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Executive Summary

For the 2013-2014 grant period, Habitat for Humanity of Michigan will select 15 full-time and 10 part-time AmeriCorps members (20 MSY) who will leverage 1,000 volunteers per year during the three-year grant period to provide housing solutions for low income families at ten locations in the state of Michigan. These locations are Flint, Detroit, Grand Rapids, Lansing, Port Huron, Monroe, Kalamazoo, Pontiac, Adrian and Macomb. Additionally during this 2013-2014 grant period, AmeriCorps members will supervise groups of volunteers to build/ repair 50 homes and provide housing services to at least 200 families (800 individuals). This project will support the CNCS focus area of Economic Opportunity: Housing. The CNCS investment of \$221,939 will be matched with \$221,939.

Rationale and Approach

PROGRAM DESIGN--NEED

According to recent studies based on the last census and published by the US Department of Housing and Urban Development (HUD) and the National Low-Income Housing Coalition (NLIHC), more than 30% of Michigan households (378,566 low-income families) are living in substandard housing (overcrowded, lacks complete plumbing, has inadequate heating or is physically deteriorated), which is linked to poor health in children and increased injuries to elderly.

Michigan has designated 165 cities and counties as distressed areas. These areas have experienced a negative population change, a higher than statewide average unemployment rate for the last three years, and are considered to be blighted areas. They also have a high concentration of substandard housing. Included on this list are Flint, Detroit, Adrian, Grand Rapids, Lansing, Port Huron, Monroe, Kalamazoo, Pontiac and Macomb. Last year the Detroit Housing Commission stated that nearly half of its renters are inadequately housed. The Genesee County Land Bank found 3% of the housing stock in Flint to be in such poor condition that it recommended the homes be demolished. There is adequate housing stock available due to recent foreclosures however NLIHC reports indicate that families would have to have 2.1 members working 40 hours per week 52 weeks per year to afford a Fair Market Rent two bedroom house. Decent, affordable housing is out of reach for a large number of low-income families in these cities.

Habitat for Humanity International (HFHI) is a world-wide non-profit organization whose founding mission is to provide decent, affordable housing solutions for low-income families that live in substandard conditions. Houses are not given away; they are sold to the families who have been

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educated on the value and responsibilities of homeownership. Families who purchase Habitat homes must work on the home. Every adult family member is expected to contribute a minimum of 250 hours of sweat equity, enhancing the idea of ownership, responsibility and building a sense of dignity and pride for the parents. Ultimately, Habitat's goal is to eliminate substandard housing everywhere. Habitat for Humanity of Michigan (HFHM) is directly linked to HFHI and provides support to the 75 Habitat affiliates in the state in the form of grants, training and capacity building. One of the resources HFHM provides is AmeriCorps members. By helping 200 families each year through the home building, home financing and home maintenance process, AmeriCorps provides healthier homes for families and also impacts Michigan communities and economy. Jobs are created or supported by home construction, families have more money to spend on necessities such as healthy foods, cleaning supplies, clothing, etc., and thus support local retail/wholesale establishments, and each new/improved house increases the tax base of the community. HFHM's AmeriCorps projects target low-income families and specifically low-income veterans. A special program called Repair Corps works exclusively to repair/rehab homes of veterans. The affiliates located in Flint, Port Huron, Monroe, Kalamazoo, and Adrian are part of the Repair Corps program and focus on qualifying veterans for housing solutions.

AMERICORPS MEMBERS AS A HIGHLY EFFECTIVE MEANS TO SOLVE COMMUNITY PROBLEMS

In order to make an impact on the elimination of substandard housing, AmeriCorps members will be assigned to the hardest hit cities in Michigan: Flint, Detroit, Grand Rapids, Lansing, Port Huron, Monroe, Kalamazoo, Pontiac, Adrian and Macomb. For the 2013-2014 service term, HFHM is requesting 15 full-time members and 10 half-time members to serve in the following capacities:

*Construction: This position will support all activities related to the building, rehabilitation, repair, weatherization, and deconstruction of houses. Members will supervise volunteers on the work site, provide safety training, and ensure volunteers have a positive experience. Responsibilities include: preparing and cleaning up work sites by storing all unused items and removing hazardous materials; checking rehab properties for lead and asbestos, ensuring proper removal as needed; evaluating property for purchase; reviewing and adjusting house plans; cataloguing blue prints and permits; and serving as a liaison between the site and tradesmen, and other area business partners.

*Family Support: This position will assist families with initiating the qualification process, completing homeowner applications, and helping existing Habitat homeowners remain financially stable. Responsibilities include: performing credit and background checks on applicants; preparing families

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for homeownership by providing training on financial literacy, home maintenance and repair, and available community services; tracking family sweat equity; and supporting existing partner families by providing mortgage counseling and finance options.

*Volunteer Recruiter: This position's main focus is to find new volunteers for affiliates, track volunteer hours, and help engage and retain all volunteers. Responsibilities include: meeting with community agencies, civic groups, and other organizations to recruit volunteers; contacting past volunteers to re-engage them in service; greeting volunteers at their service locations and ensuring all waivers are signed; providing safety training information; tracking volunteer service hours; organizing, scheduling, and coordinating collegiate challenges, campus chapters, young professionals, and youth group service activities and involvement; and maintaining multi-media connections with volunteers and communities.

*Neighborhood Development: This position will support Habitat's repair and preservation activities in a large target area. In addition to weatherization, major and minor home repair is a new focus for HFHM. Responsibilities include: interfacing with city officials, community action agencies, civic organizations and neighborhood associations; surveying neighborhoods to decide which homes need attention; informing homeowners of service options and available grant funding; organizing project work teams, scheduling tasks, and supervising the volunteers; and ensuring all project related documents are catalogued and available to staff. If HFHI grants were used as a funding source for repairs, members will also need to ensure compliance with all grant conditions.

*Community Outreach: This position will help affiliates expand and enhance their communications to the community and residents in their service area. Members will tell the "Habitat story" and raise awareness of the housing problems and solutions that exist in their communities. Responsibilities include public speaking appearances at schools and civic organizations; creating newsletters, websites, press releases and other media with the assistance of volunteers; interviewing and recording homeowner stories to provide the site with family albums; incorporating the stories into newsletters, annual reports, and media, as appropriate; and assisting with media coverage of all Habitat events, as instructed by site executive directors.

All positions listed above will be filled with full time members who will support medium and large Habitat affiliates. The half time positions will support families and volunteers at small affiliates that work on three or fewer homes and mentor less than six families per year. Participating sites operate with small staffs and/or dedicated volunteer support and are able to perform the basic tasks necessary to qualify as a Habitat affiliate. AmeriCorps allows these sites to expand their reach in the community

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by offering services and opportunities that the regular Habitat staff does not have capacity to support, like financial literacy training for all applicant families instead of just to the selected partner family; home maintenance and repair training to existing families; and to implement new initiatives like the veterans' Repair Corps and Neighborhood Revitalization. Affiliates that have AmeriCorps members realize a 10% increase in the number of housing solutions they can offer the community.

EVIDENCE-BASED/EVIDENCE-INFORMED AND MEASUREABLE COMMUNITY IMPACT

Habitat's AmeriCorps program model is to have members support the volunteers doing home construction/repair activities and to help the people who want to be partner families. Through their actions, families who come from generations of renters and a highly mobile population settle into healthier, affordable shelter. For each program year, Habitat's AmeriCorps members contribute over 46,000 service hours to their communities. In the independent sector, their value would be over \$1 million (\$21.79/hr.).

Habitat has only recently been involved in rehab/repairs of homes. AmeriCorps past performance measured new home construction and members have supported at least 10% of all Habitat homes built in Michigan (250 families). At an average assessed value of \$75,000, each home supported by an AmeriCorps member would raise \$3,000 in property taxes. This would equate to \$750,000 in new taxes (per year) for the economically distressed cities AmeriCorps serves. In 2010, statistics from the Habitat for Humanity of Michigan Mortgage Fund (a loan originator and servicer for Habitat families) show that one in every 237 homes in Michigan received some sort of foreclosure filing while one in every 338 HFHM homes were at risk. It would be safe to say that no more than one of those 250 families supported by AmeriCorps has been at risk of foreclosure. Because families are given the tools that enable them to stay in their homes, they provide stability to their children as well as their neighborhoods.

At the end of this grant period, HFHM would like to see communities and residents joining together to improve the housing conditions in their neighborhoods so that families can lead healthier, more productive lives. For the three-year period of this grant request, Habitat's AmeriCorps program will bring 3,000 volunteers into the community to help 600 families move into healthy, affordable homes. In addition to the actual number of housing units constructed and/or improved and families served, community impact can be reported on projects involving neighborhood revitalization. Habitat affiliates provide quarterly reports to HFHM. Impact on families will be tracked by the Habitat for Humanity of Michigan Mortgage Fund. They will report on number of foreclosures. All these numbers will be reported quarterly to MCSC via OnCorps with a final year-end report submitted in October.

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Habitat will use the national performance measures developed by the Corporation for National and Community Service (CNCS) for the focus area of economic opportunity: housing and families served. These measures align with HFHM's strategic focus which has been adopted by all Habitat affiliates. Also the targets are in line with what the Habitat's AmeriCorps program has achieved in past years. The Healthy Homes Initiative has data that shows home improvements focused on weatherization, structural issues, new roofs, etc., improves the health of families. Studies by the Asthma foundation show that a repaired/weatherized home reduces asthma in children as well as other health-related issues. Data from these studies can be used to infer that AmeriCorps activities lead to healthier lives for partner families.

Current Grantees: describe performance against objectives during last program year.

Last year's AmeriCorps team performance for home construction/repair was on or above target. Members supervised the building of nine new homes, recruited 3369 volunteers, and supported 186 families. The target numbers for families was slightly below expectations (200 was the target) because the program recruited only two full-time members and not the expected eight half-time. Each of the active members exceeded expectations but the total number was below the set target. AmeriCorps members implemented Neighborhood Revitalization Initiatives at three affiliates which doubled the number of housing solutions for those affiliates. One AmeriCorps member added 500 new volunteers to their affiliate's database. These volunteers provided over 4500 hours of service which resulted in one new home built.

MEMBER RECRUITMENT

All AmeriCorps positions are posted in the AmeriCorps portal at least two months in advance of the start date. Positions are posted on the HFHM website as well. All submissions are reviewed by the Program Director and site supervisors. Most members are recruited from the communities they will be serving. Local colleges, civic groups and neighborhood action agencies are contacted and help in the recruiting process. The program recruits from local VFW groups and Michigan Works, a state agency that helps unemployed individuals learn new skills for job placement. HFHM has strong links with the Department of Corrections and actively recruits paroled individuals for AmeriCorps positions. Habitat has also noticed that children of our partner families are enrolling in the program as a way to give back to their communities.

Each year, Habitat's AmeriCorps program has placed at least one paroled individual in the program. At least 5% of members are older Americans, 10% are people of color, and 10% are low-income. Last year there were two new Americans. The program has several specific organizations that it

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successfully recruits from each year: Job Corps provides members for the Flint area, the Department of Corrections provides members for Detroit and Grand Rapids, Michigan Works provides members for Lansing and AARP supports the Kalamazoo site.

MEMBER TRAINING

As part of a statewide program, members are assigned to sites that are separated by hundreds of miles. Because there is no age range for Habitat's AmeriCorps program, members span many generations. The program attempts to bring this diverse group of individuals together under a common identity to focus on a common problem in two different ways: face-to-face meetings and webinars.

*There are four face-to-face meetings planned during the service term.

-A two-day orientation is the start of the members' service. They learn the history of AmeriCorps, review the roles and responsibilities associated with their position, and learn about Habitat's mission and why Michigan needs their support. Activities prohibited for members and the volunteers they generate are reviewed during their first day. Handbooks are given to members listing all the prohibited activities and the code of conduct members are expected to follow. Both topics are reviewed throughout the year during the webinar trainings. Members are also provided information on the communities they will be serving and will have an opportunity to meet with their supervisors to discuss roles and responsibilities. While supervisors and members are together, special instructions are provided about the restricted activities of generated volunteers.

-Orientation continues when members are at their service site. They learn about the community they will be serving, the specific needs of that area, and the goals and objectives of their service site and what their role is in the accomplishment of the goals. HFHI, HFHM and affiliates provide continuous trainings via webinars and face-to-face meetings on all subjects supported by members.

-During the meetings members are involved in several ice-breakers and team building activities. This fosters bonding among the different age groups and enforces their common identity. Subject matter for meetings include "How to prepare for your year of service", "American Idealist-The Story of Sargent Shriver", True Colors, and living on a budget.

-If there are other AmeriCorps programs in the city where the event is taking place, they are invited to join the training event so members have an opportunity to meet and learn about other programs. This has been very helpful in solidifying the idea that members are part of a much larger group of individuals.

*There are six 90-minute webinars scheduled during the service term occurring every other month. These focus on citizenship training and the impact made by this AmeriCorps team. Progress data is

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gathered every month and shared at each of these meetings so members are constantly reminded of their contributions to their communities. In addition to sharing their progress, training topics focus on: "The many streams of service within AmeriCorps and how to connect with them"; "Communication skills and how to inform communities of the impact of AmeriCorps"; "Personal strengths: applying your talents and making a difference"; "Diversity and inclusion: everyone has something valuable to contribute"; "Making a difference: by yourself or in a group"; "End of service review: the impact of your service."

*All members are encouraged to attend events sponsored by the Michigan Community Service Commission (MCSC) such as Member Celebration and the Signature Service Project (SSP). Member Celebration is a day of training and swearing in as members start their new service term. The SSP is an organized two-day service event that brings together over 400 members to a community. Members serve with community leaders and organizations to make an impact in a large designated area.

*Members are required to do something in their area to celebrate AmeriCorps week. This provides members an opportunity to join with other AmeriCorps programs in their area. One member located in the Upper Peninsula hosted three other AmeriCorps programs for a two-day service event. Thirty AmeriCorps members cleaned and painted a community center and planted a roadside garden. During the service year, members learn basic and advanced construction skills. They also learn how to work as part of a team; the value of setting goals and how to report achievement; how to work with a diverse group of people; the importance of active listening and conflict resolution skills; and problem solving/decision making techniques. Members also receive financial instruction on how to establish a budget and tips on how to stick to their budget.

MEMBER SUPERVISION

All members have a site supervisor identified prior to acceptance in the program. The supervisor is a staff person who will have regular contact with the member and is in a department that aligns with the member's activities. While the site management recommends people to serve as supervisors, the Program Director interviews the candidate and has final approval. Supervisors must have daily contact with members, develop work plans and ensure that the members are focused on the activities listed in their position descriptions. Supervisors have regular meetings with members to review performance, provide training, and adjust position descriptions if necessary.

All the site supervisors meet prior to the start of the service term and review the rules and regulations. If a site has previously had member issues, performance problems, or personnel issues, the PD meets

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with the Executive Director of the site to make sure all issues have been resolved and that the staff is prepared to mentor the members and provide a challenging, rewarding experience. All site supervisors attend 2 meetings prior to the start of the service year. One meeting discusses the roles and responsibilities of the site as well as the prohibited activities and the second meeting reviews the member's contract, position activities, expected behavior and program goals. All sites are given a site agreement that describes what HFHM will do and what the site is expected to do to enhance the members service term. The prohibited activities are also listed in this agreement. Site supervisors attend at least three webinars during the service year. The areas of focus are mentoring, evaluating members and getting the members ready for the end of their service.

The PD visits each site at least twice during the service year to meet with the members and supervisors and to check for compliance.

MEMBER EXPERIENCE

To establish an AmeriCorps identity, all members will receive AmeriCorps gear, including 2 t-shirts, a sweatshirt, hat, bag, water bottle, and pin. Members will have business cards that use their AmeriCorps titles and they will be required to sign correspondence identifying themselves as AmeriCorps members. Every service site has members identified on their websites as AmeriCorps members and is required to display AmeriCorps signage.

Members will meet 4 times during the service year to share experiences and learn from each other. Meetings will take place at 4 different service sites so members have an opportunity to visit diverse communities and learn about the projects being supported by their teammates. It also helps members understand that they are all connected to a common cause. The meeting locations for 2012-13 include Lansing, Port Huron, Grand Rapids, and Flint. During the meeting, members are introduced to the Michigan national service directory hosted on the MCSC site. This tool helps members find other national service programs in their service area, including AmeriCorps, Senior Corps, and Volunteer Generation Fund. Habitat also invites other AmeriCorps members from the area to attend. This helps connect members to other programs in their area and strengthens their identity. While together, members share their experiences and staff share member accomplishments, building awareness of the impact their service is having throughout Michigan.

Members participate in two service projects during the service term. One is the SSP project sponsored by MCSC. This two-day event brings members from all over the state together to serve in a well-defined neighborhood. A second project is sponsored by HFHM and takes place in Flint, MI.

Members clean trails and cleanup parks along the Flint River. Both of these events offer members an

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opportunity to meet members of other programs.

In addition to the service projects, there are several other ways for members to find out about other programs and to meet members. There is a collaboration of members in the Grand Rapids area that meet regularly; members in the Detroit area participate in MKL day events hosted by the Southeast Michigan AmeriCorps programs; members in Flint, MI, are invited to attend events sponsored by the Flint National Accelerator Initiative, a foundation that supports all streams of AmeriCorps.

For this grant period, members will create a Facebook page and blog so they can stay connected during the year and even after their service is done. All members and former members (now employees) are recognized during formal Habitat events such as the annual banquet and a three-day training conference. An article is included in every monthly newsletter and information is shared on the HFHM website. All of this exposure helps AmeriCorps members relate to each other and to other members in their communities.

The experience acquired by Habitat's AmeriCorps members results in a long lasting desire to serve. Of the 39 members in the 2010-2011 grant year, 11 members were hired by their Habitat site, one member became an AmeriCorps Program Director, and six members signed up to do another term. During the 2012 Affiliates in Motion Conference hosted by HFHM, the Volunteer Lifetime Achievement Award was bestowed on a gentleman who has volunteered for over ten years with his affiliate. He was a member in Habitat's first AmeriCorps class.

VOLUNTEER GENERATION

All AmeriCorps positions in this program have a responsibility for recruiting, training or supervising volunteers. Members serving in Community Outreach and Volunteer Recruiting will meet with civic groups and organizations and discuss the housing needs in their community. They will seek out volunteers for Habitat's construction crews. They will also distribute newsletters, media articles, etc., all bearing the same message about the need for decent, affordable housing. Members representing Construction and Neighborhood Development will plan projects for the volunteers, train the volunteers on project specific tasks, supervise the volunteers on the work sites and ensure a positive volunteer experience. Members will recruit 1,000 volunteers each year. AmeriCorps members will train and supervisor these volunteers who will rehab/build 50 housing solutions for their communities. The family support members also generate volunteers. Every adult member of a Habitat family is required to do at least 250 hours of sweat equity on the construction of their home. They are considered volunteers and they provide inspiration to the other volunteer groups. All volunteers recruited by AmeriCorps will be informed of the prohibited activities and both AmeriCorps

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and site supervisors will monitor the volunteers and make sure they are not engaging in any prohibited activities.

Habitat will educate all members and sites that volunteers recruited by AmeriCorps cannot perform certain prohibited activities. This will be reinforced throughout the year on webinars and also during site visits.

ORGANIZATIONAL COMMITMENT TO AMERICORPS IDENTIFICATION

All sites are provided training on the use of the AmeriCorps logo. Instruction includes proper ways to co-brand Habitat and AmeriCorps logos; appropriate places for display, the types of messaging to use, business card and email signatures. In addition to their service gear, every member and site is given posters and pamphlets for display and distribution. All forms and documents used by sites and the program carry the AmeriCorps logo. Sites maintain an AmeriCorps handbook that includes evaluation forms, policy and procedure statements, etc. Habitat has pins, bags, wearing apparel that has been co-branded with both logos. These are handed out to site supervisors and members as available.

Organizational Capability

ORGANIZATIONAL CAPABILITY-ORGANIZATIONAL BACKGROUND AND STAFFING

The concept behind "partnership housing" was conceived in 1968 by Millard and Linda Fuller at a meeting at Koinonia Farm, a small, interracial, Christian community outside of Americus, Georgia. The idea focused on those in need of adequate shelter working side by side with volunteers to build simple, decent houses. Houses would be built at no profit and interest would not be charged on the loans acquired by the families. This idea was first tested in developing countries outside the United States. In 1976 the Fullers were again at Koinonia and discussed their dream in more detail and Habitat for Humanity International was born. Today, HFHI has built over 500,000 decent, affordable homes around the world.

Habitat for Humanity of Michigan was formed 25 years ago to provide local leadership and guidance for a handful of affiliates established in Michigan. Today there are 75 Habitat affiliates in Michigan. Sandy Pearson is HFHM's President and CEO. Sandy was a housing specialist for the Michigan State Housing Development Authority (MSHDA) for many years working with families to find the right housing solution for their financial conditions. During her last years with MSHDA, Sandy worked on projects involving community development and homeownership options

Jane Ray is the Program Director. She joined the staff of HFHM in March 2008. Jane's background is in education, first as a public high school teacher and then with AT&T in their corporate learning

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services department. She was a district manager in charge of an international staff of over 100 people. The experience of managing a diverse international staff helped Jane acquire the management skills to handle Michigan Habitat's statewide AmeriCorps program. After leaving AT&T, Jane served 1.5 years as an AmeriCorps VISTA for a Habitat affiliate in Michigan. She gained valuable information about Habitat, AmeriCorps and working with volunteers. She can relate to the members and can share the challenges and satisfaction of serving their communities.

Mary Petersen is the Financial Manager. Mary joined HFHM three years ago and has a long career in bookkeeping and accounting.

The current staff enjoys the backing of a strong Board of Directors who values the volunteer experience and appreciates the contribution made by these individuals. The board consists of five affiliate executive directors (ED). Currently four of these EDs represent affiliates that are AmeriCorps sites and one of the ED's is a past AmeriCorps member.

The organizational structure for HFHM is as follows: Sandra Pearson, President and CEO reports to the Board of Directors. Jane Ray, Program Director and Mary Peterson, Financial Manager, are direct reports to the CEO. HFHM facilitates topic councils that support each of the focus areas of Habitat's AmeriCorps program. All AmeriCorps members join in these council meetings and receive training, support and guidance from HFHM staff. In addition to staff lead meetings, members have access to several on-line training tools that provide education on community evaluation, soft skills, design and decision making, etc. There is also funding available for members to attend a two-day conference that offers technical as well as managerial training and a three-day summit dedicated to innovative construction techniques. Scholarships are available for members who want to attend workshops in their area.

Prior to the start of the program year all staff and site supervisors receive training on the AmeriCorps program logistics, cost, responsibilities, and support offered by the grantee. This is followed up with written documents. There is additional training for staff throughout the year to support evaluation, mentoring, and conflict resolution.

Michigan Habitat has had a ten year partnership with the Corporation for National and Community Service. The current grant funds members at 15 sites. The partnership broadened when ARRA funds became available and were awarded to HFHM. During the first five years of the partnership, CNCS provided funding for an AmeriCorps and VISTA program. The last five years, funding has gone to support an active AmeriCorps program. The funding levels provided by CNCS have averaged \$400,000 - \$500,000 per program year. HFHM current match level is 50%. Habitat has an average

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annual operating budget of \$5,000,000. CNCS funds account for less than 10% of HFHM's operating expense. In February 2012, HFHM was part of a federal audit by the Office of the Inspector General. Member record keeping received high marks and all program expenses were fully substantiated.

HFHM also manages MSHDA DPA grants (\$2,472,470), Prison Build (\$155,000) and NSP (\$2,097,700) and has received favorable audits for all these programs.

Michigan Habitat generates grant match money from affiliate participation fees (average \$8000 per member) and public/private donations. Habitat also receives funding from the Flint National Accelerator Initiative for one member. HFHM has recently initiated a ReBuild Michigan campaign. Several Michigan-based corporations have aligned with this campaign: Masco, Dow, Whirlpool, Ford Foundation, GM, and ACO. A portion of all pledges is designated to support AmeriCorps.

Every year Habitat performs internal evaluations of the program and support staff. Various tools have been used to collect data on the program, i.e., surveys, meetings, focus groups. Information from the surveys is used to make program improvements. For the next grant year, Habitat has entered into an agreement with the Michigan Non-Profit Association to conduct interviews/surveys with all state affiliates to evaluate all programs offered by the state office. This will include an evaluation of the AmeriCorps program.

In May 2012, Michigan Habitat's AmeriCorps program was a finalist for the Governor's Service Award. Finalists were recognized for their commitment to make a difference in their communities by providing sustained efforts and leveraging additional volunteers.

FOR CURRENT GRANTEES--DESCRIBE INTERGRATION

Every year the Board of Directors of HFHM receives a report on AmeriCorps results and unanimously votes to continue the partnership. This is true for each service site as well. AmeriCorps appears as a line item on the budget of HFHM and all participating sites. Strategic plans also contain goals and objectives for the AmeriCorps program and the members. It is a very intentional element of each organization.

Efficient program management has resulted in good budget control with no overruns and program goals that have been met or exceeded on a member level. There have been occasions when not all program goals have been met because there are not enough members in a specific position to support the overall goal. Since the beginning of the program, no major compliance issues have been found and all highlighted issues have been corrected within the allotted time. For the last five years, there have been no findings during the desk audits or OIG audit.

SUSTAINABILITY

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HFHM partners with corporations for financial support. These include Masco, Dow, Whirlpool, ACO, Ford Foundation and General Motors (including a personal \$1million donation from the CEO of GM to support Restore Detroit projects.) MSHDA provides about \$2.5 million dollars to HFHM partner families for home down payment assistance and financial counseling. As partnerships increase, HFHM is able to sustain legacy programs such as AmeriCorps and is able to meet the match requirements of the federal grant. All of these partners understand the importance of managing and expanding the volunteer experience. Along with nurturing financial partnerships, HFHM is also fostering relationships with local high schools and colleges by establishing Habitat campus chapters. These groups hold fundraising events and supervise work projects for Habitat with the objective that the chapter will eventually provide the funding and volunteers for the construction of one home a year. Currently there are 23 active chapters in Michigan supporting 19 affiliates. Five more are being created and should be active within six months. AmeriCorps members have been responsible for establishing relationships with campus chapters to support construction projects. This relationship continues when AmeriCorps leaves thus sustaining the basic construction related activities performed by AmeriCorps at the affiliate. By sustaining basic tasks through the various groups mentioned above, Habitat Michigan has been able to design new positions for members that align with the 2014 focus areas defined by Habitat thus keeping the program relevant and important to the affiliates. Habitat continues to evolve member positions to align with new initiatives proposed by the state and building industry. Positions have evolved to include support LEED, sustainability, and green construction as well as to address the financial crisis many families face. As affiliates increase their capacity as a result of AmeriCorps support, they leave the program and are replaced with other affiliate locations. In that way, AmeriCorps has expanded its impact area each year. As a State Support Organization, HFHM has Home Depot, MSHDA, DTE, Community Homeworks, and CLEARCorps among their many stakeholders. Habitat works with representatives from these groups as well as affiliate representatives to plan AmeriCorps strategy, define position activities that support state and local focus areas, and develop strategic alignments. They also help identify sites in Michigan where placement would be advantageous. This group contributes to the long-term planning of AmeriCorps positions.

COMPLIANCE AND ACCOUNTABILITY

All sites requesting AmeriCorps members are interviewed and visited in the spring. Roles and responsibilities are reviewed, member activities are discussed and it is clearly explained what the expectations are for each site and supervisor. If the site is selected as a service location, all site

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supervisors, regardless of their past association with AmeriCorps, are required to attend 2 webinars. Compliance to CNCS guidelines and HFHM's regulations is stressed repeatedly. The program also informs sites to the consequences of not complying. There is very little tolerance for non-compliance. If detected, the member is placed with a new site supervisor and the site faces financial penalties. During the program year, at least two site visits are scheduled and the Program Director (PD) meets with the members and site supervisors, together and individually. Member activities are reviewed and compliance is again stressed. If sites have a need to change the member's activities, they have a meeting with the Program Director who evaluates the change and makes sure the activities are in compliance with grant language. If necessary, the PD contacts the MCSC, discusses the changes and initiates changes to the grant. At that time the member's position description is changed accordingly. During the service year, members attend webinars and conference calls that review compliance and forbidden activities. There have been no issues cited by MCSC during office visits and file checks for the last three years.

The program is anticipating several new locations joining the AmeriCorps program in 2013-2014 and steps are already being taken to make sure the sites are knowledgeable and prepared to supervise AmeriCorps members. HFHM is particularly lucky in that many of these new site supervisors are former AmeriCorps members who understand the importance of compliance.

Habitat will educate all members and sites that volunteers recruited by AmeriCorps cannot perform certain prohibited activities. This will be reinforced throughout the year on webinars and also during site visits.

FOR CURRENT GRANTEES: DEMONSTRATE COMPLIANCE/ENROLLMENT-RETENTION

There have been no identified compliance issues or weakness identified in the last full year. Habitat pays strong attention to compliance, both from members and the service sites. Any infractions are immediately addressed. In February 2012, the Office of the Inspector General did a full audit of Habitat's AmeriCorps program for the last three grant years: 2009, 2010 and 2011, including the AmeriCorps ARRA grant. Members, site supervisors, and program staff was interviewed, records reviewed and budget expenses examined. Member files were found to be in good order and all expenses had supporting documentation. There were some additional questions raised by the audit committee that were expense related and program staff answered all of them in a timely manner. At this time there have been no further correspondence from the audit committee and no penalties assessed against the program.

For the 2011-2012 AmeriCorps term, Habitat was awarded 35 slots. There were 43 enrollments (due

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to refills); 26 members successfully completed their term and five received partial awards.

Michigan Habitat's AmeriCorps program has always focused on supporting construction, families and volunteers. Habitat offers members opportunities to experience the latest in construction techniques, financial and family counseling and community outreach. With well-established ties to local and state institutions, the AmeriCorps program has been able to successfully recruit and fill all available slots. The fact that members are involved in the latest construction techniques and material management has increased Habitat's retention rate however, these members are highly sought after by companies and many leave their term early to take jobs. Michigan's unemployment rate is the 6th highest in the United States; during the last grant year two of the 35 enrolled members did not complete their service term because they were offered full time employment. Habitat will continue to offer leading-edge, challenging opportunities to its members to grow their skills and make it exciting to stay in the program.

During the same service term, a large number (6) of members experienced personal and/or health related problems that necessitated their leaving the program early. This has a major impact on the overall retention numbers. Several members (4) experienced a change in their school curriculum and could not maintain a full-time commitment to AmeriCorps. Efforts were made to refill the slots as quickly as possible. The retention rate for 2011-2012 67.6% and enrollment was 105.7% per eGrants. Regular training on recruiting and retention along with personal visits and coaching by the Program Director has led to improvements at sites that experienced high turn-over rates. Efforts to educate all sites will continue. As new sites get involved with the program, supervisors are provided training on recruiting and retention techniques. Supervisors are often grouped together so that experienced individuals from successful sites can mentor and support new sites.

It is also important to point out that during the last few years Habitat's AmeriCorps grant has served as a sponsor for pilot programs in the state of Michigan. The InterCity Neighborhood Corps and Greening of Detroit have been a part of the grant and while Habitat is overall responsible for grant management, each of these programs had their own guidelines, recruiting procedures and management staff. Historical data on retention reflected in CNCS supported systems reflect a combination of all the programs under the grant and not just the Habitat program.

OPERATING SITES AND MEMBER SERVICE SITES

HFHM selection process for AmeriCorps service sites focuses on several areas:

-Affiliate in good standing with HFHI and HFHM: All sites must meet HFHI standards for operation. Yearly reviews are done by Habitat International to make sure sites are following the vision and

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mission of Habitat. Process reviews are done to ensure each location is using the latest family selection process, construction process and volunteer generation guidelines. HFHI makes sure each site is a viable, participating member with proven results. Affiliates not only commit to serve a specific number of families, but HFHI makes sure that the commitment is fulfilled.

HFHM provides resources to affiliates in good standing in the form of grant dollars, training and capacity building resources. Only affiliates who have submitted an approved Readiness File are allowed to take advantage of these resources. Affiliates must document that they are in good standing with HFHI, submit a three-year strategic plan, a three to five year fund development plan, an operational budget and other documents pertaining to their construction plans. Only sites with well thought out and well documented budgets and plans are approved for resources, thereby ensuring that they will be managed properly.

-An identifiable need: Just because a site receives approval from HFHI and HFHM for resources, they must also show a need for AmeriCorps. They need to have an opportunity for AmeriCorps members to grow and to make a difference in their area.

**Several small locations are joining the program in 2013-2014: Midland, Clinton Co, and Adrian. They have a solid plan for success; a strategic plan that identifies specific ways AmeriCorps resources will build up community involvement and increase the affiliate's impact in their service area.

**Larger affiliates are expanding into new construction areas and supporting many of the new initiatives from HFHI, such as the Neighborhood Revitalization Initiative (NRI) and Repair Corps. NRI engages blocks of residences to identify major and minor home repairs while Repair Corps provides home repair services to state veterans. Larger sites are also building net-zero homes, experimenting with passive homes and leading the way in new home building techniques. The affiliates with AmeriCorps support for these projects are Grand Rapids, Flint, Kalamazoo, and Macomb.

-Quality of staff and ability to mentor members: Good standing and great plans are only part of the selection process. Good people need to be available to mentor and supervisor the AmeriCorps members. All sites are closely monitored to make sure supervisors properly mentor members, providing good service opportunities and are in compliance with the rules and regulations of the AmeriCorps grant. Thriving, leading-edge affiliates have been removed from the program for lack of proper supervision.

The sites mentioned above are not all of the locations participating in AmeriCorps doing 2013-2014. During the first quarter of 2013, the PD will solicit letters of intent from all 75 Michigan affiliates. The

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requests will be evaluated based on the criteria specified above and the remaining slots will be filled. If necessary, a second round of requests will be evaluated during the 3rd quarter to fill any open part-time slots with a start date in January 2014.

Cost Effectiveness and Budget Adequacy

COST EFFECTIVENESS AND BUDGET ADEQUACY

COST EFFECTIVENESS

Habitat for Humanity of Michigan is requesting funding for 15 full-time and 10 part-time members whose service will start on September 1, 2013 and end on August 31, 2014. The total CNCS amount requested is \$221,939; HFHM will match \$221,939. The CNCS cost per member or MSY is \$11,097. Historical data in eGrants shows that the MSY value is within the range that Habitat has requested and/or been granted in previous grants and is less than the last two years. For the last grant cycle, Habitat was approved for \$10,875 MSY in 2009; \$12,400 MSY in 2010 and \$12,479 MSY in 2011. Reduction in MSY is attributed to stream-lining processes, eliminating redundancies in staff, sharing events with other AmeriCorps programs and using meeting sites at central locations that reduce member travel, provide low overnight costs and waive certain charges.

As with past program years, the majority of Habitat's matching funds comes from participation fees assessed to the sites. When sites request AmeriCorps support, their budget is reviewed to make sure there is adequate funding for this resource. In addition to a direct cash contribution of \$9,500 per full-time member, sites provide in-kind donations such as use of company vehicles, personal vehicle reimbursement, office space, and cell phone reimbursement. Sites share the expense of providing position specific training for the members.

Organizationally, HFHM is funded by grants from MSHDA (DPA, Prison Build, NSP, training), DTE, Home Depot, Lowes, CNCS AmeriCorps, Whirlpool, DOW, Masco. For 2011-2012, HFHM had an operating budget of \$4,370,000. The AmeriCorps grantee share was \$409,580, 9% of the overall budget. For the last 5 years HFHM has received CNCS support for AmeriCorps. The VISTA program concluded more than 5 years ago.

AmeriCorps is part of the second phase of a statewide fund development campaign called ReBuild. This phase started at the beginning of the fiscal year 2103. HFHM is seeking a minimum \$200,000 pledge from state-based corporations to support this volunteer generating program.

Affiliates realize impact and value for each AmeriCorps member they support. Each AmeriCorps member contributes the equivalent of one new housing solution per year. This housing solution is sold for an average of \$50,000 with a monthly mortgage payment of \$500. The average

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participation fee for AmeriCorps is \$8000. Affiliate mortgages are managed through HFHMF and they receive the full assessed value upon closing so their ROI is \$42,000. This enables the affiliate to invest in several housing solution the following year.

SPECIAL CIRCUMSTANCES

Michigan Habitat is asking to continue in the AmeriCorps so it can continue to serve the low-income population in our state. While HFHM AmeriCorps teams have made tremendous progress in providing decent, affordable homes for its partner families, the number of people in need has not decreased. Michigan continues to be one of the poorest states and its housing stock is rapidly deteriorating. In the last three years, AmeriCorps has successfully strengthened four affiliates to the point that they are now able to maintain the tasks performed by AmeriCorps with local support. For the 2011-2012 grant year, four new locations are participating in AmeriCorps. The program is actively building affiliate sustainability and moving to new areas. The members are also expanding the types of support they can offer to keep in step with the advancing construction techniques but also to address problems that occur due to the financial conditions of the state. With new areas and new activities in the program, Habitat is keeping its program relevant and beneficial to the communities. Michigan Habitat hopes to maintain the AmeriCorps program so it can continue to serve the low-income population in our state.

FOR CURRENT GRANTEES: EXTENT OF INCREASING SHARE OF COST

HFHM is at a 10 year level so our match will stay at 50%. HFHM realizes that costs will continue to rise and is prepared to off-set the costs with matching funds generated by ReBuild Michigan rather than raise the site participation fee. Due to a shift in Habitat's construction activities--from new builds to rehab/repair, we have more opportunities to impact communities and to provide more housing solutions to families. For some areas of the state this will required additional AmeriCorps resources. Other than sharing member costs, HFHM hopes to off-set the staff costs through identified funding sources.

BUDGET ADEQUACY

Maintaining a good member experience is a priority with the AmeriCorps support staff and this budget represents their best effort to maintain the quality of the existing program and to seek ways to improve it. As a statewide program functioning in the 11th largest state in the United States, it is expensive to gather members together frequently but this is a valuable experience for members so the program continues to schedule four face-to-face meetings per service term. Part of the MSY cost is FBI background checks. Members who have regular contact with vulnerable populations, especially those members in family support or participating in Habitat's Youth United programs, are checked.

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To help members embrace the AmeriCorps identity, the program has provided more AmeriCorps gear than in past years. By placing the right members in appropriate slots, expanding their opportunities to network with each other the program expects to foster a cohesive team that's focused on community impact. This budget reflects all the components necessary to make that happen.

This budget itemizes every reasonable cost associated with the AmeriCorps program based on data from past years. All items have included calculations and details when appropriate and use the state regulated reimbursement values. The details match the amount of members requested, the activities defined in support of the members and other associated costs. The budget includes costs associated with every activity described in this narrative. Past records indicate an accurate reflection of the cost of the activities proposed that will result in the projected outcomes.

Evaluation Summary or Plan

Habitat performs internal evaluations of the program and support staff. Data is collected at the end of every service year from program sites and members. Various methods are used to collect the data: exit interviews, surveys, meetings and focus groups. Information from the surveys is compiled by the Program Director and used to make program improvements. For the next grant year, Habitat has entered into an agreement with the Michigan Non-Profit Association to conduct interviews/surveys with all state affiliates to evaluate all programs offered by the state office. This will include an evaluation of the AmeriCorps program.

Amendment Justification

NA

Clarification Summary

NA

Continuation Changes

NA