation	Coordination	Collaboration
Little Dove	Cooperation	Cooperation	Collaboration	Cooperation	Coordination	Collaboration

In 2007, JBNC led over 400 Near Eastside residents in creating the QLP. The initial QLP established 150 objectives set by the community to improve the neighborhood, and since its creation, neighborhood residents have worked to ensure the QLP serves as a living guide for neighborhood progress, addressing and adapting to a community driven to reinvent itself. Objectives of the QLP are reviewed at quarterly neighborhood summits, which are convened by JBNC and allow residents and stakeholders to provide input, strategize initiatives, leverage partnerships, and shape neighborhood development. Many initiatives have arisen from the QLP and the Neighborhood Summits, including the IEPZ, TGNS, IEPNI, and this application for Great Families 2020. In the most recent version of the QLP, JBNC assumed leadership for several goals along with ECDC, which is under the same Englewood Christian Church umbrella as DayStar. Although DayStar and Little Dove are not directly responsible for accomplishing any of the QLP’s objectives, both are active participants with the QLP, as described below.

Partner	QLP Goals to Implement, Achieved, and Remaining and Notes	Notable QLP Goals Achieved	Other Support Provided to QLP
JBNC	<ul style="list-style-type: none"> -Responsible for implementing 24 goals -Has implemented 20 goals so far -Has 4 goals remaining – one of these was removed from the plan by the community, one was garaged for further discussion at a later date by the community, one involves ongoing communications and is in process, and one is stalled with no timeline for completion. -See neareastplan.org for more details 	<ul style="list-style-type: none"> -Established a CWF site -Increased the number of youth development opportunities by 1400 youth served per year -Completion of the Chase Near Eastside Legacy Center -Designation of the IEPZ -Development of an innovative GED/high school diploma program 	<ul style="list-style-type: none"> -Lead convener of QLP and Neighborhood Summits
ECDC	<ul style="list-style-type: none"> -Responsible for implementing 16 goals -Has implemented 12 goals so far -4 goals remaining -See neareastplan.org for more details 	<ul style="list-style-type: none"> -Opening of Commonwealth Apartments in partnership with JBNC as co-developer -Several housing developments with funding from a \$4 million loan pool JBNC administers -Establishment of TGNS -Selection of Englewood Village as one of Indy’s Great Places 	
DayStar and Little Dove	N/A	N/A	<ul style="list-style-type: none"> -Both have hosted Neighborhood Summits and engaged their communities -Both align their programs based on QLP action items

As leader and convener for the Englewood Village plan, ECDC is responsible for planning and implementing the Great Places 2020 goals related to Livability, Opportunity, Vitality, and Education. ECDC, like DayStar, is an organization that came into existence due to Englewood Christian Church’s focus on improving conditions in its surrounding neighborhood and supporting its congregation and community. ECDC and DayStar support each other in many ways, with DayStar supporting community development priorities related to early childhood education and ECDC supporting DayStar by providing additional capacity in the form of human and material resources. IndyEast Great Families 2020 is aligned with ECDC’s work to address the Education goals, as described below.

Partner	Alignment with Great Places 2020
DayStar	<ul style="list-style-type: none"> -Provides early childhood education for Englewood Village -Assists other early childcare education providers with capacity building and mentorship to increase the number of high equality early childhood education seats available in the Near Eastside over time -Has heeded requests to expand its classrooms and will consider future requests for expansion -Signed an MOU with Early Learning Indiana to reserve seats for its upcoming EHS program and encourage and support early childhood education expansion in the neighborhood -Attends Education committee meetings -Manages an urban educational garden to meet Vitality goals in the Englewood Village plan
Little Dove	<ul style="list-style-type: none"> -Attends NESCO meetings, including those for the NESCO Near Eastside Education coalition, which was formed to support the Great Places 2020 Education committee -May play a role on the Education committee in the future
JBNC	<ul style="list-style-type: none"> -Co-chairs the Education committee with ECDC and attends Great Places 2020 meetings -Collaborates with ECDC on the opening of TGNS, which is a collaborative initiative to come out of the Education committee meetings

In addition to exhibiting high action and high alignment with the QLP and Great Places 2020, IndyEast Great Families 2020 shows high action and alignment with Plan 2020. JBNC and ECDC both were members of a working group that created the Livability section of the document, which required active engagement in the planning process. On a larger level, the various community development efforts on the Near Eastside are all aligned with the objectives of Plan 2020, and JBNC, ECDC, DayStar, and Little Dove are actively raising funds to implement objectives identical to and aligned with those found in Plan 2020 with additional leverage provided by the IEPZ designation. The recent award of \$55 million in New Market Tax Credits to the City of Indianapolis is one example of this tool in action, and another example is UWCI’s SIF award out of which Great Families 2020 arose; the IEPZ was a point of leverage on both applications, and both will implement city-wide initiatives that support the objectives of Plan 2020. For programmatic examples of alignment, see below:

Partner	Alignment with Plan 2020
DayStar	-Englewood Village is one of the ten walkable urban villages included in Plan 2020, and activities at DayStar play a large role in enhancing the quality and walkability of Englewood Village; for example, its

	urban garden is an attractive destination and hub of activity in the neighborhood, and the needed and affordable early childhood education services it provides within the hub of the village is part of what makes it so walkable for children and their families.
DayStar and Little Dove	-Both DayStar and Little Dove support the Plan 2020 goal to create more slots for early childhood education; DayStar does this through its MOU with Early Learning Indiana described above, and Little Dove is doing this by opening a new preschool facility at TGNS
JBNC	-Helps to meet Family Strengthening goals in Plan 2020 through its CWF site

As a partner for Plan 2020, UWCI has identified eight goals related to Education and Economic Mobility. JBNC, DayStar, and Little Dove could contribute to the goals prioritized by UWCI through their work to implement the IndyEast Great Families 2020 as follows:

How IndyEast Great Families 2020 Can Contribute to UWCI Goals	
	To help create and maintain a network of partner organizations/referral agencies for partnership potential for children from birth to five years of age, the program will provide information about the existing networks of relationships between partner organizations in the Near Eastside and the services provided by each partner for children from birth to five years of age
	To help assess the need, supply, and demand for high quality childcare in Marion County, the program will convene residents as needed, obtain information from early childhood education providers, and provide information related to an IFF study assessing supply, demand, service gaps, and other considerations concerning high quality educational opportunities in the Near Eastside
	To help to manage, house, and publish yearly reports on progress toward childcare goals, including an evaluation and re-assessment of currently capacities and opportunities for growth the following year, the program will fully participate in the Great Families 2020 evaluation process and provide data as needed for UWCI's annual reporting
	To help develop and implement a framework for parental engagement in early childhood education, the program will report on successes and lessons learned related to parental engagement in early childhood education in the context of the IndyEast Great Families 2020
	To help create a campaign to increase utilization of available resources for early childhood development and K-12 education, the program will communicate information about the available resources for early childhood development and K-12 education to Near Eastside families and residents
	To assist in getting at least 90% of high school students to graduate on time, the program will address timely high school graduation rates through the IndyEast Promise Neighborhood Initiative
	To assist in getting at least 90% of 3 rd grade students reading at their grade level, the program will address third grade student reading levels through the IndyEast Promise Neighborhood Initiative
	To help expand the number of Centers for Working Families to 12 in Marion County and increase the number of families served by each center, the program will increase the number of families served by the CWF site at JBNC by diversifying recruitment streams through forming strategic partnerships with local organizations, including DayStar and Little Dove

Recently, IMPD has led efforts to implement community policing techniques and partner with human service providers to address the root causes of high crime rates in targeted public safety priority areas, including one in the Near Eastside. JBNC has already aligned this initiative with the IEPZ Safe committee's work, and this collaboration and other possible ones are described below:

Partner	Alignment with IMPD Public Safety Priority Areas
DayStar and Little Dove	-Because early childhood education providers are frequently the first to notice signs of distress in a family in crisis, they are in a good position to intervene early by referring the family to needed social services at JBNC and other sites before any damage is done to the family system through a dysfunctional response to the crisis. These ministries are able to partner with JBNC and IMPD to address the root causes of crime and provide social support systems for families already involved with the criminal justice system.

JBNC	-The Indianapolis Department of Public Safety currently co-chairs the IEPZ Safe committee with JBNC. The Safe Committee's goal is to reduce serious and violent crime, and the committee works to implement objectives contained in the IEPZ plan to this end, with special attention to the Near Eastside Public Safety Priority Area.
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The IEPZ is an important addition to the described community development initiatives in the Near Eastside. In the summer of 2014, JBNC assembled a coalition of partners to respond to the federal Promise Zone opportunity. Building on past planning efforts, the IEPZ allows the City of Indianapolis and local neighborhood leaders the opportunity to partner with the federal government to achieve neighborhood-defined goals. The IEPZ designation was awarded in April 2015, and JBNC, DayStar, and Little Dove have aligned their work to the IEPZ goals, as shown below:

Partner	Alignment with IEPZ
DayStar and Little Dove	-Both serve on the IEPZ Learn committee and help to drive IEPZ goals related to early childhood education -Both have aligned with the IEPZ and QLP goals; DayStar serves on the board of TGNS, and Little Dove is opening a preschool at TGNS -Both participate in the BBZ and ECCS projects through their participation with the IEPZ Learn committee
JBNC	-Is the lead implementing partner for the IEPZ and has organized work groups into five areas. The Live and Work committees are directly aligned with Great Families 2020 and have prioritized sub-goals around improving kindergarten readiness and increasing family incomes.

Finally, the IEPNI evolved out of the work completed as part of the QLP and the IEPZ and supports the creation of a neighborhood with high quality, data-driven schools at the center with integrated community-based services to support the needs of every child and family living in the Near Eastside. As a two-generation, cradle-to-career initiative, the creation of the IndyEast Promise Neighborhood required a great degree of collaboration with community partners, as described below. Elements of the IEPNI which will be implemented through Great Families 2020 have been included in the infographics attached to the Logic Model, and IEPNI goals directly align with both IEPZ and Great Families 2020 goals; through implementing IndyEast Great Families 2020, JBNC, DayStar, and Little Dove will do great work to further the QLP, Great Places 2020, Plan 2020, IEPZ, and IEPNI.

Partner	Alignment with IEPNI
DayStar and Little Dove	-DayStar and Little Dove are critical to the work of the Learn Early domain of the IEPNI and are involved with the TGNS through DayStar's service on its board and Little Dove's opening of a preschool on-site at the school.
JBNC	-Is the lead implementing partner for the IEPNI -Organized a Management Consortium for the IEPNI consisting of eight community partners from organizations such as Indianapolis Public Schools, UWCI, Families First, PPI, the Polis Center, the City of Indianapolis, and others. An additional 25 partners signed MOUs to collaborate with IEPNI; these partners

	<p>agreed to provide services, service as policy and funding advocates, etc. Partners pledged matching funds totaling over \$27 million for the application to the U.S. Department of Education.</p> <p>-Elements of IEPNI to be implemented through Great Families 2020 are included in the infographics attached to the Logic Model. These elements include services that aim to improve kindergarten readiness, increase access to early childcare programs, improve quality of early childcare programs, improve health and wellness, increase parental education attainment, improve safety, support workforce development, improve financial security, and increase family and community engagement, among other goals.</p> <p>-Though the Promise Neighborhoods application was not funded, JBNC is leading the implementation of portions of the proposal, including the establishment of the TGNS and the implementation of other programs.</p> <p>-Combined with JBNC's work through the CWF, which applies directly to the family wraparound domains in the IEPNI and Great Families 2020 proposals, JBNC, DayStar, and Little Dove will be able to accomplish significant portions of the IEPNI plan through Great Families 2020 implementation and vice-versa.</p>
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With respect to the initiatives above, investments from Great Families 2020 will help to change, enhance, grow, sustain, and strengthen these partnerships and coalitions over time in many ways. First, they will build upon strong existing collaborations to expand and deepen the relationships between IndyEast Great Families 2020 partners. JBNC, DayStar, and Little Dove currently have strong relationships, but Great Families 2020 will allow each partner to work intentionally on behalf of other partners' customer bases in innovative ways through greater integration of services across agencies and through the expansion opportunities at TGNS and School 78. In addition, Great Families 2020 will allow JBNC, DayStar, and Little Dove to undertake an intensive approach to outreach and family engagement that will result in greater enrollment and increased advancement of families in programs, leading to greater family stability. Finally, Great Families 2020 will allow JBNC, DayStar, and Little Dove to increase capacity by augmenting staff resources and sharing expertise around data and evaluation. In this way, better reporting on outcomes can take place and can be used to substantiate claims concerning the success of programs and increase funding.

Budget and Budget Narrative

Due to updated instructions received regarding this proposal, the budgets and budget narratives for JBNC, DayStar, and Little Dove are attached rather than described here. Additional financial information is attached for DayStar and Little Dove and can be found in ODM for JBNC.

Near East Clarifying Questions and Responses

John Boner Neighborhood Centers, East 10th United Methodist, Englewood Christian Church

1. What are the goals for number of children served for each organization? How will you ensure that children enrolled are from the neighborhood?

The goals for the number of children served for each organization are as follows:

JBNC: 150 adults

DayStar: 75 children

Little Dove: 75 children

The three partners will ensure that the children enrolled are from the neighborhood by establishing the following protocols within the existing recruitment plan:

Recruitment Activity	Protocol
Conduct ramp up planning, enroll existing families	The enrollment of existing families will consist of enrolling 1) families with children at the early childhood education ministries who have addresses within the neighborhood and whose adults are open to participating in the Center for Working Families, 2) families with adults at the Center for Working Families who have addresses within the neighborhood and children enrolled at DayStar or Little Dove already, and 3) families with adults at the Center for Working Families who have addresses in the neighborhood and children who will be enrolled at DayStar or Little Dove in the first year either through an existing place on a waiting list or an existing place. All families enrolled will be eligible to participate.
New family enrollment with weekly program presentations at JBNC, DayStar, and Little Dove locations	The enrollment of new families will require that any family enrolled has an address within the neighborhood. Family addresses will be verified through enrollment, and presentation and recruitment activities will only take place within the neighborhood.
Open new Little Dove preschool location at the Thomas Gregg Neighborhood School	While enrollment at Little Dove's new preschool location cannot be limited to families with addresses in the neighborhood, any families who enroll their children and have addresses in the neighborhood and are willing to participate at the Center for Working Families and eligible for participation in the program will be invited to enroll in IndyEast Great Families 2020.
Reach target number of families	N/A
Expand program to new early childhood education site at Minnie Hartman School 78 property and open	While enrollment at these two new locations cannot be limited to families with addresses in

second classroom at the Little Dove preschool at the Thomas Gregg Neighborhood School	the neighborhood, any families who enroll their children and have addresses in the neighborhood and are willing to participate at the Center for Working Families and eligible for participation will be invited to enroll in IndyEast Great Families 2020.
Enroll eligible families in crisis	Ongoing enrollment of eligible families in crisis will ensure that all families enrolled have addresses within the neighborhood.

2. Describe how the many staff roles listed in the proposal will interface with the families in a way that won't be overwhelming? How will these staff roles be coordinated? How will they integrate with each other? Will there be a regular convening of front-line staff working with families? Will there be a regular convening of leadership who oversee the work?

Staff Interfacing with Families

IndyEast Great Families 2020 staff roles include: an overall program director, three project coordinators, a service coordinator, two community connectors, two family engagement leaders, a financial coach, two education coaches, and a data coach (as well as a few teachers for the new preschool site at Thomas Gregg Neighborhood School).

Of these positions, only the service coordinator, community connectors, family engagement leaders, and financial coach will interface with families (excluding the teachers). The rest of the positions are capacity building positions designed to ensure the successful implementation of the IndyEast Great Families 2020 program at each organization.

The service coordinator will meet with families at the beginning of their enrollment in the program in order to conduct a biopsychosocial needs assessment and to create a family strengthening plan in partnership with each family. The service coordinator will be available to families as needed on-site at the early childhood education ministries on an ongoing basis if families have questions, etc. but outside of the first point of contact, there are no regular scheduled meetings between the families and the service coordinator in the program design. The service coordinator will primarily work with the three organizations to coordinate all of the services offered as part of the IndyEast Great Families 2020 program to ensure that they are part of a comprehensive "whole" that is aligned with the program's two-generation strategy. Once the family strengthening plans are created, they are passed on to the community connectors, who are responsible for the implementation of these plans; should family needs change, they can consult with their community connectors, who will connect them with any new services needed at that point.

The community coordinators have the majority of the interactions with each family enrolled in the program. Community coordinators meet weekly with families to review their family strengthening plans and quarterly to review progress and revise the plans as needed. They also assist with program enrollment, attend home visits, keep in regular contact with families as needed, keep track of all the services in which families are enrolled, and work with families to solve problems and connect them with Center for Working Families services and any other services needed. The community connector will be each family's main tie to the program and will form a strong relationship with each individual family.

The family engagement leaders will participate with families regularly but will not require any appointment separate from when families are already meeting with the community connectors. The family engagement leaders will attend home visits with the community connectors in order to provide parent education and child development information as needed. Apart from this participation with families, the family engagement leaders will plan family activities, host parent nights, and lead the parent board, and be present to assist parents as they interact with the early childhood education classroom environments, but participation in these activities will not be mandatory. These events serve as another opportunity to offer information to families but are mainly designed to increase social capital and build relationships through positive interaction. While attendance at these events could represent an added burden to families who already meet weekly with a community connector, it is hoped that attendance will represent an opportunity for parents to meet new friends and for families to engage in affordable recreation. Regardless of a family's level of participation in family events, families will have opportunities to build relationships with the family engagement leaders during pickup and dropoff at school and any other times when they are in the early childhood education facilities.

Finally, the financial coach will meet regularly with the adult members of the families as part of the Center for Working Families model. Upon enrollment, two assessment/goal setting meetings will occur, and after these initial two meetings, families will meet with their financial coach either monthly or quarterly, as needed. These meetings will serve as an opportunity for families to discuss their goals and receive help reaching them.

Overall, the mandatory elements of the program require a few initial enrollment meetings with a service coordinator and a financial coach, weekly meetings with a community connector, and either monthly or quarterly meetings with a financial coach with additional opportunities to build relationships being offered through the work of the family engagement leaders. Should a family become overwhelmed, there is the potential to change meeting schedules to meet their needs.

Staff Role Coordination

The staff roles will be coordinated through three teams: three Family Services Teams, a Program Leadership Team, and an Executive Leadership Team. The first tier of this model is comprised of the Family Services Teams. There will be one Families Services Team at each organization. At DayStar, the Family Services Team will consist of a community connector, a family engagement leader, an education coach, a project coordinator, and the service coordinator, which will be shared with Little Dove. At Little Dove, the Family Services team will have the same configuration. At JBNC, the Family Services team will consist of the financial coach, an existing career coach, and the two community connectors listed above. The Family Services Teams will work directly with families and will hold weekly case conference meetings to discuss family issues and progress and develop strategies for addressing issues and improving progress.

The second tier is comprised of the Program Leadership Team, which will consist of at least one management-level program director each from JBNC, DayStar, and Little Dove along with the data coach. This team will meet monthly to assess the program's impact and strategize for effectiveness and will communicate recommendations to the Family Services Teams through the project coordinators. The final tier is comprised of the Executive Leadership Team, which will consist of the executive leaders of JBNC, DayStar, and Little Dove. This team reports to each organization's Board of Directors and will meet quarterly to discuss the project in the context of each organization's strategic planning process and will

communicate project information to each organization’s board. The IndyEast Great Families 2020 program director will attend these meetings and will report information to the Program Leadership Teams at the Program Leadership Team meetings.

3. The Great Families leadership role has a long list of duties for one person. How will these be managed and/or delegated to ensure that all duties are accomplished well?

The IndyEast Great Families 2020 program director will be an employee of the John Boner Neighborhood Centers and report directly to the executive director. JBNC employs a rigorous approach in ensuring that all program directors meet established benchmarks and are successful in program implementation. Specific steps in this approach include the following:

1. Establish KPI’s for each program

JBNC utilizes Key Performance Indicators for each program. An example of the KPI measurements for JBNC’s Financial Foundations department are below. KPI measurements are established annually among the program director and the COO. The program director is responsible for reporting updated KPI measurements at each of the meetings listed below. KPI measurements provide a snapshot of program health and ensure that all program activities are aligned with achieving designated outcomes.

	Indicators	Target	Actual	Trend	Celebrate	Watch	Act
1	Family Development Dollars	\$51,125	\$48,095	⚠	50,000 and above	40,000 - 50,000	<40,000
2	Customers who increase total income	175	159	⚠	160 and above	140-159	<140
3	Customers who improve their credit score	135	127	⚠	120 and above	100-119	<1000
4	Customers who retain employment for ≥90 days	70	101	⚠	60 and above	50-59	<50
5	Individuals enrolled in virtual WorkOne	63	75	⚠	56 and above	40-55	<40
6	Participants enrolling in a bridge program	33	37	⚠	25 and above	20-25	<20
7	Individuals who attain credentials	25	68	⚠	20 and above	15-19	<15
8	Bridge graduates placed in jobs in the targeted career pathway	23	37				

9	Average wage of bridge graduates	.75 increase	0	?	.50 and above	.25-.49	<.25
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2. Monthly financial meeting

The IndyEast Great Families 2020 program director will meet monthly with the JBNC controller to review current financials for the program. This monthly meeting ensures that the program is within budget and provides a way to detect early in program implementation if adjustments to program design are required to meet budget restrictions.

3. Monthly program meeting

The program director will meet monthly with the CEO and the COO to review current program KPI's and to discuss any challenges and opportunities with the program. This monthly check-in provides a regular time to ensure that the program director is meeting all program benchmarks or if adjustments in job responsibilities are required.

4. Program Specific Meetings

The Program Leadership team, including the program director, will meet monthly to assess the program's impact and strategize for effectiveness. Additionally, the Executive Leadership Team will meet quarterly to discuss the project in the context of each organization's strategic planning process and will communicate project information to each organization's board.

The IndyEast Great Families 2020 program director acts in a supervisory role to support staff responsible for the following job duties:

Position	Description
Community Connector	Assists with program enrollment, works with families to solve problems, connects families with the CWF and other services, attends home visits with families, keeps regular contact with families, and keeps track of their participation with various program services
Financial Coach	Serves as a financial coach in the Center for Working Families
Data Coach	Supervises implementation of data systems and reporting and works with project partners to increase capacity related to data collection and management
Project Coordinator	Is charged with program implementation at each early childhood education site – the director will supervise the JBNC project coordinator.
Service Coordinator	Serves as a point person for families navigating the program

4. Please submit 2015 financials for Englewood and Little Dove. Audits will be required in the future for all subgrantees. Please submit a revised budget that includes this cost. Also, please re-submit the budget narratives with more detail explaining expenses including calculations.

Please see attachments, and please note that the cost of an audit is still an outstanding issue with DayStar's application due to issues discussed during the site visit. The cost of an audit was included, but once this issue is revisited, the budget and budget narrative can be updated as needed.

5. For each organization, describe your match in further detail. What are the specific sources of the unrestricted funds you intend for this purpose? Please note that food and facilities are not allowable expenses.

JBNC has reserved \$60,000 to meet 10% of its Great Families 2020 match; these reserved funds come from its private dollars awarded by the Eugene and Marilyn Glick Family Foundation. The rest of the match will come from the following sources: Second Helpings, Indianapolis Housing Trust Fund program funding, the Siemer Family Foundation, the JP Morgan Chase Foundation, Health Careers Opportunity Program funding, the Hefner Foundation, funding from the Violent Crime Victim Compensation program, funding from Key Bank, CICF Crime Prevention grant funding, and State Low Income Housing Energy Assistance Program funding.

Currently, DayStar has \$23,000 in reserved funds that will be designated for the Great Families 2020 match; these reserved funds will meet the 10% requirement. The rest of the match will come from private tuition payments. The 2017 budget for \$627,150 in private tuition payments far exceeds the full match of \$175,000. Knowing that the majority of DayStar's work with this program will consist of the ongoing care and education of the children DayStar serves, including new Great Families 2020 families, DayStar will allocate these funds toward the match.

Similarly, Little Dove has \$17,500 in reserved funds from its private payments that will be designated for the Great Families 2020 match; these reserved funds will meet the 10% requirement. The rest of the match will come from private tuition payments. The 2017 budget for \$200,000 in private tuition payments exceeds the full match of \$175,000, and these funds will be allocated toward the match.

6. How will you increase data collection capacity, particularly at Daystar and Little Dove?

Data collection capacity will be increased, particularly at DayStar and Little Dove, through the work of a data coach. The data coach will supervise the implementation of an integrated data system (most likely Efforts to Outcomes) in which the data collected will be recorded and from which reports will be compiled. Currently, DayStar and Little Dove do not use Efforts to Outcomes software, so the implementation of this data system and the training of staff, if needed, to ensure that all data collected is able to be imported into the system will increase their capacity related to data collection and management significantly. For the first time, DayStar and Little Dove will be able to access full reports on the families they serve that include a variety of significant data points collected through the Center for Working Families that otherwise would not be available to the two ministries.

The data coach will also increase capacity by improving internal processes related to data collection and management at each organization and the collaborative processes related to data sharing between the three organizations. This work will create established, regular procedures for data collection and reporting and will ensure that data is shared often enough for strategic decisions to be made regarding the implementation of the IndyEast Great Families 2020 program. Once these procedures are established, the data coach will help each organization to continuously improve data processes by meeting biweekly with the project coordinators at each project site to review collected data. This review will include a review of the process of data collection and the quality of data collected at each organization as well as a review of the data itself so that it may be used to drive decision-making. This review with the project coordinators will be supplemented by quarterly staff trainings provided by the data coach to all three organizations, which will serve to continuously improve data quality and data collection and management practices throughout each organization. Finally, the data coach will provide assistance as needed to each organization as they participate in the Great Families 2020 evaluations.

Apart from the support of the data coach, JBNC will provide coaching and support as needed to support data collection and the use of Efforts to Outcomes at DayStar and Little Dove. This coaching could consist of one-on-one help from Lorri Dunwoody or could consist of assistance raising funding for data-related certifications, ETO licenses to be used at the ministries, etc.

7. What are your plans to attract the human capital needed for your new staffing roles?

The IndyEast Great Families 2020 partners plan to attract the human capital needed for the staffing roles to be hired by promoting from within existing positions, relying on natural networks of neighbors, hiring from internship pools and others who have assisted with collaborative projects, and gradually working to increase the qualified labor supply in the neighborhood. Several qualified staff members at JBNC and DayStar are poised to move up from their current positions to work at a higher level and assist with the implementation of the IndyEast Great Families 2020 program. As these individuals move into their new roles toward the beginning of project implementation, others will be recruited to fill their previous roles. To recruit these new candidates, JBNC, DayStar, and Little Dove will advertise at local universities, on relevant websites, and through other relevant networks. In this way, the IndyEast Great Families 2020 program will serve to keep and advance qualified staff while also bringing new talent into the neighborhood.

In addition to recruiting for new positions through universities, websites, and other networks, JBNC, DayStar, and Little Dove will recruit from a talented pool of individuals who live in the neighborhood, are passionate about early childhood education and community outreach, and who would be ideal for the positions involving direct work with families or classroom activities. Tapping into these natural networks of neighbors will help to grant the three partners access to deeper networks of social capital in the neighborhood as well as support the neighborhood by creating jobs designed to employ neighborhood residents.

In addition to individuals already residing in the neighborhood, some individuals who have interned or assisted with previous community collaborations are ready to be hired on as full-time staff and are also a group that will be targeted for recruitment. These individuals may have assisted with work related to Great Places 2020, the Near Eastside Quality of Life Plan, or other aligned initiatives, and they are well-suited to bring their expertise and their knowledge of the neighborhood context to bear to this program.

Finally, IndyEast Great Families 2020 is exploring the provision of CDA classes at the Center for Working Families in order to certify neighborhood residents in need of better employment opportunities to provide high quality childcare. In this way, an employment pipeline can be created that will both help families to move out of poverty and provide the next wave of early childhood education talent for the early childhood education ministries from a dedicated pool of neighborhood residents.

8. How will you recruit families to participate in the initiative? How will you meet the number required? How will you keep families engaged over time?

JBNC, DayStar, and Little Dove will recruit families to participate in the initiative by implementing the following recruitment plan:

Dates	Recruitment Activity
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Until April 1	Conduct ramp up planning, enroll existing families who currently receive services at DayStar, Little Dove, or the Center for Working Families
April 1-June 1	New family enrollment with weekly program presentations at JBNC, DayStar, and Little Dove locations. New families will be enrolled through community events and through their enrollment in the two early childhood education ministries. Families already participating in On My Way Pre-K and Indy PSP will be targeted for enrollment in particular.
June 1-July 31	Open new Little Dove preschool location at the Thomas Gregg Neighborhood School
July 31-Jan 1	Reach target number of families
Years 2-3	Expand program to new early childhood education site at Minnie Hartman School 78 property and open second classroom at the Little Dove preschool at the Thomas Gregg Neighborhood School
At all times	Enroll eligible families in crisis

The three partners will meet the number required by vigorously enrolling families both daily as eligible families in crisis seek assistance at JBNC and weekly as JBNC, DayStar, and Little Dove hold weekly presentations and participate in outreach programming through July 2017. Recruitment of families will be continuous and will not seek to increase the number of families enrolled until the required number is reached; once reached, recruitment will continue on an ongoing basis in order to replace families as they age out or drop out of the IndyEast Great Families 2020 program.

JBNC, DayStar, and Little Dove will keep families engaged over time through the work of the service coordinator, community connectors, financial coach, and family engagement leader. The service coordinator will serve as the point person for families as they navigate through the IndyEast Great Families 2020 program; this person will help families to assess their needs, create their family strengthening plans based on these needs, and work with partners to coordinate all of the services to be offered to families as part of the two-generation strategy.

Community connectors will help families to implement the family strengthening plans by meeting weekly with families to review their plans and quarterly with families to review progress toward their goals and retool their plans as needed to achieve outcomes. The community connectors will also keep track of all of the services in which families are enrolled.

A financial coach will be hired to supplement the Center for Working Families staff, and this coach will only serve families enrolled in the IndyEast Great Families 2020 program. This financial coach will help to keep adult members of families engaged by meeting with them regularly as they set goals and work toward the realization of these goals under the Center for Working Families model.

Finally, family engagement leaders will work diligently to keep families engaged beyond the implementation of their family strengthening plans by organizing family activities and events, providing family education, hosting parent nights, and leading the parent board as well as being a presence in the classroom and being available to parents upon school arrival and dismissal for general issue troubleshooting and communication. The family engagement leaders will not only form strong relationships with each family but will help the participating families to form strong relationships with each other, leading to greater commitment to participate in the program and to grow along with the other families.