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Executive Summary

Civic Works' Service Corps will engage 200 AmeriCorps members each year, who will leverage an additional 1,000 volunteers each year, to educate students, make housing more affordable, help low-income elderly and disabled residents access services, and help low-income communities access and learn about healthy food in Baltimore City and Baltimore County. At the end of three years, 225 AmeriCorps members (75 per year) will complete a college course within one year of service; 900 high school seniors will earn a high school diploma and enroll in college; 1,500 houses will be made more affordable for low-income families; 600 older adults and individuals with disabilities will be linked to services that make them more socially engaged; and 1,200 children will receive nutrition education. This project will focus on the CNCS focus areas of Economic Opportunity, Education, and Healthy Futures. The CNCS investment of \$681,664 will be matched with \$965,026.

Rationale and Approach

1. NEED

The Maryland counties of Baltimore City and Baltimore County are densely populated and contain high percentages of low-income people. Baltimore City has a population of 620,961. The 2010 poverty rate was 22.4% (the Maryland poverty rate was 9% and the national poverty rate was 14.3%). The November 2012 unemployment rate was 9.7%, with only 44% of the City's population part of the labor force. Only 78.5% of Baltimore City residents over the age of 25 have a high school diploma (compared to 88.2% in Maryland and 85.4% nationally) and only 25.8% have graduated from college (compared to 36.1% in Maryland and 28.2% nationally).

Baltimore County is approximately 595 square miles and encircles Baltimore City. The inner ring of Baltimore County borders many low-income Baltimore City neighborhoods and the populations and needs are similar. The total population of Baltimore County is 805,029. The 2010 poverty rate for the entire county was 8.2%. But towns bordering Baltimore City showed much higher rates - 25.4% in Landsdowne, 14.8% in Baltimore Highlands, and 13.1% in Dundalk. The November 2012 unemployment rate was 7.0% with only 56% of the County's population in the labor force. Although the overall rates of Baltimore County residents who graduated from high school and college are high (89.2% and 35.2%), the towns bordering Baltimore City show low rates. In Landsowne, for example, only 63.3% of the population over age 25 have graduated from high school and only 7.5% have graduated from college.

Low-income residents of Baltimore City and Baltimore County need a wide array of interventions

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that will allow families and communities to stabilize. According to the United Way of Central Maryland, 20.8% of Baltimore City residents and 22.7% of Baltimore City children are food insecure. For some, this is because they lack access to healthy food and are unfamiliar with healthy food. According to the Maryland Department of Aging, over 19% of Marylanders over the age of 60 are functionally disabled and the majority of the state's low-income older adults are concentrated in the Baltimore Metropolitan area. The 2010 American Community Survey indicates that 15.1% of Baltimore area residents are disabled. 6.5% of 18 - 64 year olds and 31.1% of adults over 65 have a disability that makes movement difficult. Disabled individuals and older adults are a growing segment of the area's population living in poverty.

According to the Baltimore City Department of Housing and Community Development's 2010-2015 Consolidated Plan, there are 296,615 total housing units in Baltimore of which 58,223 (19.6%) are vacant. 56% of renters spend more than 30% of household income on housing costs and 40.2% of homeowners with a mortgage spend more than 30% of household income on housing costs. 53.8% of all extremely low-income Baltimore residents are considered severely cost-burdened (spending more than 50% of income on housing).

In order for more low-income Baltimore area residents to become self-sustaining, they must be employed. In the Baltimore Regional Initiatives Task Force's September 2011 report on the Baltimore Region's Workforce, Maryland's strongest employment prospects are expected to be in occupations referred to as middle-skill jobs, occupations that require some post-secondary education beyond high school. The report predicts that 42% of job openings in Baltimore City and Baltimore County through 2016 will require this level of educational attainment. According to The National Skills Coalition's report, Maryland's Forgotten Middle-Skilled Jobs, "every Marylander should have access to the equivalent of at least two years of education or training past high school." This will require a significant increase in the percentage of Baltimore City and County residents who enroll in and complete college courses.

Affordability often limits how long a student can remain enrolled in college. Baltimore area colleges report percentages of students receiving financial aid that range from 35% (College of Notre Dame of Maryland) to 92% (University of Baltimore). At Morgan State University, a Baltimore college that many Service Corps AmeriCorps members attend, 72% of students receive some form of financial aid. In 2011, the college surveyed 300 students who left before earning a degree in the prior year and found that 40% had been in good academic standing but lacked the funds to continue attending college.

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2. AMERICORPS MEMBERS AS HIGHLY EFFECTIVE MEANS TO SOLVE COMMUNITY PROBLEMS

Civic Works Service Corps will recruit Baltimore City and Baltimore County residents, many of whom are current college students, and provide them with opportunities to serve Baltimore-area residents while improving their own futures. The enthusiasm, educational background, and skills of AmeriCorps members will be mobilized to improve the education, housing affordability, linkages to services, and nutrition of low-income Baltimore area residents. Civic Works is requesting 200 AmeriCorps (AC) members per year to serve in Service Corps programs. The specific service activities, number, and types of slots are described by focus area below.

a) Education Focus Area (36.42 MSYs)

108 AC members will improve the educational outcomes of Baltimore area students and help them prepare for success in college.

To improve the academic achievement of Baltimore City elementary, middle, and high school students, 2 Full-time, 8 Half-time, 11 Reduced Half-time, 12 Quarter-time, and 10 Minimum-time AC members will tutor students in-school at the REACH! Partnership School and after-school at the Goodnow Community Center and Collington Square Community Center. They will provide homework assistance and academic enrichment, help staff implement rigorous academic programming, help students develop life skills, prepare lesson plans, recruit and manage community volunteers, maintain contact with parents, and lead students in designing and implementing service projects. The variety of terms of service allow flexibility for AC members, a majority of which will be part-time college students, while providing maximum coverage for the days of the week (i.e. Monday - Wednesday) and times of year (i.e. summer) when the most students attend.

To prepare students for success in college, 2 Full-time, 2 Half-time, 25 Reduced Half-time, 15 Quarter-time, and 21 Minimum-time AC members will serve in the Baltimore County Public School System's AVID (Advancement Via Individual Determination) program and at the REACH! Partnership School in Baltimore City. AC members will assist students in completing class and homework assignments, assist teachers in the classroom, motivate students to improve academic skills, guide students in group-based tutoring activities, create an atmosphere that is safe for questioning, help students develop time management and note-taking skills and strategies for test preparation, promote college awareness and cultural understanding, encourage behavior that ensures

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success in college, and support activities that motivate students to attend college. The variety of terms of service reflect the different needs of individual schools. Larger schools with well-established AVID programs need full and half-time AC members and smaller schools with new AVID programs need shorter-term AC members.

b) Economic Opportunity (13.64 MSYs)

44 AC members will help Baltimore City residents transition to or remain in safe, healthy, affordable housing. They will serve in one of three Civic Works programs: Project Lightbulb, Neighborhoods for All Ages, or YouthBuild. The 2 Full-time, 4 Half-time, and 12 Quarter-time AmeriCorps members serving in Project Lightbulb will help low-income families reduce home energy bills by making energy-efficient installations. They will provide residents with information on ways to reduce home energy use and install Compact Fluorescent Lights (CFL), energy-efficient fixtures, hot water heater wraps, and carbon monoxide/smoke detectors. The 4 Reduced Half-time AmeriCorps members serving with Neighborhoods for All Ages will make home repairs for low-income older adults and install safety fixtures, such as railings, grab bars, and ramps. They will serve 30 hours per week for six months. The 2 Reduced Half-Time and 20 Minimum time AC members serving in Civic Works' YouthBuild program will work alongside Civic Works and Habitat for Humanity of the Chesapeake staff in building houses for low income families. In the process, they will earn construction certifications and a GED. Members will serve 20 hours per week.

AC members themselves will benefit from participation in Service Corps. Civic Works will prioritize recruitment of Baltimore City and Baltimore County residents who have not graduated from college. Over the past three years, approximately 50% of Civic Works' AC members have been enrolled in college during their term of service and approximately 15% of members plan to enroll in college upon completion of a term of service. These members are highly motivated to successfully complete terms of service because the living allowance and Education Award they receive make college more affordable. Many members engage in service activities that directly relate to the degree they are seeking or future career plans, making national service much more beneficial than a part-time job. Staff will incorporate workshops on financial aid, use of the education award, time management, how to complete college applications, and other college-themed topics into member training sessions.

c) Healthy Futures (17.60 MSYs)

48 AC members will help low-income Baltimore area older adults, individuals with disabilities, and

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homebound individuals receive services that allow them to live independently and will help residents of low-income Baltimore City communities access food and improve nutrition. They will serve in one of three programs: Neighborhoods for All Ages, the University of Maryland School of Social Work, or Real Food Farm.

6 Minimum-time AC members at Neighborhoods for All Ages will be college students and community volunteers who visit low-income older adults to provide linkages and referrals to social services and community resources; organize social events, such as shopping trips and volunteer projects; and find other ways to make older adults more self-sufficient and able to remain living safely in their homes. They will serve 15 hours per week for six months. 10 Half-time and 16 Quarter-time AC members will be undergraduate and graduate students at the University of Maryland School of Social Work who serve in unpaid internships at local non-profit organizations. The AC members will meet with low-income Baltimore area older adults, homebound individuals, and individuals with disabilities, assess needs, make referrals for services that meet the identified needs, help the individuals develop a plan for following through, and meet periodically to check progress and make sure the individuals are able to stick with the plan. The main focus of the intervention will be increasing self-sufficiency and community engagement. Half-time members serve 20 hours per week during the school year and Quarter-time members serve 15 hours per week during the school year.

3 Full-time, 3 Half-time, 2 Reduced Half-time, 4 Quarter-time, and 4 Minimum-time AC members will serve at Real Food Farm. They will plant and harvest produce, hold nutrition classes and events, provide science and environmental education activities, and organize community outreach events. Real Food Farm utilizes a variety of service terms because the needs of the project change depending on the season.

3. EVIDENCE-BASED/EVIDENCE-INFORMED AND MEASURABLE COMMUNITY IMPACT

The primary measurable impact of Service Corps will be in the Economic Opportunity Focus Area. Civic Works will provide service opportunities that allow college students and high school graduates who want to go to college the opportunity to impact their communities, earn an education award that makes college more affordable, and gain skills and knowledge that help them complete college. Civic Works will measure and report on the number of members who have their high school diploma or equivalent but have not completed a college degree who complete a college course within one year after successfully finishing a term of service with Service Corps. The number of AC members meeting this objective over three years is estimated to be at least 225.

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a) Education Focus Area

Service Corps' primary service activities will be in the Education Focus Area. Members will tutor and mentor 3,500 high school students each year in Baltimore County and 375 each year in Baltimore City. 98% of high school seniors served by Service Corps AC members will graduate from high school and 99% of graduates will be accepted into a two or four year college. 80% of students tutored will demonstrate improved academic engagement.

The AVID method used by AC members in Baltimore County Public Schools is an evidence based, nationally-recognized in-school academic support program (implemented by over 3,500 schools in 45 states and 15 countries) with a proven record of accomplishment in helping students realize their potential and in closing the achievement gap. Independent research has shown that at the national level, AVID sends one-third more students to colleges than the national average and 89% of AVID students who enroll in college remain enrolled for at least two years. The program is most beneficial for minority students. In 2011, 100% of AVID graduating seniors in Baltimore County were accepted into college and amassed a total of \$2,692,039 in scholarship awards. At REACH! Partnership, Goodnow Community Center, and Collington Square, staff and AC members utilize the following evidence-based and evidence informed curricula to improve students' academic engagement in reading and math: Fast ForWord, MindWorks, and STEM.

b) Economic Opportunity Focus Area

At the end of three years, AC members will make repairs, installations, and renovations to 1,500 houses to make them more safe and affordable for low-income Baltimore City residents.

The Project Lightbulb model is evidence-informed. Civic Works has operated Project Lightbulb since 2007, helping over 4,000 low income families reduce home energy usage. Data provided by Baltimore Gas & Electric shows that Project Lightbulb installations and homeowner education result in an average energy savings of 53 kWh per household per month (\$240 per year) in addition to water savings. YouthBuild is a national model that is evidence-based. A recent study of YouthBuild USA conducted by Tufts University found that even though most YouthBuild participants are people of color from low-income households, they emerge from the program as civic leaders. 6% of alumni surveyed hold public office, 19% are now church leaders, 37% are professional youth workers, and 90% regularly help family members. To construct homes, YouthBuild AC members will utilize the nationally-recognized Habitat for Humanity model. Since 1982, Habitat for Humanity of the

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Chesapeake has completed more than 295 homes that provide stable housing for approximately 900 people.

c) Healthy Futures Focus Area

Over the three year grant period, AC members will provide services to 600 older adults, individuals with disabilities, and/or homebound adults. 85% will report increased social ties/perceived social support. AC members will also provide nutrition education to 1,200 children and youth with the purpose of reducing childhood obesity.

The Neighborhoods for All Ages model is evidenced-based. As documented by a 2010 independent evaluation commissioned by the Association of Baltimore Area Grantmakers, the program's clients showed increased knowledge and use of social services, social engagement, ease of travel, and perceived quality of life. The program has served 585 clients since 2009 and made repairs to 132 homes. The methodology and curriculum used by the University of Maryland School of Social Work is evidenced based. The actions of individual students are closely monitored by University of Maryland professors and licensed social workers at the organizations where they serve. The Real Food Farm model was developed after visiting local for-profit farmers, researching and visiting urban agriculture projects in other cities such as Growing Power in Milwaukee. The program has grown over 30,000 pounds of food, created a Mobile Market that accepts SNAP debit cards (Supplemental Nutrition Assistance Program) and offers double dollars to low-income families, and provided nutrition and agriculture education to over 2,500 residents.

PROGRESS TOWARD MEETING PERFORMANCE MEASURES IN PREVIOUS YEAR:

During 2011-2012 program year, Civic Works met and exceeded all Service Corps performance measures. AC members assisted 781 students in completing an education program and 583 students showed academic improvement during the year. AC members visited and retrofitted 633 low-income Baltimore City households, with 567 reducing energy usage by a projected 360,612 kWh.

4. MEMBER RECRUITMENT

Civic Works has a strong history of recruiting candidates committed to the ideal of service and who represent a range of ages, abilities, and backgrounds. Most years, over half of Service Corps AC members are minorities. In 2012, AC members ranged in age from 17 - 76 and had diverse economic and educational backgrounds.

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Recruitment efforts will include advertising online (at the Civic Works website, Facebook, Twitter, Idealist, Craigslist, Collegetown, etc) and in newspapers. Staff will recruit at local colleges, churches, community-based organizations, career fairs, conferences and special events. Civic Works' most reliable method of recruitment is word-of-mouth. AC members and community associations often publicize the program among family and friends, which generates a strong base of candidates from local communities. Civic Works will participate in My AmeriCorps on-line recruitment, including providing a comprehensive program profile online and identifying candidates. Staff will ensure that all images, video, and text within promotional materials and advertisements depict or include references to people from a variety of backgrounds, including women, minorities, older Americans, veterans, people with disabilities, and other members of underrepresented populations. A majority of recruitment activities take place in August - October for year-round programs and in April - May for summer programs.

5. MEMBER TRAINING

Service Corps AC member training will be program-specific. All AC members will attend a two-hour orientation conducted by the Civic Works Service Partnerships Coordinator. The orientation includes a brief history of national service, AmeriCorps and Civic Works; an explanation of what AmeriCorps is and the responsibilities of being an AC member; an overview of Civic Works rules and procedures; discussion of the prohibited service activities - what they are, why they are prohibited and how to handle situations that involve prohibited activities, and discussion of Civic Works' AC member grievance policy and contact information for Civic Works AC staff. All members are given a copy of the Civic Works AC member handbook and forms, and take the AmeriCorps oath. Staff make sure the AC members understand their position description, the length of their service commitment, the hours they are expected to serve each week, the amount of their bi-weekly stipend, and the amount of their education award. Each Service Corps Supervisor is responsible for providing a service site orientation that includes an introduction to the community and population being served. They will train members in the program-specific skills they will need to serve effectively and review the prohibited activities in a site-specific context. Each member will receive a minimum of 30 hours of training.

a) Education AmeriCorps members

In order to complete service activities, Education AC members need to learn skills such as

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mastering the education curriculum, managing a group of students, lesson planning, how to use positive reinforcement to improve student behavior, how to relate to students from different backgrounds, and how to resolve conflicts. Baltimore County AVID AC members attend a two-week training session in September and quarterly member development sessions. REACH! Partnership AC members attend a two week training session in August before the start of the school year and attend professional development sessions alongside teachers during the year. Goodnow Community Center AC members attend a two-week training session in September and attend quarterly member development sessions. Collington Square AC members attend one week of classroom training and one week of in-service training as well as training sessions throughout the year offered by the Family League of Baltimore City.

b) Economic Opportunity AmeriCorps members

In order to complete service activities, Economic Opportunity AC members need to learn skills such as worksite safety, carpentry, demolition, drywall installation, plumbing, painting, energy efficiency fixture installation, grab bar and railing installation, and general home repair. Project Lightbulb AC members attend a 30 hour training course and shadow staff for one week. Neighborhoods for All Ages AC members will receive one week of pre-service training, daily in-service construction training and bi-weekly hour-long training sessions led by program staff. YouthBuild AC members will attend a two week "mental toughness" orientation session and then receive daily construction training from certified instructors. They also spend non-service hours in the classroom with a GED instructor.

c) Healthy Futures AmeriCorps members

In order to complete service activities, Healthy Futures AC members need to learn skills such as case management, how to talk to clients about sensitive subjects, how to solve problems using community resources, how to recruit volunteers, how to talk to students about food and nutrition, farming and food systems, and how to engage community members. Neighborhoods for All Ages AC members will receive one week of pre-service training and bi-weekly hour-long training sessions led by program staff. University of Maryland School of Social Work AC members will be trained by professors overseeing community development placements as well as the staff of the non-profit organizations where they are placed. Real Food Farm AC members receive on-the-job training from program staff and attend training sessions during the program year offered by Future Harvest and

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Farm Alliance of Baltimore.

6. MEMBER SUPERVISION

The Civic Works AC Program Director will make a training plan for all Service Corps staff supervising AC members and will meet with partner organizations plan for technical support. All Civic Works staff will attend a minimum of four training/professional development sessions each year. The AC Program Director will attend quarterly state AmeriCorps meetings and will share all information about training, supervising, and monitoring AC members with staff.

a) Education Programs

All AC members serving in education programs will meet the AmeriCorps qualifications for tutoring programs. They will be trained by staff in using evidence-based academic curriculums and will be supervised on a daily basis by experienced staff and/or licensed teachers.

AVID AC members are supervised by Civic Works' AVID Program Supervisor and AVID Program Assistant. Daily on-site supervision of AVID AC members will be the responsibility of each school's AVID coordinator. Prior to the beginning of the program year, Civic Works' staff will meet with all AVID coordinators to discuss the role and responsibilities of each member. Coordinators will also discuss prohibited activities and be given the contact information for Civic Works supervisors. Each AC member will receive at least one visit every two weeks from a Civic Works supervisor and will attend mandatory quadrant meetings. AVID AC members will be trained in using the nationally recognized AVID tutoring curriculum.

REACH! AC members are supervised by Civic Works REACH! AmeriCorps Coordinator and will be trained in implementing the Fast ForWord and Northwest Evaluation Systems curriculums used at the school. Goodnow Community Center AC members will be supervised by Civic Works' Goodnow Supervisor and will be trained in implementing the MindWorks Resources after school curriculum. Collington Square AC members will be supervised by the Club at Collington Square Lead Teacher, a licensed Baltimore City Public School Teacher, and will be trained in implementing a curriculum developed by the Lead Teacher in partnership with the Collington Square Elementary/Middle School Principal as well as in administering STEM assessments. Civic Works Service Partnership Coordinator will call or email each Collington Square AC member at least once every two weeks, speak with the site supervisor monthly about AC member progress, and will conduct quarterly site visits.

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b) Economic Opportunity AmeriCorps members

All Economic Opportunity AC members will be under the daily supervision of Civic Works staff. AC members serving in Project Lightbulb will be supervised by Civic Works' Project Lightbulb Supervisor. AC members serving in Neighborhoods for All Ages will be supervised by Civic Works' Elder Services Manager. AC members serving in YouthBuild will be supervised by Civic Works' YouthBuild Program Coordinator.

c) Healthy Futures AmeriCorps members

Real Food Farm and Neighborhoods for All Ages AC members will be under the daily supervision of Civic Works Staff. AC members serving in Real Food Farm will be supervised by Civic Works' Real Food Farm Program Manager. AC members serving in Neighborhoods for All Ages will be supervised by Civic Works' Elder Services Manager. University of Maryland School of Social Work AC members will be supervised by The Social Work Community Outreach Center Coordinator at University of Maryland, Baltimore and the Assistant Dean for Undergraduate Field Instruction at UMBC with daily supervision provided by licensed social workers at site placements. Civic Works' Service Partnership Coordinator will call or email each School of Social Work AC member at least once every two weeks, speak with the site supervisor monthly about AC member progress, and will conduct quarterly site visits.

7. MEMBER EXPERIENCE

Each AC member will receive an orientation that includes a brief history of national service, an explanation of what it means to be an AC member, and the AC member pledge. They receive service gear with the AC logo and a certificate.

AC members are provided with many opportunities throughout their service year to participate in community events and projects, reinforcing, their ethic of service. Civic Works operates an AC member Council with representatives from each Service Corps program. Representatives create a listserv and calendar of events where AC members can socialize and meet throughout the year to create small service projects, such as neighborhood clean-ups, flower plantings and canned food drives. AC members will be encouraged to attend local, state and national AC events to meet other national service participants.

Civic Works will provide AC members with opportunities to reflect on their service experiences and discuss the impact of their activities with staff and fellow members. Each program is required to

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schedule a time for structured AmeriCorps reflection at least once each month. Some programs hold them once each day. They discuss the "roses" and "thorns" of service activities and are encouraged to keep journals documenting successes and challenges. During training sessions and program-wide service projects, members are given the opportunity to share experiences and encourage the progress of fellow members. Civic Works holds an organization-wide graduation event each summer where AC members are recognized for their service and many Service Corps programs hold smaller graduations for AC members where they can reflect on service in a team setting.

8. VOLUNTEER GENERATION

Service Corps will recruit and provide service opportunities for at least 1,000 volunteers each year for a total of 3,000 volunteers during the three year grant period. Volunteers will serve alongside AC members at REACH! Partnership, Goodnow Community Center, Collington Square Community Center, Real Food Farm, Neighborhoods for All Ages, and YouthBuild. They will participate in program-related service projects; mentor students; collect and sort books; plant and harvest food; improve the infrastructure of Real Food Farm; help organize community events, paint houses and plant flowers for older adults; participate in community clean-ups; design and paint murals; plant trees and install landscaping features; and build houses and paint houses.

Civic Works considers teaching members how to recruit and manage volunteers an important part of the Service Corps model. When AC members learn to interact with volunteers, they are expanding their experience and improving a valuable life skill. The ability to lead volunteers in a project is also a good measure of the service-related skills a member has acquired. In the beginning of the program year, AC members often observe Civic Works staff leading volunteers and are only expected to interact with volunteers while completing a project. As the year progresses, members will be encouraged to teach volunteers the skills they will need that day and by the end of the year, AC members should be able to lead volunteers in completing a project.

Civic Works does not recruit volunteers to engage in prohibited activities. All Service Corps volunteers will be engaged in existing Service Corps programs, which do not engage in prohibited activities. When volunteers sign the Civic Works volunteer waiver, they are informed about the prohibited activities and staff regularly observe volunteer projects to ensure compliance.

9. ORGANIZATIONAL COMMITMENT TO AMERICORPS IDENTIFICATION

Civic Works identifies strongly with National Service and proudly describes the organization as

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being an AC program in all written materials including website text and social media accounts, brochures, annual reports, newsletters, recruitment materials, press releases, etc. The AC logo appears on Civic Works' letterhead, staff and AC member shirts, sweatshirts, and jackets, websites, and publications. The AC logo is displayed in the lobby of Civic Works' headquarters and will be included on signs at project sites. Civic Works will include in the Memorandum of Understanding with each Service Corps partner organization that projects utilizing AC members must display the logo and credit the role of AmeriCorps in materials relating to the program. Civic Works' AC Program Director and Service Partnerships Coordinator are responsible for ensuring compliance during site visits.

Organizational Capability

1. ORGANIZATIONAL BACKGROUND AND STAFFING

Civic Works was founded in 1993 and has a mission of strengthening Baltimore's communities through education, skills development, and community service. Since then Civic Works has provided service opportunities for more than 3,000 AC members. Civic Works has a stable management team made up employees who have been with the organization for many years and over half of the staff has previously served as AC members. This creates a strong ethic of service and makes the organization well-suited to identify and respond to the needs of AC members and the communities served. Service Corps will be implemented by the following staff:

a) Dion Wright, Deputy Executive Director (75%): Serves as the AC Program Director and is responsible for contracts, fiscal and programmatic reports, attendance at monitoring meetings, and ensuring compliance of all programs and partner organizations. Dion has directed education and youth development programs at Civic Works since 1998 and has served as the AmeriCorps Program Director since 2003. He has successfully administered grants from the Corporation for National and Community Service, Department of Housing and Community Development, Department of Labor, National Park Service, and similar state and local agencies.

b) Madeleine Kamalay, Service Partnerships Coordinator (100%): Maintains relationships with site supervisors at partner organizations, supervises AC members serving at partner organizations, coordinates the AC member council, manages the eGrants portal. Madeleine served as an AC member for one year and has been the Service Partnerships Coordinator for one year.

c) Candice Blackwell-Richardson, AVID Program Supervisor (100%): Manages AVID AC members. Candice served for one year as an AVID AC member, has a degree in teaching, and has supervised AVID members for 5 years.

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d) Catherine Thomas, AVID Program Assistant (100% part-time): Provides administrative and member management support to the AVID. Catherine has been on staff at Civic Works for six months and was an AVID AC member for one year.

e) Rhonda McKinney, REACH! PSE Coordinator (100%): Manages the REACH! Partnership members. Rhonda has been on staff for two years and is experienced in education and youth development.

f) Sean Thames, YouthBuild Program Coordinator (60%): Manages the YouthBuild AC members. Sean was an AC member for two years and has supervised AC members for four years.

g) Keri Distance, Goodnow Community Center Supervisor (100%): Manages Goodnow AC members. Keri was a Goodnow AC member for one year, has an education degree, and has supervised AC members for six months.

h) Zach Chissell, Real Food Farm Program Manager (100%): Manages Real Food Farm AC members. Zach served as a Real Food Farm AC member for one year and has managed AC members for one year.

i) Christy Bullman, Elder Services Manager (50%): Manages the Neighborhoods for All Ages AC members. Christy has a Masters degree in Social Work and has been on staff four years, managing AC members for two years.

j) Joshua Shodiende, Project Lightbulb Supervisor (100%): Manages Project Lightbulb AC members. Joshua was a Project Lightbulb AC member for one year and has been managed AC members for two years.

k) Natalya Shkolnikova, HR/Payroll Coordinator (70%): maintains personnel, AC member, and payroll files, including coordination of pay and benefits, for all Service Corps staff and AC members. Natalya has been on staff for 10 years.

l) Sharon Sylla, Administrative Assistant (100%): Provides administrative support for Service Corps staff and AC members including assistance with reporting. Sharon has been on staff for 11 years.

Civic Works provides staff training and professional development opportunities, helps each employee create a professional development plan, and encourages each employee to request additional training when needed. Civic Works documents service projects and community strengthening initiatives each quarter and compares accomplishments with objectives. The Board of Directors has a Program Assessment Committee that reviews the performance of all programs, including those in Service Corps. Each year, Civic Works employs an independent consultant who facilitates staff self-

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assessment and reviews various aspects of the organization, including program objectives, internal infrastructure, record keeping, and staff development.

In October 2010, Civic Works was re-certified under the Maryland Association of Nonprofit Organizations' Standards for Excellence program. To be considered for this designation, Civic Works was required to submit extensive documentation of board procedures, employment practices, and sound fiscal management. In May 2010, Civic Works' Service Corps was named an Innovative AmeriCorps program by Innovations in Civic Participation (ICP) - one of only two programs in Maryland selected.

Civic Works has successfully administered AC programs since 1994 and has a sound track record of compliance in all areas of administering multiple federal grants. Over the past twenty years, Civic Works has amassed an impressive record of successful community service projects, and has managed over \$40 million in federal grants and other funding. Civic Works is the current recipient of two AC grants and is a subgrantee of the Corps Network's Clean Energy Service Corps. Service Corps is currently in the third year of an AC Competitive grant (\$499,999). AIM for Excellence was funded this year through the GOSV State Formula process at \$332,499. This funding request combines the two programs in order to consolidate and improve program operations, oversight and accountability, and the AC member experience.

The Executive Director and Deputy Executive Director manage a staff of 35, provide program oversight, supervision of program directors and supervisors and maintain relationships with the program sites. Civic Works' Accounting and Human Resources staff monitor program budgets and manage member enrollments and payroll. Civic Works' 29-member Board of Directors is involved in financial oversight, program oversight, fundraising, and volunteer recruitment. In addition to program updates provided at board meetings, the Board Finance Committee regularly reviews the Service Corps budget. Board members participate in service projects and special events, and are recruited to present workshops and participate in career days.

2. SUSTAINABILITY

Civic Works has a history of success raising funds to support service activities and initiatives from City and State agencies as well as local foundations, corporations, and individuals. Civic Works has secured matching funds for Service Corps from the following sources: Baltimore City Public Schools, Baltimore County Public Schools, Baltimore City Department of Recreation and Parks, Baltimore City Department of Housing and Community Development, Habitat for Humanity of the Chesapeake,

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Exelon, Abell Foundation, Morton and Sophia Macht Foundation, Harry and Jeanette Weinberg Foundation, and individual donors, food sales, and other private funds.

Civic Works designs Service Corps projects to be as sustainable as possible. Staff must demonstrate how many years service projects can last after being completed or how they will be maintained in order to gain approval. Programs all have committed funders that value the contributions of AC members and indicate plans to continue support the programs if AC funding ends. Staff strive to increase the self-sufficiency of clients and communities served by AC members so that program investments last a life-time and work to build a volunteer base that allows programs to continue in case of decreased financial support.

In addition to Service Corps program partners (Baltimore County Public School System, Club at Collington Square, University of Maryland School of Social Work, and Habitat for Humanity of the Chesapeake), Civic Works has long-standing partnerships with many community and faith-based groups, corporations and government agencies to operate Service Corps. Civic Works' current partners include: CARE Community Association, Coldstream Homestead Montebello Community Corporation, Greater Homewood Community Organization, Belair-Edison Neighborhoods, Inc., HEBCAC, The People's Homesteading Group, Baltimore City Public Schools, Baltimore Department of Housing and Community Development, Baltimore Department of Parks and Recreation, Baltimore Office of Sustainability, The Johns Hopkins University, University of Baltimore, Morgan State University, Christian Temple, Business Volunteers Unlimited, and Jewish Volunteer Connection.

Civic Works' partner organizations provide volunteer support, recruitment assistance, financial assistance, technical support and program materials, or projects and program sites. Civic Works staff meets with program partners at the start of each year to plan member activities and speaks with them regularly to for progress updates. Staff ask AC members, community members, volunteers, and program partners for feedback and suggestions at least once each year. Civic Works includes a diverse group of organizations and community groups in all projects.

3. COMPLIANCE AND ACCOUNTABILITY

Civic Works selects partner organizations and service sites that demonstrate fiscal and programmatic stability, complement Civic Works' mission and will benefit from the service of AC members. Civic Works provides staff support for AC member orientation and training as well as ongoing supervision of AC members.

Before each program year, the AC Program Director meets with partner organizations to ensure

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that member activities meet all AC criteria and that they can provide adequate training and member development. Staff supervising members at service sites will be required to undergo an FBI Criminal Background and Sex Offender Registry check. Each partner organization signs an MOU at the beginning of each program year, agreeing to provide a match for AC member living expenses, provide staff supervision, and share program data with Civic Works that includes volunteer hours, in-kind donations, evidence of program impact, success stories, and examples of outstanding service. In order to ensure compliance with AC rules and regulations including those related to prohibited activities, the AC Program Director will meet with Civic Works supervisors to ask about AC member activities and conduct unannounced visits to project sites. The Service Partner Coordinator will conduct site visits at partner organizations that includes meetings with supervisors and AmeriCorps members and observing AC member activities. Staff will periodically ask AC members to describe their service activities and ask about prohibited activities. If instances of risk or noncompliance are identified, the Service Corps Program Director will meet with the supervisor and AC member to determine a corrective action plan and will report the incident to the Governor's Office on Service and Volunteerism.

Current Grantees:

a) Demonstrated Compliance:

Civic Works did not have any compliance issues during the 2011-2012 program year and no compliance issues were identified at service site locations.

b) Enrollment

During the 2011-2012 program year, Civic Works' Service Corps portal enrollment rate was 100% and the Service Corps slot utilization was 99%. Civic Works was not able to fill one minimum-time position. It was allocated to a partner organization operating a summer program who recruited a person to fill the position but the candidate left during the first week before completing enrollment. Civic Works was not able to find another candidate before the enrollment deadline. To prevent this problem in the future, Civic Works has set an internal enrollment deadline for summer programs that is earlier in the program year so that enrollment difficulties can be corrected before it is too late in the year for a member to successfully complete service. In Civic Works' state formula-funded AC program, the 2011-2012 portal enrollment rate was 100.7% and the slot utilization rate was 112%.

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c) Retention

During the 2011-2012 program year, Civic Works' Service Corps retention rate was 97.10%. Four AC members ended service early. One moved out of the state before completing service, two left service early for permanent, full-time employment, and one AC member left early after repeated conflicts at the program site. Civic Works staff will continue to emphasize the commitment to service at the beginning of each AC member's term and will work with AC members to find solutions to conflicts. In Civic Works' state formula-funded AC program, the 2011-2012 retention rate was 92.0%.

Cost Effectiveness and Budget Adequacy

1. COST EFFECTIVENESS

Civic Works is requesting \$681,664 in Service Corps funding. The proposed cost per MSY for 2013-2014 is \$10,057, which is a slight decrease from the prior Service Corps cost per MSY (\$10,058). By integrating programs originally funded through Civic Works' state formula-funded AIM for Excellence program, Civic Works has lowered the cost per MSY of operating both programs (the 2012 AIM for Excellence cost per MSY is \$11,003) and will operate the programs more efficiently. Staff will be able to manage the portal and financial and progress reporting more easily, can combine more orientation/training sessions, and can share matching funds between programs.

Civic Works has a total budget of \$4,500,000 that comes from a variety of public and private sources, including local foundations, corporations, and individuals. This request represents 15% of the total organizational budget. Over the past three years, Civic Works has received \$499,999 per year in competitive funding for Service Corps and between \$270,000 - \$370,000 per year in state formula funding for AIM for Excellence. Civic Works has secured \$965,026 in match funding from the following sources: Baltimore City and Baltimore County Public Schools, Baltimore City Department of Recreation and Parks, Baltimore City Department of Housing and Community Development, Exelon, Abell Foundation, Morton and Sophia Macht Foundation, Harry and Jeanette Weinberg Foundation, and individual donors, food sales, and other private funds.

2. CURRENT GRANTEES ONLY:

Civic Works is increasing the reach and quality of Service Corps interventions, increasing the number of AmeriCorps members and people served, and working to lower the cost per MSY each year (from \$10,058 to \$10,057). Staff have increased the financial commitments from partner organizations and introduced two new sources of matching funds. Civic Works is exceeding the required match rate of 50% to provide 59% of the budget as matching funds.

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3. BUDGET ADEQUACY:

The total Service Corps budget (\$1,646,690) adequately anticipates the program's needs and supports its outcomes. The largest portion of the budget provides for the salaries, living allowances, and benefits of 200 members (\$680,924) and 12 staff, who will provide program support and oversight as well as member supervision. There is one staff member for every 16 AC members. The number of members and the resources available to them will ensure that the needs and service activities as well as community outreach outcomes are met. Civic Works is requesting 9 full-time members, 27 half-time members, 44 reduced half-time members, 59 quarter-time members, and 61 minimum time members. The budget allows for an adequate amount of supplies to support the member uniforms, service projects and student educational activities. It includes funds for staff travel to CNCS sponsored meetings, mileage reimbursement for site visits and meetings; and \$38,400 for member travel, which includes insurance, fuel, and repairs to vans. Civic Works budgeted \$10,000 for member uniforms that include the AmeriCorps logo; \$78,810 for project supplies and \$7,800 for office supplies.

The budget includes \$6,386 for member training during 35 sessions and \$4,800 for staff professional development (4 trainings per year per staff). We have included \$2,025 for a three-day organizational assessment with a consultant. Member recruitment, FBI background checks, drug tests, and sex-offender registry tests are budgeted at \$23,900 for members and \$1,050 for staff; rental space at our headquarters is \$57,600; building maintenance, utilities, etc. is \$10,000; telephone service is \$2,720; computer maintenance, website fees, and internet are \$3,594; and printing and postage are \$9,600. We have budgeted \$146,602 for indirect costs. Partner organizations will supply a significant level of matching funds as well as on-site member supervision and training. Because of Civic Works' success in creating partnerships and securing non-federal resources, we are able to minimize the CNCS investment.

Evaluation Summary or Plan

Civic Works' Service Corps participated in a national study commissioned by the Corporation for National and Community Service and The Corps Network and conducted by Abt Associates to assess the effectiveness of youth corps programs. The study, which satisfied Civic Works' evaluation requirement because of its national scope, followed AmeriCorps members serving in Service Corps (and 20 other AmeriCorps organizations) in 2005 as well as a control group of Service Corps applicants who were not selected to become AmeriCorps members. Qualified applicants were randomly assigned by Abt Associates to either become an AmeriCorps member or join the control

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group. They were surveyed 18 months post-service and 30 months post-service.

The study did not show significant differences between the employment, educational status, and civic engagement of the AmeriCorps members and the control group. The evaluators noted that results were strongly dependent on the programs where youth served - some showed positive impacts and some showed negative impacts. And many members of the control groups enrolled in other education or job training programs during the study, which may have impacted results.

Civic Works will contract a third-party evaluator to measure the impact that energy efficiency retrofits made in low-income housing has on affordability. They will conduct a weather-normalized study on energy bills and measure the effect of weatherization. Staff are currently developing a formal evaluation plan that will include measurement of the program's impact on AmeriCorps members and that will be approved by the Maryland Public Service Commission. This evaluation will be conducted from 2013 -- 2015 and results should be available in 2016.

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A