

## **5.1 Executive Summary – Near West Great Families 2020 Social Innovation Fund**

Hawthorne Community Center, the Marion County Commission on Youth (MCCOY) and an early childhood education contractor to be named after a competitive process (we have had conversations with Child Care Answers, a program of Early Learning Indiana), propose to serve 100 low-income families a year on the Near West side of Indianapolis through a well-coordinated system of care that leverages the strengths of all subgrantees, contractors, community partners and neighborhood families.

Our Family Economic Security strand lead is Hawthorne, our Early Childhood Education strand lead will be a competitively selected contractor (Child Care Answers or other), and our Social Capital and Health and Well-Being strands lead is MCCOY. Our Near West Great Families 2020 Social Innovation Fund (SIF) will use an intensive, team-based case management model that will help families get their primary needs met, connect them to other supportive services and generate data to drive continuous learning and improvement, so our SIF can be as family-centric as possible. Our approach will ensure alignment across partners and true leveraging of our unique talents.

Our Great Families 2020 proposal builds upon the Family Access Network collective impact effort already underway in Near West that includes many of the same partners, goals and two-generation theory of change, as well as other Near West community initiatives.

To fulfill the grant, we are requesting \$407,133 over the initial 16-month budget period. This budget will hire seven FTEs, including a dedicated Data Manager at Hawthorne, provide flexible barrier-busting funds to support families, facilitate high-quality training, staff support and supervision, and, allow for strong partnership with United Way of Central Indiana. We would anticipate future funding requests to cover the remaining 20 months of the project period to

reflect similar expenses, but include modest annual compensation increases of five percent per year for personnel and reductions in Supplies. We have secured the required 10% match.

## **5.2 Program Description**

Supporting families, expanding educational opportunities for children and adults, and strengthening the social fabric of the Near West side of Indianapolis have been at the core of the Hawthorne Community Center's vision and mission for 95 years. Hawthorne's stated mission is: "To provide or facilitate services and programs that meet the economic, educational, financial, social, recreational and civic needs of the entire Hawthorne Community." Our Community is inclusive of the geographic boundaries of the Great Families 2020 Near West target neighborhood.

**As an active community center, Hawthorne embraces the two-generation model of serving both children and parents to support and strengthen the family unit.** The provision of multi-generational programming is evidenced with our program delivery efforts that include high-quality preschool and pre-K, school-age before and after school care, teen programming, senior citizen programming, adult education services, re-entry support and the Hawthorne Center for Working Families (CWF). Our ability to serve the parents of children and youth in our programming reduces incidents of family crisis and fosters economic stability. The wide range of programming also offers many structured opportunities for building social capital among families. Finally, we help families in crisis connect to emergency food, housing and mental health care.

**Community partnerships are essential to our ability to serve and connect families** to high-quality services and supports. Co-located services are provided by WorkOne and EmployIndy, the Immigrant Welcome Center, Washington Township Schools, the Business Opportunities Initiative (BOI), Volunteer Income Tax Assistance (VITA) programs, the Hispanic Chamber of

Commerce, IUPUI for post-secondary education and certification, and, Gleaner's Food Bank.

Following is a description of the reach and outcomes of some of our most relevant programs:

- **We have been a Center for Working Families (CWF) site since 2009.** In this capacity, we have served over 4,000 individuals, providing CWF's unique blend of financial coaching, employment assistance and connection to benefits. Our CWF also offers adult education and re-entry support. The demographics of our participants vary greatly, but to provide some summary, our participants are primarily low-income female heads of household who are underemployed in minimum wage jobs. With respect to outcomes:
  - 85% of those served met key financial stability benchmarks that include increases in household income and improved employment.
  - 60% of those served improved their credit scores by 20 points or more.
  - 40% of those served who obtained their High School Equivalency certification went on to some post-secondary or employment-based certification.
- **We operate or connect families to a range of on-site employment and educational opportunities,** including HSE/ABE courses, English as a Second Language classes, certifications through IUPUI (e.g. in medical coding) and the Youth Employment Services program.
- **We operate a high-quality preschool and pre-K program, rated at Level 3 on Paths to QUALITY™ (PTQ)—**the second highest level on the state's rating system. We operate two classrooms that serve 44 children. We are an On My Way Pre-K and Indy Preschool Scholarship Program (Indy PSP) site. This year, 12 of our 40 children served were on one of these two scholarships. We use the state-approved tool, ISTAR-KR, to measure a child's progress over time. In addition to the ISTAR-KR, Hawthorne utilizes the Brigance Preschool Screen in a pre- and post-test format.

- **We offer a range of health-related programming**, including Alcoholics Anonymous, physical and dental screenings, on-site services provided by Indiana University School of Occupational Therapy, cooking classes, drug prevention programs for youth, referrals for mental health care and exercise/physical activities that include walking and dance.

**At Hawthorne, we know our neighborhood and the families we serve.** According to Indy Vitals, Near West is home to 18,000 residents who live in four neighborhoods: We Care, Hawthorne, Haughville and Stringtown. Of those 18,000 residents, 1,283 (7%) are children under the age of five. There are 2,201 households with children in Near West. Near West is a racially and ethnically diverse community with 37% of the population African-American, 39% Caucasian, 20% Hispanic and 4% who identify as biracial or another race/ethnicity. An estimated 18% of the Hispanic population in Marion County lives in the Near West.

**The residents of Near West face many challenges:**

- **Joblessness.** The Near West has some of the highest levels of unemployment in Marion County. Nearly 20% of able-bodied adults ages 18-65 are unemployed. Of those that are employed, the majority (61%) are employed in blue-collar occupations.
- **Lack of formal education.** Over 30% of the population over the age of 25 does not have a high school diploma.
- **Lack of health coverage.** Nearly 35% of the population under the age of 65 does not have health insurance. Of those with health insurance, 41% are covered by Medicaid/HIP 2.0.
- **Income fragility.** An estimated 17% of the households in Near West have incomes under \$10,000; 33% have incomes between \$10,000 and \$24,999; and, 30% have incomes between \$25,000 and \$49,999.
- **Poverty.** An estimated 65% of the population in Near West lives in poverty. Nearly 27% of the population under the age of five is living in poverty.

- **Crime.** The Near West community has higher crime rates than the city as a whole. According to the 2014 Uniform Crime Report from the Indianapolis Metropolitan Police Department, crimes against persons were three times the rate as in the city as a whole.
- **Neighborhood blight.** Nearly 30% of housing units in the Near West Great Places area are vacant, which is over twice the 12% vacancy rate in Marion County.

**Residents have articulated these challenges in numerous community surveys, focus groups and other qualitative research.** The first Quality of Life Plan for Near West was created with input of over 200 residents. Public safety, education, housing, economic development and health were identified as high priority areas for residents. **Our programming responds to these challenges** faced by residents and adjusts to changing demographics. As one example, our preschool and pre-K program is now bilingual (English/Spanish).

**We also know of the many strengths and assets of the families and institutions of Near West.** For one, the racial and ethnic diversity of our neighborhood is an asset, as evidenced by the small Latino businesses that line our major corridors. Economic development is on the rise with further planning on the old Central State Hospital property. A senior housing complex, mixed-income rental units and homeownership opportunities for market rate housing have begun. A community that previously had no public schools now has a strong charter school, two private schools, a public high school, a charter high school and three IPS elementary schools. There is a wealth of strong community institutions, including many faith-based ones.

**A SIF Great Families 2020 grant is a natural extension of Hawthorne's efforts and that of our subgrantee partner, the Marion County Commission on Youth (MCCOY).** We are proposing to serve 100 low-income families through a well-coordinated system of care that leverages the strengths of both subgrantees, contractors, community partners and neighborhood families.

**A SIF presents four primary benefits** to Near West families:

1. **Strengthens and expands Hawthorne’s two-generation programming, especially our CWF.** To execute our Great Families 2020 vision, Hawthorne would hire two FTE’s—two Financial Economic Stability (FES) Coaches. The role of these coaches would be to support families in the development of their family plans, connect families to important referrals, collect relevant data and support participants through the allocation of flexible, barrier buster funds. Flexible funds needs might include vehicle repair, work uniforms, bus tickets, rent/utility payments, medications and payment of fines. Strong internal controls would be placed on these funds, including documentation requirements and having Hawthorne staff issue payments or make purchases directly. The Coaches will be cross-trained in CWF employment and financial coaching and work closely with our existing CWF professionals. As discussed in more detail later in this application, they would also help to implement our SIF’s intensive, team-based case management approach. Qualified applicants will have a minimum of a Bachelor’s degree in social work or a related field. They will also need to possess at least three years’ relevant experience.
2. **Deepens partnerships with MCCOY, an early childhood contractor (e.g. Child Care Answers) and other community partners.** The other subgrantee in our application is MCCOY. A potential early childhood contractor is Child Care Answers (we describe their qualifications here to illustrate the kind of contractor that might fulfill our needs; we recognize any contractor must be competitively selected).
  - a. **Child Care Answers would be competitive to lead our Early Childhood Education strand.** Child Care Answers has a 30-year track record of working with families of young children and child care programs. In 2016, the Child Care Answers team (29 FTEs) facilitated 950 training sessions, delivered 3,250 hours

of coaching and offered over 5,000 referrals to families. They train programs on how to improve their family engagement and house Marion County's On My Way Pre-K Project Manager.

**We would ask an Early Childhood Education contractor to hire one FTE, a Whole Family Coach.** This position would be focused on assisting partnering child care programs with continuous quality improvement that engages families in their child's development and education. Coaching supports would include increasing or maintaining PTQ levels, while creating a culture of continuous improvement that includes program leadership, teachers and families. Other opportunities include creation of "play and learn" groups and helping programs with assessment, planning and goal-setting with children and families. Like the new CWF coaches, they would be a key part of the intensive, team-based case management effort. The requirement for the Coach role would be a minimum of a Bachelor's degree, with a focus in early childhood or a related field. Qualified candidates will also have at least three years' experience focusing on family engagement and support.

In addition to Hawthorne's high-quality preschool and pre-K program, we have **secured partnerships with four, high-quality (PTQ Level 3 or 4 programs) in the Near West.** These programs are: Charity Child Care (Level 4, preschool/pre-K capacity, 100); Christamore House (Level 3, preschool/pre-K capacity, 25); and, Family Development Services (Level 4, preschool/pre-K capacity at School 75, 390).

**We will facilitate other supports, such as, PTQ coaching, which would be provided to lower-quality child care and preschool and pre-K programs in the Near West, to expand the supply of high-quality early care and education seats in the neighborhood.** We would work with our Early Childhood

Education contractor to work with at least 20 programs a year in the neighborhood and advance 15 programs over the course of the three years of the grant to at least Level 3 on PTQ. There are dozens of candidates in the area, including many family child care homes and registered ministry programs.

**b. MCCOY will lead our Social Capital strand, the Health and Well-Being strand, lead new partnership development and play a key role in family recruitment.** Consistent with their current community and neighborhood profile, an overarching focus of their contribution is prevention. Based in the Near West, MCCOY has been active in creating a “care pathway” in the Near West—a system of referrals and provider linkages to support family health and well-being. **Specific to our Great Families SIF, MCCOY is proposing to hire three FTE’s—one full-time FTE and four half-time FTEs.** The full-time FTE will serve as a Manager of Outreach and Partnership. The educational requirement for the Manager role would be a minimum of a Bachelor’s degree in a related field, with five to seven years of appropriate community building experience. Qualified candidates will also have at least three years’ leadership experience, knowledge of child-serving systems and data collection experience. Their primary roles are to:

- 1. Conduct and coordinate family outreach and engagement in the Near West for the SIF.** Specifically, they will directly hire and supervise four half-time employees, Great Families 2020 Near West Natural Caregivers. The Natural Caregivers will be trained as community health workers and be parents and residents of the Near West. The Natural Caregivers would be tasked both with recruitment of families, ensuring that families access two-generation services and providing resident peer coaching. The Caregivers will help to build up

family protective factors, including: nurturing and attachment, knowledge of parenting and of child and youth development, and parental resilience. The ideal Natural Caregiver will be a resident of the community who displays a strong capacity for resourcefulness, as well as strong leadership capacity, integrity, and personal experience with navigating family-serving systems. We would expect qualified candidates to: have lived on the Near West side for at least two years; have exceptional communication skills; and, a history of commitment to employment or volunteer experiences. All Natural Caregivers would undertake certification through the Indiana Association of Community Health Workers. In addition, they would receive training on resident engagement, peer coaching and abuse prevention.

2. **Lead our Health and Well-Being strand.** With respect to this strand, we have had preliminary discussions with Eskenazi's Midtown Mental Health and others (we understand any sub-contracting relationship, if necessary, would need to be competitively bid). Our approach to mental health services and supports is to leverage the relationships of the Natural Caregivers, local community health centers and Medicaid reimbursable strategies. This means services will be as diverse as empathetic listening by Natural Caregivers in homes to child-parent psychotherapy. The Whole Family Coach at our Early Childhood Education contractor will also play a key role in ensuring mental health services and supports. They will be trained (and train early childhood staff) in trauma-informed practice, be able to utilize the

Adverse Childhood Experiences Survey (ACES) and develop partnerships to help young children cope with grief.

3. **Lead our SIF's Social Capital efforts.** As the Social Capital lead, the Manager will work with Hawthorne, our Early Childhood Education contractor and other community partners to develop and execute an ambitious set of social capital supports, including: family nights, parent-led groups and parenting classes. They will work with Natural Caregivers to help ensure a necessary level of consistency in approach and help to market events, to ensure strong attendance.
4. **Lead partnership development.** While our SIF comes to the table with many key partnerships, others will need to be created and MCCOY has expertise as a trusted and neutral convener. This individual would conduct partner outreach, develop partnership agreements and ensure that partners have access to key client-level SIF data, in order to inform and improve their efforts.

c. **Leverages other partners in our SIF** (verbal commitments have been secured; MOUs will be finalized upon award):

- i. **Goodwill of Central and Southern Indiana** will help to connect SIF participants to New Beginnings, their transitional jobs program and their Excel Centers, among other programming supports.
- ii. **IUPUI** will connect families to trainings and professional certifications in medical coding, pharmacy tech and other fields.
- iii. **West Side Community Development Corporation (WCDC)** will provide referrals and housing support for Near West Great Families 2020 participants and support the homeless-to-homeownership ladder.

- iv. **Hearts and Hands** will assist with housing rehab, home ownership efforts and other housing stability efforts for our SIF families and the Near West.
- v. **Immigrant Welcome Center** will provide vital links and services for immigrant participants that include, but are not limited to, legal support, referrals for education and emergency assistance, and, translation services.
- vi. **Neighborhood Alliance for Child Safety** will provide referrals and support for families with needs that might culminate with Child Protective Services intervention.
- vii. **Christel House DORS** will serve SIF families that need to earn a high school diploma, as space is available, and refer families to our SIF.

**3. Develops a truly integrated and leveraged approach that means more and better services and supports for families in Near West.** To best illustrate our approach, take the example of Parent A. Parent A is a single mother with a three-year old enrolled in a neighborhood high-quality preschool program. The Director of Parent A's preschool program advertises the opportunity to join a new, neighborhood-based program that can support them and their child. Parent A has a positive interaction with the Whole Family Coach one day at pick-up and decides to attend the required orientation session. At the session, Parent A hears from representatives of Hawthorne's CWF, our Early Childhood Education lead and MCCOY. They have the opportunity to speak with each representative one-on-one. They take an information packet and within 48 hours, they get a call from the Whole Family Coach. After some discussion on the phone, they decide to enroll and work with the Whole Family Coach to set up an intake meeting at their child's preschool program. The intake process—which takes an hour—is extensive, but impresses Parent A in that it focuses on her needs. During the conversation, Parent A clearly articulates that their two primary goals are to increase take-home pay and

access respite care. Within a week, she meets with her CWF coach and soon after, the Whole Family Coach takes 30 minutes at preschool pick-up to offer three easy tips to ease parental stress. After six months, income is no longer Parent A's top concern. Instead, a health issue has arisen and Parent A is connected to a Natural Caregiver who connects them to a health agency.

**The key features of our approach we hope this case example illustrates are:**

- **Strong recruitment**—we believe our top recruitment sources will be: existing high-quality child care/preschool and pre-K providers (Level 3 and 4 programs), emerging to high-quality child care and preschool/pre-K programs (e.g. Level 1 and 2 programs), current CWF clients, families engaged in some other capacity with Hawthorne, and, friends and families of SIF enrollees that also live in the neighborhood. **We know that we want to undertake targeted outreach to:**
  - **Hispanic families**, where English is a second language, who often feel isolated and where the academic achievement gap emerges early;
  - **Non-parental caregivers of young children**, such as grandparents, who face the dual pressure and cost of raising young children, while living on fixed, limited and reduced incomes.
  - **Families at-risk of separation**, such as families referred to us by the Neighborhood Alliance for Child Safety.
  - **Families reentering society**. In 2015, 70% of the Hawthorne CWF participants had some criminal history that created barriers to their financial stability.
- **Active, team-based case management. There will be three primary case managers in our SIF, the two new Hawthorne CWF Coach staff and the one Whole Family Coach.** These case manager coaches will all be trained in the same foundational elements of case management, receive common orientation,

meet as a team to discuss cases and use a common data system—Efforts to Outcomes (ETO). **Their duties will include:** Conducting intake of participants; Creating family plans, with participants; Actively monitoring progress on family plans; Connecting participants to services; Triggering the use of flexible, barrier-busting funds; Triggering the development of new organizational and community partnerships; and, Engaging in continuous learning and improving our SIF process so it best serves families. **Common training** will include sessions on: motivational interviewing, trauma-informed care, child abuse prevention and other. In addition, they will do peer-to-peer training on core knowledge and competencies, such as early childhood, family economic stability and other areas of expertise that they bring to the table.

**The case review team will also involve the MCCOY Manager of Outreach and Partnership, a new Data Manager from Hawthorne (see next section) and, as needed, the Natural Caregivers.** We know from other, successful two-generation approaches, that intensive, team-based case management is necessary to ensure efficacy and alignment across partners.

- **Adaptive to family needs.** We intend to quickly identify a family's primary needs, act on those, build wins for the family and progressively address other goals and challenges. As a family's primary needs evolve, our case management approach will be fluid, so that primary case management can shift among our partner organizations and staff.

**4. Build long-term capacity in the Near West to positively impact children and families.** We view the three years of a SIF grant as a jumpstart on longer-term capacity building. Among the key capacity-building we expect to happen are: more high-quality child care and preschool seats in the neighborhood through focused PTQ coaching, a stronger system of care with respect to health and mental health, greater social capital

among residents and community agencies, and, more secure, affordable housing. We know that creating long-term change within our agencies and our community requires leadership at the highest level. **Both of us have designated high-level supervisory staff:** the Director at Hawthorne and the President/CEO of MCCOY.

**Our level of evidence adheres to the Great Families 2020 standards.** We are working with existing PTQ Level 3 and 4 programs; we are raising the quality of other ECE programs up to at least Level 3; we are drawing on the ISTAR-KR to assess child readiness; we are going beyond ISTAR-KR to include research-based tools such as Ages and Stages and CLASS; we are expanding the evidence-based CWF model and adhere to the model's training, program and data standards. **We are also adding other evidence-based components,** including the use of flexible funds to increase family liquidity; using a rigorous team-based case management approach; expanding partnerships to promote connections to high-demand professions for job seekers (e.g. through Goodwill and IUPUI); and, drawing on local residents to staff the Natural Caregiver role.

**Given our rigorous program design, we have established an ambitious logic model (please see attached).**

**Our “program lead” is the Adult Services Manager at Hawthorne. This individual is already in charge of Hawthorne’s CWF programming,** as well as our senior citizen programming. They report to the Deputy Director of Hawthorne. This individual will assume responsibility to recruit and assist with the hiring of staff for the program, train coaches on the Efforts-to-Outcomes database, attend community meetings, supervise the Hawthorne CWF coaches, supervise a new Data Manager (see next section), compile reports for United Way of Central Indiana and other funders and partners and monitor progress on goals and outcomes.

**Among our key actions and steps to reach implementation** include: (1) Establish staffing by hiring and training 7 FTE's as follows: *Hawthorne*: 2 FTE Financial Economic Stability Coaches and 1 FTE Data Manager; *Early Childhood Education contractor*: 1 FTE Whole Family Coach; *MCCOY*: 1 FTE Manager of Outreach and Partnership and 2 FTE (four half-time staff), Natural Caregivers; (2) competitively select an Early Childhood Education contractor; (3) Finalize MOU with MCCOY (draft attached); (4) Develop RFP, as necessary, for mental health supports; (5) Schedule and start regular inter-organizational team meetings; (6) Work with the new Data Manager to design our data collection system, and, (7) Identify additional family recruitment sites and strategies.

### **5.3. Evaluation Capabilities**

Both of the sub-grantees in our SIF are United Way of Central Indiana partners in good standing and manage other significant philanthropic, state and federal funds. As such, **both agencies are very experienced in collecting and reporting on client-level data and programmatic outcomes.** For example:

- **Hawthorne uses the Efforts to Outcomes data tool to manage their CWF data-tracking for over 300 clients each year.** Hawthorne has successfully participated in CWF data collection efforts and numerous other data-intensive evaluations conducted by Johns Hopkins University, IUPUI and Marian University.
- **MCCOY regularly reports outcomes to key funders,** including the City Department of Public Health and Safety, the Department of Child Services and the Lilly Endowment.

**Both proposed subgrantees completed the required Data Capacity Survey prior to applying for Great Families 2020 funding in Round One.**

**Hawthorne uses Efforts to Outcomes (ETO) as their primary data collection and reporting tool. ETO will be used to collect and report data on the families in our SIF. ETO will also**

**be used by MCCOY and our Early Childhood Education contractor to track client and program-level data.** Case managers across agencies will be responsible for inputting family data related to services, case notes and other supporting material. **Customization will be done** to allow for integration of key early childhood, health and wellness and other information. The use of a common platform will be critical to effective team-based execution.

**Among the data we expect to catalog** are client information (e.g. name, address, race, gender, etc.), participation information (e.g. services received, dates of receipt, etc.), program results (e.g. education, employment, health status, etc.) and detailed case and partner notes. We are prepared to adhere to all requirements around data security and privacy to participate.

**All subgrantees understand the importance of investing in data collection and use. Our partnership has committed to hire and equally share the cost of a new FTE—a Data Manager.** This Data Manager will be a full-time Hawthorne employee. They will be supervised by the Adult Services Program Manager at Hawthorne, who currently oversees our CWF program, among other initiatives. The Data Manager will ensure the effective set-up of our SIF data system, train staff across agencies, ensure that the appropriate data is being collected in a timely fashion, that data is being collected accurately, that data agreements are in place with contractors and partner agencies, and, develop a dashboard for community partners. They will respond to data queries and participate in team-based case management meetings. Finally, they will ensure that United Way of Central Indiana has the data they need to conduct the evaluation for Great Families 2020.

**Both subgrantees are committed to and have the capacity to participate in the Great Families 2020 evaluation plan.** We are committed to capture and record program data that will be imported into United Way's data integration system. **Partners have experience with evaluation, as follows:**

- Hawthorne – Johns Hopkins University conducted an intensive evaluation of Hawthorne’s youth programs to review best practices in out-of-school programming.
- MCCOY – is currently working with researchers at the University of Indianapolis to conduct an evaluation of the systems-level Early Intervention and Prevention Initiative.

#### **5.4 Organizational Capacity**

The senior leadership and boards of both subgrantees are well-equipped to manage a SIF subgrant. **The Near West Great Families 2020 project will be coordinated and directed through Hawthorne. The Hawthorne Board will oversee the governance of the program.** Reports will be provided to the Board bi-monthly that will include programmatic and financial information. The Hawthorne Adult Services Program Manager will assume responsibility to conduct outreach into the community and to communicate program progress to the community. **Hawthorne has served the Near West for more than 90 years.** Our annual budget is \$1.25 million and supports programs that range from early childhood education to senior citizen programming. We have 17 FTEs on staff. We just successfully completed a \$3.7 million capital project to upgrade our main facility and add additional space. Hawthorne is governed by a dedicated Board that works closely with executive staff to monitor the agency’s financial and programmatic health. Hawthorne has received local, state and federal funding with no negative findings or compliance issues. In addition, Hawthorne has received grants and contracts from numerous local and national funders to support specific programs and operations of the agency. We complete a yearly audit and have had no significant findings over the past 10 years. Hawthorne is fortunate to have a stable workforce. Many employees have “grown up” at Hawthorne and have three and four generations of family history with the organization. Recently, to strengthen our workforce, with the generous support of the Lilly Endowment, we were able to implement a staff compensation and bonus effort. These funds were part of a \$5 million grant provided to establish an endowment that will provide long-term financial stability.

**The current Director, Diane Arnold, has worked at Hawthorne for 49 years, serving as Director for 32 years. Her plans to retire at the end of 2017 have been shared with the Board and a transition plan is midstream.** Recently, a deputy director, Elaine Dillahunt, was hired to work alongside the director until the end of the year. She brings 30-plus years of direct service and supervision experience from the Indy Parks organization. The Hawthorne Board will undertake a competitive search for the Director role that will include consideration of Hawthorne's Deputy Director. She has been fully engaged in this proposal.

**MCCOY's annual budget is \$1.4 million.** As a trusted intermediary in the City, MCCOY has experience in managing funds and re-granting/contracting them with service providers throughout the community. MCCOY is often tapped to coordinate large-scale community projects with multiple funding streams and partners. For example: MCCOY serves as the intermediary for the Youth Advocate Program (YAP) through Juvenile Court which is a collaborative funded by the Lilly Endowment, the Annie E. Casey Foundation, Clowes Fund, Indianapolis Foundation, and individual donors. Other community-wide projects that MCCOY is instrumental in include the Summer Youth Employment Initiative, the Early Intervention and Prevention Initiative and OpportunIndy.

**MCCOY has experience directly managing field staff.** Most recently, they piloted the Natural Caregiver program. Mitzi Wilson, Director of MCCOY's Early Intervention and Prevention Initiative, oversaw the program design and oversees one FTE and one full-time AmeriCorps volunteer. She convenes and manages the City-County Early Intervention Planning Council, consisting of 13 public leaders from various Marion County child and youth serving institutions. Mitzi is the former director of the Public Allies Indianapolis program at the Indianapolis Neighborhood Resource Center where she annually oversaw two FTEs and over 20 full-time AmeriCorps volunteers. Mitzi is a graduate of the Chicago-Kent College of Law and holds an MBA from Indiana University's Kelley School of Business.

**Both subgrantee organizations have long histories of sustaining innovations** in practice made possible by time-limited grant funding. For example:

- Hawthorne's CWF started as a small pilot drawing on CICF funding. We graduated the program to more full support from LISC (via a SIF grant to LISC National) and now operate the program through support from United Way of Central Indiana.
- MCCOY is often tasked with creating initiatives and sustaining them, most recently, the Early Intervention and Prevention Initiative.

**Our Near West SIF will work in collaboration to raise the required \$1:\$1 match for the three-year project period; we are committed to doing so.** Initial work has been done to identify potential individual, corporate, philanthropic, state, and municipal funds that can be solicited to support this initiative. For example: Hawthorne is in discussions with a major private donor who supports our CWF and early childhood programs to solicit support for matching funds; MCCOY intends to leverage state and city funds. If UWCI funds are awarded, the sub-grantees and partners will convene to develop a robust fund development plan. All sub-grantees are looking to fully engage with UWCI in development efforts.

## **5.5 Community Coalitions**

Near West Great Families 2020 SIF partners have had involvement in all the community coalitions referenced in the RFP. MCCOY also leads the Family Access Network (FAN).

### Quality of Life Plans

**Current Status: Collaboration (Hawthorne and MCCOY); Desired Status: Collaboration**

Both Hawthorne and MCCOY have been closely involved in the Near West Quality of Life Plan.

We believe our SIF can strengthen this coalition in the following ways: formally add Child Care Answers or another Early Childhood Education lead, to strengthen progress toward early

childhood goals; promote greater family attendance and engagement in meetings and planning sessions; assist with data reporting and visualization.

#### Great Places 2020

**Current Status: Collaboration (Hawthorne and MCCOY); Desired Status: Collaboration**

Both Hawthorne and MCCOY have been closely involved in the Great Places 2020 effort. We believe our SIF can strengthen this coalition in the following ways: expanding the focus on neighborhood entrepreneurship to include women-owned child care businesses; holding regular social capital events that engage families in the arts, food and Near West cultural experiences; expanding adult learning and workforce opportunities—also a focus of Great Places.

#### Plan 2020

**Current Status: Cooperation (Hawthorne); Desired Status: Coordination**

Partners have had limited engagement in Plan 2020. We believe we can move to Coordination through targeted engagement of some of the initiative's partners with aligned interests, including: JumpIN for Kids, who work with child care programs; Goodwill (as mentioned, our SIF is partnering with Goodwill); and, Ascend Indiana on career readiness efforts.

#### Public Safety Priority Areas

**Current Status: Cooperation (Hawthorne and MCCOY); Desired Status: Coordination**

Both subgrantees have partnerships with IMPD. We believe we can move to Coordination through four strategies: (1) share insights with IMPD from Natural Caregivers and ask Caregivers to carry into the community IMPD information; (2) ask SIF case managers to regularly collect family observations on crime and safety issues and share with IMPD; (3) attend regular IMPD coordinating meetings; and, (4) apply for additional crime prevention grants.

#### Family Access Network

**Current Status: Collaboration; Desired Status: Collaboration**

The Family Access Network (FAN) is led by MCCOY. It is a provider collaborative with the vision that all children in Marion County are safe and free from abuse or neglect and their

caregivers have the resources and supports necessary to provide a safe, healthy and nurturing environment for children. FAN's founding partners includes: Children's Bureau, Inc., Goodwill of Central and Southern Indiana, Family Development Services, Midtown Health and MCCOY.

## Near West Great Families 2020

### Clarifying Responses

**Please describe in further detail your approach to wrap around services that include economic assets, social capital, and health/well-being. What interventions will be provided and what outcomes will be tracked?**

Hawthorne and Marion County Commission on Youth have strong connections with a myriad of collaborative partners. Many economic assets will be addressed through participants' work through the CWF model. There are existing relationships for housing needs, banking support, budgeting and money management. Social capital will be addressed in several different ways. Family night events, small group activities, engagement with neighborhood associations and events are just a few options for building social capital. As a community center, our focus has always been on family and community engagement and making ample opportunities possible to connect families with their peers and neighbors. The planning group has already met with Eskenazi/Midtown Mental Health to discuss the need for better mental health services. The Natural Caregivers will take an active role in not only connecting participants to important supports, but ensuring their full engagement with other providers. The Natural Caregivers will maintain strong relationships with participants and fully document their work with families engaged with the program. As noted, Natural Caregivers will be from the community, so they can be more readily accepted and make in-roads with families. Other partners that will support our Near West Great Families include but are not limited to: Neighborhood Alliance for Child Safety, Christel House DORS program, Goodwill Excel Center, Christamore House, Westside Community Development Corporation, IUPUI and Immigrant Welcome Center. Each organization will be fully invested with not only referring potential participants but in providing direct services through their area of expertise for families needing assistance.

**Describe your match in further detail. What are the specific sources of the unrestricted, non-federal funds you intend for this purpose? Please note that contractors cannot provide match funds, only sub-grantees.**

Near West Great Families sub-grantees are aware of the required match and have already begun to identify those resources needed to accomplish the match. Hawthorne has funds allocated to the CWF program through its agency allocation that can be used as match. In addition, Hawthorne receives \$20,000 per year in barrier buster funds from a private donor that will support our match. Hawthorne also has a philanthropic friend that provided \$150,000 in 2017 for matching even though we were not funded in the first round. We had hoped that Early Learning Indiana would be a sub-grantee in our original proposal but their financial need did not meet the threshold to be considered a sub-grantee. We will continue to work through this and other issues as we move toward implementation of the program but we do not feel that securing the match to be a major issue. Early Learning Indiana is prepared to directly grant private philanthropic funds (non-SIF funds) to Hawthorne to help them meet a portion of their match obligation.

**Elaborate on any specific efforts or partnerships that will be implemented during this initiative to help serve the Latino community.**

In our first proposal, we focused on the Latino population as a key demographic to serve. With changes on the federal level, there is now a great fear among this growing segment of the population and concerns that deportation might be a reality for individuals and families. We still intend to serve this population but also understand that trust is very tenuous at the current time. Hawthorne works with a variety of organizations that serve the Latino population. Currently, the Hispanic Chamber of Commerce and Immigrant Welcome Center are co-located at Hawthorne. We have hosted two meetings related to safety plans for families with high participation at both. We have bilingual staff at every level of direct service and teach our early childhood curriculum in both English and Spanish. Almost 80% of the children we serve come from homes where only Spanish is spoken. Hawthorne staff has been involved with cultural training opportunities. We feel very comfortable in our ability to serve this population but definitely understand their wariness of new programs or participation outside their comfort zone.

**Elaborate on your plans for bringing on a new Executive Director and how they will be able to balance the new Great Families 2020 initiative with the overall needs of the organization.**

Hawthorne has made great progress in the past few years. A \$3.7 million capital project was completed in 2016 and the organization received \$5 million to create an endowment in early 2017. The Hawthorne Board is aware that the executive director will retire very early in 2018 after working at Hawthorne for fifty years. A new deputy director was hired in March of this year. She brings 30+ years of direct service and administrative leadership to her position. She will work with the executive director and current staff for the rest of 2017 to better understand the funding structure, program elements and community investment of the organization. She has recently assumed responsibility for managing all agency programs including the Hawthorne CWF. She is well versed on all aspects of the proposal and implementation of the Near West Great Families program. The Hawthorne Board will conduct the ED search but it is the hope of the exiting ED that the current deputy director will assume leadership of the agency. The Board is being notified within the next month of the Jan. 2 departure date for the current ED, allowing ample time for a thorough search and onboarding.

**Clarify your plans to integrate the early childhood education staff and the Center for Working families' staff to ensure the entire needs of the family are met.**

The purpose of having three family coaches is to provide front line access to the program from both the early childhood and adult perspective. The Early Childhood Family Coach will work with day care providers to recruit families to the program. The Family Coach will work with day care institutions and family care givers to ensure that they are being served through the program. Hawthorne will employ two CWF Family

Coaches who will work with adults that might qualify for participation in the program. All three Coaches will serve as case managers to help families create family plans, provide valuable support and monitor progress on meeting goals. The Coaches will also provide important data inputted through Efforts to Outcomes to document goal attainment. The key to having the program being focused on both ends of the family unit (children-adults) is communication among the coaches. Team-based case conferences will occur regularly to discuss progress of each family and emerging needs that present themselves. The Natural Caregivers will also be part of the regular case management team as they will be providing vital and tangible supports for participants regardless of how they entered the program. The Data Manager will play a key role in data quality and using data to drive case management and program improvement.

**Clarify if there are additional partners in the targeted neighborhood that were not listed or listed in limited detail (i.e. Goodwill) in the application but that you plan to work with to recruit families and provide services across the five domains (early childhood education, financial stability, economic assets, social capital, and health). Describe their role within the scope of your project plans.**

There is a plethora of resources in Near West, but in the past agencies worked in their silos and failed to fully collaborate with other agencies. Initiatives like Great Indy Neighborhoods, Sustainable Communities, Great Places 2020 and Indy 2020 Plan have created opportunities for organizations to better understand other key providers and to work collaboratively to improve access to needed resources. Near West stakeholders have been active in great economic development efforts and increased resident engagement. Community leaders, neighborhood association members, community centers, development organizations, churches, schools, university, library, police department, businesses and local government officials all work closely to support a good quality of life for residents. Partners come to meetings where development and new programs are introduced. Agencies network and actively look for ways to support positive opportunities. At our recent IMPD Community Fair, over 60 organizations showed up to talk about and distribute information about their programs. Working together is the norm for Near West and there is always great energy in the implementation of new programs. The access to partners to support Near West Great Families is ever changing and will continue to expand as the program develops.

Specifically with respect to Goodwill, MCCOY and Hawthorne have strong relationships with their Excel Centers, Nurse-Family Partnership and other services. We expect strong partnership with them on these fronts, as well as job training, credentialing and client referral.

**Describe your organizational and management structure in further detail. How will you ensure both sub-grantees are held accountable for ensuring the success of this initiative?**

Hawthorne intends to take ownership of the leadership of the program. The Executive Director and Deputy Director will assume administrative supervision of the program,

fiduciary management and data collection. The Hawthorne Board will receive regular reports on progress and finances related to the program. The Hawthorne Personnel/Program Committee will discuss any issues related to the program and report to the full board. The Hawthorne Adult Services Manager, under the supervision of the Deputy Director will manage the day to day implementation of the program. She will manage the Manager of Data, the two Hawthorne Family Coaches and work closely with MCCOY and the Early Childhood contractor to ensure performance and documentation are demonstrating progress. The Hawthorne Senior Leadership team meets every other week and Near West Great Families will be on the agenda at every meeting to address any issues and monitor progress. The Adult Services Manager already manages the Hawthorne CWF and the core direct service providers that include an Employment Coach, Financial Coach, Education Coach, Income Supports Coach and the Bilingual Navigator.

The team-based case management and the rigorous use of data will also drive cross-organization conversation. Finally, the partner organizations have strong existing relationships and trust. This grant process as well as past partnership has strengthened these bonds. We expect coordination to be greatly benefited by this.

**Describe how the proposed plans of the potential contractor, Early Learning Indiana, to act as a coach to help early childhood providers move up in Paths to Quality, is a needed part of the initiative and not a duplicative effort of their work and that of other organizations. What additional services will be provided?**

The aspect of the program that includes coaching for day care sites is *in addition* to providing direct service for families with small children. The program and community will benefit from additional high quality day care seats. This work will lead to long-term benefit and a supportive early childhood ecosystem in the Near West that transcends the families directly on the SIF caseload. Improving the standard of care for young children through increasing PTQ levels will ensure that children are receiving the highest level of early childhood education and are better prepared to begin kindergarten. This element of our proposal does not impact the budget as funds to improve quality will be funded through other funding streams (not SIF funds). Finally, the work is something that Early Learning Indiana, is really good at! And, it could contribute to collaboration and coordination across UWCI efforts.

**Describe how the potential contractors will be integrated into the work. It is important that these are coordinated with program delivery and data sharing and not just used as referrals.**

It is our intention that every contractor is an actively engaged partner in the program. There are plenty of venues available to recruit participants through day care providers and community connections. The contractors will be providing direct service for families enrolled in the program. Mental health services, homeless prevention services, Child Protection services through the Alliance for Neighborhood Safety, High School Equivalency or drop out recovery, post-secondary employment or certification, food

pantries, dental and medical support, legal services, immigrant/translation services are just a few of the support services that will be offered to Near West Great Families 2020 participants. Entrepreneur opportunities, access to creative endeavors, volunteer and leadership training are just a few of the options for participating families. Data collection of all the different components that support families will be an integral part of our work. Partners will be invited to key decision meetings, updates to the community, community events and, as relevant, team-based case management.