

## **Narratives**

### **Executive Summary**

United Way of Greater Charlotte proposes to have 8 AmeriCorps members who will plan and execute community-wide events; survey and canvass their neighborhoods; connect residents to Community Quarterbacks; disseminate information about partner agencies and their services; increase awareness about Community Quarterbacks through newsletters, social media posts, etc.; conduct two focus groups; and identify assets, strengths, and needs of their neighborhood in Charlotte-Mecklenburg. At the end of the first program year, the AmeriCorps members will be responsible for raising awareness of Community Quarterbacks in neighborhoods and connecting residents with services. In addition, the AmeriCorps members will leverage 1,200 volunteers who will be engaged in community events including service days, resource fairs, and working with Community Quarterbacks.

The AmeriCorps investment of \$ 230,398 will be matched with \$ 222,850 in private funding.

### **Rationale and Approach/Program Design**

United Way Greater Charlotte (United Way), through our United Neighborhoods program, makes critical investments in historically disinvested neighborhoods around Charlotte-Mecklenburg. These neighborhoods are primarily housed within six 'corridors of opportunity', prioritized by the City of Charlotte: Central Avenue, Freedom/Wilkinson Boulevards, Beatties Ford Road, Sugar Creek, West Boulevard, and North Tryon. There are additional areas of focus located in North Mecklenburg, as well as in the communities of Lakeview, Grier Heights and Renaissance West. According to 2020 population density data, approximately 83,000 people reside within these neighborhoods, with 75% of the population identifying as black or Hispanic. Additionally, 35% of the population are children (less than 18 years old) or adults over 65. Over the decades, disinvestment in these neighborhoods has created negative conditions such as exposure to community violence along with other challenges for residents such as:

Social Determinants of Health (SDOH) - 2016 data show that residents in the corridors listed above die on average 5 years earlier than the overall death age of Mecklenburg County. Additionally, 33% of the residents receive Medicaid or NC Health Choice, which is more than twice the percentage for the county. A generational cycle of poverty - While the median income for Mecklenburg County in 2019 was \$ 76,452, the average median income within these neighborhoods is \$ 36,012, with the lowest being less than \$ 27,000.

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Access to lower-quality schools - 2019 proficiency data indicates that only 29.7% of the students within the corridors test proficiently in grades 3-5, 23.1% for grades 6-8, and 24.7% for grades 9-12, compared to 48%, 44% and 48% for the county respectively.

Barriers to accessing healthy food - 2018 data shows a range of 26% to 45% of residents in the community receiving Food and Nutrition Services compared to an overall 12% for the county.

Additionally, Charlotte-Mecklenburg is experiencing a housing crisis where low-income housing is scarce, and gentrification is rampant. Investors and homebuyers are redeveloping historic neighborhoods of color. Charlotte-Mecklenburg faces an estimated 23,000-unit shortfall in affordable housing. Thus, decades of disinvestment is now causing resident displacement. According to 2019 data, only 39% of residents in the corridors of opportunity own their homes compared to 56% for the county. A median gross rent of \$960 for this area means that a resident could spend about one-third of their gross income on housing alone.

Due to the legacy of segregation and structural inequities in our society, many of the individuals we serve identify as BIPOC. Because our investments are focused on the revitalization of historically disinvested neighborhoods, these communities are generally characterized by negative outcomes such as low birth weight, low life expectancy, low educational attainment, poverty, and high crime.

Investments in these areas seek to positively affect these current outcomes, which will give residents the opportunity to achieve economic mobility.

United Way makes critical investments within these neighborhoods through its United Neighborhoods program. This place-based, holistic, two-generation strategy focuses on changing the odds in disinvested Charlotte-Mecklenburg neighborhoods through comprehensive, resident-driven neighborhood revitalization so that children and families can achieve economic mobility. Unlike other community-level interventions, United Neighborhoods relies on community members to express their vision for their neighborhood, rather than outside decision-makers, prescribing what is best for a community. Our model also supports local community-based organizations with strong ties to residents in the community to convene partners and resources and connect residents to the services they identify as important.

United Neighborhoods works with a community-embedded organization known as a "Community Quarterback" to help achieve resident-driven goals. Community Quarterbacks work to bring together

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knowledgeable allies and facilitate the work of United Neighborhoods' many community partners (Chiarenza, 2014). Community Quarterbacks facilitate this work using a research-driven approach: engaging residents to develop trust and ensuring their voices are at the center of the community's strategy (Chiarenza, 2014). Community Quarterbacks also identify the community's strengths, assets, and needs by viewing the neighborhood holistically with community residents (Naughton & Communities, 2017).

Based on their knowledge of the neighborhood, Community Quarterbacks then identify potential partners and/or resources to complement the community's strengths, assets, and needs, such as affordable housing and youth mentoring (McHale & Andrews, 2014). Community Quarterbacks then facilitate the connection between community partners providing services, potential resources, and residents who may benefit from them.

Community Quarterbacks work to engage residents and share with them the services available, while building mutual trust to connect residents to those services that best meet their needs (McHale & Andrews, 2014; Naughton & Communities, 2017). Direct service partner agencies' services and resources are from diverse sectors such as early childhood education, affordable housing, food security, affordable medical care, mental healthcare, job preparedness, and youth mentoring (McHale & Andrews, 2014).

Community Quarterback's goals necessitate the seamless coordination of many activities, which usually leaves little time for the most important piece - community engagement. The lack of awareness of the existence of the Community Quarterback agencies has led to inconsistent engagement with residents, which has not allowed them to take advantage of available resources. AmeriCorps members will be an extension of the holistic approach to place-based work by building relationships between residents and Community Quarterbacks. By the end of the service year, the goal is that residents within the neighborhoods will have an increase in knowledge about the Community Quarterback in their neighborhood. On-going AmeriCorps member activities to support those goals include: convening neighborhood meetings, promoting programs and services, planning neighborhood events, conducting resident surveys, and collecting and sharing data from service providers. These activities will be iterative in nature, as additional information learned will be used to impact on-going engagement approaches.

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Additionally, AmeriCorps members will provide daily support to Community Quarterbacks through activities such as:

- identifying potential partner organizations based on resident needs
- following up with residents to ensure services have been provided
- developing and managing marketing and awareness
- identifying and implementing additional engagement strategies
- canvassing the neighborhood to get to know residents and their needs
- identifying ways to engage the broader community outside of the neighborhood.

In an effort to sustain the reach of Community Quarterbacks, members will also support activities such as:

- enlisting and coordinating volunteers from within and outside of neighborhoods
- organizing service days within the community
- identifying additional ways to increase efficiency so that Community Quarterbacks are able to expand their reach and build internal capacity to support more residents

Six Community Quarterback agencies have requested a member to support their needs, with two agencies requesting two members each because of the size of the communities they serve and their internal capacity to support member experience. ourBridge for Kids, Ada Jenkins Center, Freedom Communities, and North End Community Coalition will each have one AmeriCorps member. West Boulevard Neighborhood Coalition and Crossroads Corporation will each have two AmeriCorps members.

Although there is no current research on the intervention of AmeriCorps members supporting Community Quarterbacks with community engagement, logic tells us that residents are only able to benefit from services if they know that Community Quarterbacks exist, and the services that are available. Additionally, Community Quarterbacks must maintain a close pulse on the needs and desires of community residents to provide services that they identify as needing most. This is not a "one and done" approach, but rather it evolves with the needs of residents. The goal is for community priorities to constantly evolve as more residents take advantage of services and their quality of life improves. Embedding AmeriCorps members into the community will help bring awareness of

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Community Quarterbacks and increase the two-way communication between agencies and residents, ensuring that residents gain access to available resources.

United Way also chose this approach because we have engaged with Community Quarterbacks in place-based work for six years now, and we have seen the progress that Community Quarterbacks share about the work in their community. For example, Youth Development Initiative, a direct service provider, shared their experience with Renaissance West Community Initiative, a Community Quarterback: "I have learned that place-based service delivery is important because it elevates the perception of clients that their community both cares about their success and is mobilizing the resources to make it happen." Community Quarterbacks report yearly on outcomes including but not limited to:

- Youth positive behavior with peers and adults
- Individuals' and families' access to healthy foods
- Youth math and reading skills improve
- Individuals' access to physical and mental healthcare
- Access to affordable housing
- Individuals experiencing housing instability retain housing
- Students identify college and career pathways
- Students graduate high school or obtain a GED
- Expectant mothers have healthy pregnancies
- Residents are civically engaged

To our knowledge, United Way's AmeriCorps intervention has never been done before. However, we know that place-based interventions are successful because of the success of interventions such as Harlem Children's Zone and The City of Refuge. Harlem Children's Zone promotes economic mobility by opening pathways for both children and their families with wrap-around services, education programs, wellness initiatives, and a neighborhood-wide network of programs and services. The City of Refuge's process takes place in one location, with residents of the most disinvested zip code in Atlanta coming to the organization to promote a thriving community with food assistance, housing, healthcare, education, job training, and financial literacy. With our focus on place-based work, we want to create an intervention that supports Community Quarterbacks and actively engages community residents. As such, we will be flexible as AmeriCorps members' needs arise around

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training, and we will pivot to other activities if those activities are a better fit for certain neighborhoods. Flexibility and training for all aspects of programming will be important, as we are the first AmeriCorps program to pilot this intervention.

We developed the output and outcome measures below because the existing measures through the National Performance Measures options do not fit our program well. Because we are piloting a new intervention, we opted for applicant-determined measures.

### **Output Measure**

Output measure: 2,800 residents per AmeriCorps member who are engaged with the Community Quarterbacks

Output Target: The number determined will be different for each Community Quarterback as they serve a different number of neighborhoods and residents.

Output Measured by: Residents who engage with the Community Quarterbacks over the duration of the program via sign-in sheets at neighborhood meetings and engagement with Community Quarterbacks. We have defined engagement as a reciprocal exchange between residents and Community Quarterbacks. We have defined residents as any individual living in the identified communities that the Community Quarterbacks serve. We have defined engagement as attendance at a community meeting; reaching out with a mutual communication exchange between resident and member, meaning that the resident responds to the member (unduplicated); and does not include email blasts or interacting on social media posts.

The output measure is used to determine the success of the AmeriCorps member outputs/activities. Collecting numbers of people connected to the Community Quarterbacks through sign-in sheets and number of residents served at the Community Quarterback agencies will provide this number and measure success for outputs. AmeriCorps members/Community Quarterbacks will keep a running list using an Excel spreadsheet of all of the resident names from sign-in sheets. In this way, they can keep track of forms of engagement of residents while not duplicating counts. For example, John Doe may attend a neighborhood event and email with the Community Quarterback three times. All of these instances will be kept on the spreadsheet.

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### Outcome Measure

Outcome measure: 1,400 residents with an increase in knowledge of the services available through Community Quarterbacks

Outcome Target: The number determined will be different for each Community Quarterback as they serve a different number of neighborhoods and residents.

Outcome Measured by: Residents who increase their knowledge of the services of Community Quarterbacks over the duration of the program via a survey tool to determine a change in knowledge of services. An increase in knowledge can mean a 1-point or more increase in knowledge based on the retrospective survey. Members will administer surveys in May 2024 after spending August 2023-April 2024 canvassing and engaging with community residents.

An example of survey questions that capture both pre- and post- intervention data:

On a scale of 1-3 with 1 being not knowledgeable, 2 being somewhat knowledgeable and 3 being very knowledgeable, describe your knowledge of:

- What a Community Quarterback is
- Who the Community Quarterback for your neighborhood is
- Where to find the Community Quarterback
- What type of services the Community Quarterback can help you get connected with
- How the Community Quarterback can help you get connected with services

AmeriCorps members will administer the survey electronically and with paper to ensure that all residents have the opportunity to take the survey.

The outcome of the program is increased knowledge of residents about Community Quarterbacks. We chose the one-time survey option to measure the outcome because administering beginning, mid-way, and end of program surveys is burdensome for residents. One-time surveys will give a full picture of the effectiveness of the intervention with AmeriCorps members. This method also ensures that both pre- and post- intervention data is collected together, preventing unusable data from residents completing only one portion of the pre- or post- surveys. Although some may consider a retrospective pre/post as a limitation compared to a true pre-post design, many scholars recognize that the retrospective design reduces pretest bias that may exist due to over- or under-estimation of knowledge (e.g., Lam & Bengo, 2003). Specifically when it comes to examining knowledge, the

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retrospective method allows residents to reflect on what they have learned and more accurately report the amount of change they perceive to have occurred (Pratt et al., 2000; Rice, McGill & Adler-Baeder, 2017). Further, the retrospective survey reduces the burden for residents who may be hesitant to participate in data collection across multiple time points and ensures that more useable data (i.e., matched pre/post) are collected.

### **Data Collection and Measurement**

Collecting output data is an important part of our intervention. AmeriCorps members will use sign-in sheets for events/meetings and regular data collected by the Community Quarterbacks on the number of clients they serve to measure output data.

AmeriCorps members will lead data collection efforts as part of their service year. A primary role of their position will be to administer surveys (one-time surveys described above) within their neighborhoods to identify resident knowledge about the Community Quarterbacks. Our goal is for resident knowledge of Community Quarterbacks to increase due to canvassing and community events to raise awareness.

United Way's Research and Evaluation Team will work with Community Quarterbacks and AmeriCorps members to analyze and aggregate the data collected to report outcomes. The Research and Evaluation Team will co-develop recommendations with members and work on "sense-making" of the data to tell a full story about the program successes and member experiences in order to build on the strengths of the effort, and work to continuously improve it for future years.

United Way's Research and Evaluation Team will work with the data collected to ensure it is compliant with AmeriCorps requirements. Throughout the data collection/survey process, AmeriCorps members will receive training on how to administer the survey tool and data collection best practices in compliance with United Way's internal data structures and AmeriCorps requirements.

Our survey storage protocol is:

- Paper Data Storage: Sign-in sheets with participant names and paper copies of anonymous retrospective surveys will be stored at United Way of Greater Charlotte in a locked filing cabinet. Only the AmeriCorps team and United Way of Greater Charlotte evaluation team will have access to the



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documents. Any new members added to the team will be trained in confidentiality and data safety protocols. The documents will be kept for a period of three years after grant completion and then shredded. Any information used for reporting or research purposes will be de-identified.

- Electronic Data Storage: Any electronic data, including the engagement master list with participant names and any electronic anonymous retrospective surveys will be stored on a secure, password protected server. Only the AmeriCorps team and United Way of Greater Charlotte evaluation team will have access to the documents. Any new members added to the team will be trained in confidentiality and data safety protocols. The documents will be kept for a period of three years after grant completion and then permanently deleted. Any information used for reporting or research purposes will be de-identified.

### **Member Experience**

To ensure AmeriCorps members have a meaningful and satisfactory experience, AmeriCorps members will meet monthly with United Way staff for check-ins, debriefing opportunities, and support. On the same day, AmeriCorps members will have an opportunity to meet together with other members to share wins, challenges, and best practices.

To ensure their success, AmeriCorps members will undergo training with United Way staff and with Community Quarterbacks. As such, they will have many opportunities to advance their skills in areas such as canvassing, understanding and analyzing data, events management, technology and social media, engagement strategies, and Racial Equity and Inclusion (REI) training for work with the populations in their target neighborhoods.

United Way will utilize networks of Community Quarterbacks to recruit AmeriCorps members from the neighborhoods that Community Quarterbacks serve. Our ideal candidate is a neighborhood resident who is familiar with the needs of the neighborhood and the population, as well as someone who has existing connections within the neighborhood. We will utilize social media and online and in-person job postings to attract candidates. As a secondary recruiting effort, we will work with Johnson C. Smith University to identify graduates who may be a good fit for the AmeriCorps positions.

Community Quarterbacks will also provide day-to-day guidance and direction for AmeriCorps members. They will introduce AmeriCorps members to community residents and stakeholders, and to

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other staff at the Community Quarterback site. Community Quarterbacks will also provide background on the community and its residents.

AmeriCorps members will undergo the following trainings:

- Orientation with facilitators [REDACTED] (Director of Community Initiatives), [REDACTED] (Neighborhood Relationship Manager), and [REDACTED] (Neighborhood Relationship Manager). Orientation will include internal processes, resources, how to complete time sheets, and compliance
- Monthly REI internal trainings (described below)
- Quarterly survey/data collection training with facilitators [REDACTED] (Director of Research and Evaluation) and [REDACTED] (Evaluation Manager) to learn about informed consent and proper data collection and data storage practices
- Quarterly professional development opportunities through United Way Worldwide, including leadership programs, training courses, and webinars. These professional development opportunities may include: Fundraising from Foundations and Grant Management, United In Purpose, and Equitable Community Impact Foundations
- Periodical trainings through the Forum at Hope Haven such as Trauma Informed Care, Motivational Interviewing Basics, Mental Health 101, De-Escalation Strategies, and Substance Use Disorder Basics
- Kellogg's Nonprofit Management training, which will provide AmeriCorps members with a certificate in Nonprofit Management

United Way has an REI Director and committee, and each staff member undergoes REI training as part of the onboarding process, and subsequently in monthly staff meetings. AmeriCorps members will complete REI training as well. We will utilize the resources we have developed to ensure that United Way and Community Quarterbacks are diverse, supportive, and inclusive environments for AmeriCorps members and that they receive adequate REI training to complete their year of service well.

### Organizational Capability

#### Organizational Background and Staffing

United Way is providing the following staff members for the AmeriCorps program management and implementation:

\* [REDACTED] 50%- [REDACTED] is the Director of Community Initiatives. She supervises both [REDACTED] [REDACTED]. Her role is management and support of AmeriCorps members,

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management and support of site supervisors, program management via strategy implementation, and general oversight for the program. In addition to these responsibilities, [REDACTED] will also support AmeriCorps members at Crossroads Corporation and Ada Jenkins Center.

\* [REDACTED] is a Neighborhood Relationship Manager. She is bilingual, so she is assigned to neighborhoods with high Spanish-speaking populations in her daily work. For AmeriCorps, she will support AmeriCorps members at ourBridge for Kids and Freedom Communities. She will be working with AmeriCorps members to provide support and guidance about the work of the Community Quarterback and information about the community. She will filter information up to [REDACTED] about strategy related to the Community Quarterback and the work of the AmeriCorps member.

\* [REDACTED] is a Neighborhood Relationship Manager. For AmeriCorps, he will support AmeriCorps members at West Boulevard Neighborhood Coalition and North End Community Coalition. He will be working with AmeriCorps members to provide support and guidance about the work of the Community Quarterback and information about the community. He will filter information up to [REDACTED] about strategy related to the Community Quarterback and the work of the AmeriCorps member.

\* [REDACTED] role is grant management and compliance, including submitting reimbursements, program management, and monitoring and reporting of program activities.

In addition to these dedicated AmeriCorps staff, United Way also has a Research and Evaluation Team that plans and executes data collection and analysis efforts.

United Way receives funding from Corporate Partners such as [REDACTED]

United Way regularly partners with other educational or workforce development programs. We currently have two Community Impact Fellows who are Community Psychology students at UNC Charlotte and work with the Research and Evaluation Team. We have also had student fellows from Davidson College in previous years.

### Compliance and Accountability

Regular communication with Community Quarterbacks, quarterly meetings with Community

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Quarterback site supervisors, and biweekly meetings with AmeriCorps members will help to prevent prohibited and unallowable activities. United Way staff will be regularly involved with AmeriCorps members as they develop their relationships with residents and their Community Quarterbacks, with two Neighborhood Relationship Managers being present in neighborhoods and with Community Quarterback site supervisors daily. United Way also has access to Human Resources through our Shared Services with the Children and Family Services Center. If problems arise with prohibited and unallowable activities, we will work with HR to address them. We will also follow the guidelines set forth in United Way's Employee Handbook regarding whistleblower policies.

████████████████████ will report any suspected criminal activity, waste, fraud, and/or abuse to ██████████ at VolunteerNC via email or phone if anything should arise. All United Way staff associated with the AmeriCorps program will be trained on whom to contact should an issue arise. ██████████ will conduct site visits to all six Community Quarterback host sites twice yearly with ██████████ depending on which Community Quarterback site she is visiting. She will keep documentation about the visit with AmeriCorps members and site supervisors.

### Member Supervision

To ensure AmeriCorps members receive sufficient guidance and support from their supervisor, AmeriCorps members will meet monthly with United Way staff, including their supervisor ██████████ for check-ins, debriefing opportunities, and support. On the same day, they will have an opportunity to meet together with other AmeriCorps members to share wins, challenges, and best practices. AmeriCorps members will have biweekly 30-minute one-on-one meetings with ██████████ over the phone, via Zoom, or in person to address concerns and questions, and get an update on their progress. Additionally, ██████████ will be reachable over phone and email.

United Way will conduct onboarding training with Community Quarterback site supervisors on their responsibilities as site supervisors, including the details of their role and the roles of ██████████ ██████████. As part of their training, site supervisors will learn about their roles in providing support for AmeriCorps members, direction, and expectations for communication with United Way and AmeriCorps members. AmeriCorps members will meet weekly for 30 minutes with site supervisors to discuss accomplishments, challenges, and tasks.

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United Way will continue to meet with Community Quarterback site supervisors quarterly after their onboarding training for additional training, feedback, and the opportunity to share best practices.

United Way will provide site supervisor training courses using On3. United Way currently has ongoing communication with Community Quarterbacks, so we can quickly address any additional questions and needs that arise.

### **Cost Effectiveness and Budget Adequacy**

N/A

### **Evaluation Summary or Plan**

N/A (This will be our first AmeriCorps grant)

### **Amendment Justification**

N/A

### **Clarification Summary**

N/A

### **Continuation Changes**

Performance Measure: AmeriCorps and Community Quarterbacks

Focus Area:	Economic Opportunity	Objective:	Other Economic Opportunity	No of MSY's:	8.00	No of Members:	8
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**Problem Statement:**

Specific communities across the Charlotte area have historically been disinvested leading to a number of negative conditions for the residents. The United Way of Central Carolinas has provided financial and structural support to Community Quarterback agencies, located within the neighborhood to provide programs and services specific to the needs and desires of the community. A lack of awareness of the agencies and their supports have led to inconsistent engagement with the residents which has led to the decrease in use of the available services.

**Selected Interventions:**

Resident engagement

**Describe Interventions:**

8 members, ideally currently living within the targeted communities, will lead engagement activities within their neighborhoods in order to increase the knowledge of residents about the Community Quarterback. The exact frequency and duration of engagement will vary from neighborhood to neighborhood based on the needs of the community. Once agencies who will receive members are selected, staff from United Way and the Community Quarterbacks will determine their individual needs to determine the number and duration of engagement activities for specific for their communities, but engagement activities may include canvassing, community events, focus groups, and other opportunities.

**OUTPT87746 Output:**

Number of individuals who are engaged with the Community Quarterbacks

Target: 2800 residents

Measured By: Other

Described Instrument: Sign in sheets at neighborhood meetings, and emails will be tracked on an excel spreadsheet to track resident engagement with Community Quarterback. There must be a reciprocal exchange between residents and Community Quarterbacks to indicate engagement.

**OUTCM87747 Outcome:**

Number of individuals who increase in knowledge about Community Quarterbacks

Target: 1400 Residents

Measured By: Other

Described Instrument: Survey tool to determine a change in knowledge of services. Surveys will be administered at one time (May 2024) during the program to measure change in knowledge about Community Quarterbacks based on engagement with the

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Problem	Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
The community problem that the program activities (interventions) are designed to address.	Resources that are necessary to deliver the program activities (interventions), including the number of locations/sites and number/type of AmeriCorps members.	The core activities that define the intervention or program model that members will implement or deliver, including duration, dosage and target population.	Direct products from program activities.	Changes in knowledge, skills, attitudes and opinions. These outcomes, if applicable to the program design, will almost always be measurable during the grant year.	Changes in behavior or action. Depending on program design, these outcomes may or may not be measurable during the grant year.	Changes in condition or status in life. Depending on program design, these outcomes may or may not be measurable during the grant year. Some programs, such as environmental or capacity-building programs, may measure changes in condition over a period as short as one year.
<p>33% of the residents living within the six corridors of opportunity neighborhoods receive Medicaid of NC Health Choice, more than twice the percentage for the county.</p> <p>The average median income for neighborhood residents is more than half that of the county.</p> <p>26% - 45% of residents received Food and Nutrition Services compared to 12% for the county.</p>	<p>8 Full Time AmeriCorps Members</p> <p>Research &amp; best practices on placed based giving and engagement strategies</p> <p>6 United Neighborhood Quarterback agencies: 1. Our Bridge for Kids; 2. Ada Jenkins Center; 3. The West Boulevard Neighborhood Coalition; 4. Freedom Communities; 5. North End Community Coalition; 6.</p>	<p>Plan and execute with Community Quarterback community events (community conversations, resource fairs, meetings, etc.) frequency will vary based on current model and identified needs but at least 4 over the member year</p> <p>Plan and execute ongoing community-wide canvassing/surveying activities</p> <p>Connect residents to Community Quarterback for coordination of</p>	<p>4 community events per site within each community</p> <p>100 residents per site participating in events hosted by Community Quarterbacks</p> <p>2,800 total neighborhood residents engaged by AmeriCorps members</p> <p>5,600 residents total attempted for contact complete one-time surveys</p> <p>2,800 residents total engaged via AmeriCorps</p>	<p>Resident understanding of the Community Quarterback existence and role increases</p> <p>AmeriCorps members &amp; Community Quarterbacks learn more about residents strengths, assets, and needs</p> <p>Resident awareness of available nonprofit services increases</p> <p>Community Quarterback increase contact and/or engagement with residents</p>	<p>Community Quarterbacks utilize information gathered by residents to:</p> <ul style="list-style-type: none"> <li>-inform their community priorities/program and service offerings</li> <li>-develop or adjust their model to one that best meets residents as well as agencies strengths, assets, and needs</li> </ul> <p>Nonprofits adjust their program offerings to better serve resident</p> <p>Increased resident engagement in services and events in the neighborhood</p>	<p>Neighborhood engagement of residents, Community Quarterbacks, and nonprofit partners is sustained</p> <p>Community supports in the neighborhood:</p> <ul style="list-style-type: none"> <li>-address and/or complement the current strengths, assets, and needs of the residents</li> <li>-adjust as community needs change</li> <li>-improve the Social Determinants of Health for residents</li> </ul> <p>Community has increased capacity</p>

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Problem	Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
<p>United Neighborhoods, an initiative under The United Way of Greater Charlotte, is a placed based strategy to help residents overcome negative impacts of the Social Determinants of Health (SDOH), however there is underutilization of services provided.</p> <p>Community Quarterback(s) lack the required resources to consistently and effectively engage residents. Residents are not accessing resources and supports available to them due to lack of awareness and/or knowledge.</p> <p>Lack of capacity to engage majority of residents across neighborhoods.</p>	<p>Crossroads Corporation</p> <p>United Way Staff: 3 staff members for AmeriCorps member support and program management, 1 staff member for grant management and compliance</p> <p>6 Community Quarterback site supervisors (1 at each agency, with 2 agencies having 2 AmeriCorps members)</p> <p>Training for members on how to:</p> <ul style="list-style-type: none"> <li>-effectively work with targeted population</li> <li>-conduct community based participatory research</li> <li>-co-create recommendations with Community Quarterback</li> <li>-engagement strategies</li> <li>-social media training</li> </ul> <p>United Way funded agencies providing resources and</p>	<p>services</p> <p>Disseminate information about partner supports for youths and adults</p> <p>Monthly member meetings with United Way staff to share best practices for engagement, Community Quarterback support, resident support, etc.</p> <p>Support the Community Quarterback communication platforms and determine how to increase marketing and awareness (social media, newsletter, email list, etc.)</p> <p>AmeriCorps members document strengths, assets, and needs that emerge from residents</p> <p>Utilize resident information to help Community Quarterback agencies identify the best way(s) to serve in their role</p>	<p>members to Community Quarterback per site</p> <p>Expanded Community Quarterback reach through social media</p> <p>Member experience: -12 successful member meetings with United Way staff -8 AmeriCorps members who successfully complete their year of service</p>	<p>Residents increase contact and/or engagement with nonprofit agencies</p> <p>1,400 residents connected to nonprofit services who complete the survey indicate an increase in knowledge of:</p> <ul style="list-style-type: none"> <li>-available services through Community Quarterback</li> <li>-Community Quarterback role</li> <li>-how to get involved with the Community Quarterback</li> </ul>	<p>Residents increase sense of community</p> <p>Increased social connections among residents</p> <p>Residents, Community Quarterbacks, and nonprofit partners develop shared vision for community change</p> <p>Utilization of nonprofit services programs by residents increase</p>	<p>to engage in community change efforts</p>



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Problem	Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
	support to residents External Volunteers					