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Executive Summary

The Local Government Commission (LGC) will have 48 AmeriCorps Members who will engage in climate change-related capacity building for local governments in nine regions of California. At the end of the 1st program year, the AmeriCorps Members will be responsible for increasing capacity to plan for and respond to climate change in at least 73 of 96 local governments served. In addition, AmeriCorps Members will leverage an additional 238 volunteers that will engage in climate programs. This program will focus on the CNCS focus area of Capacity Building. The CNCS investment of \$638,267 will be matched with \$1,343,000 in public funding (\$0 in private funding).

Rationale and Approach/Program Design

2. PROGRAM DESIGN

A. PROBLEM/NEED:

Climate change has significant, widespread impacts on California's economy and environment, which will continue to grow. To address climate change, California has set a national legislative precedent through Assembly Bill 32 that established statewide goals to reduce greenhouse gas emissions to 1990 levels by 2020 while at the same time preparing California for the severe environmental and public health impacts anticipated to occur. This landmark legislation been reinforced by additional mandates to increase renewable energy (Senate Bill 2), decrease vehicle miles traveled (Senate Bill 375), and craft a statewide adaptation strategy (Executive Order S-13-2008). But policy leadership is not enough. As Governor Brown has stated, "It's time for courage, it's time for creativity and it's time for boldness to tackle climate change." California must build the capacity of critical change agents to take aggressive action to meet these goals. Local governments - California's cities, counties, and other regional public agencies - are already well positioned to be these change agents. Because local governments make most planning decisions, they are ideally situated to achieve measurable change by piloting and implementing innovative strategies. Local governments need to do more - piloting innovative programs that result in the best ways of tackling climate change; engaging community stakeholders for local solutions; learning new technical skills and gaining expertise. At this key moment, though, local governments simply lack the additional capacity for this significant challenge. CivicSpark: The California Partnership for Accelerating Local Resiliency proposal, submitted on behalf of Governor Brown by the Local Government Commission (LGC) in partnership with the Governor's Office of Planning and Research (OPR), leverages the unique power

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of National Service, building local government climate capacity. AmeriCorps' Member service acts as a critical bridge - helping local governments develop the programs, relationships and skills needed to mobilize California's climate change response. At the same time, Members have the opportunity to grow as environmental stewards committed to the values of service and knowledgeable about local needs and responses.

Evidence for this need is found in State reports [CARB, AB32 Scoping Plan, 2008; CPUC, Long Term Energy Efficiency Strategic Plan, 2008; CaNRA, California Adaptation Strategy, 2009] and in our own direct assessment. Over the last year, LGC and OPR held nine workshops with 50 local and regional governments (representing over 40% of CA's population), two state agencies, five utilities and 30 NGOs. The data and our own analysis show that although local governments are working hard to address climate change, they face severe limits on current capacity. Local governments are struggling to (1) develop and field new climate programs (such as home energy efficiency programs that require staff to access new tools and learn new skills in order to setup properly); (2) effectively engage key stakeholders in climate initiatives (such as building relationships with volunteers from local universities to work on analysis, or community members who want guidance on how to educate neighbors about water consumption); and (3) cultivate needed staff expertise with appropriate tools and resources (such as how to access the free local government climate action toolkits available through ICLEI). These capacity deficiencies are at the heart of a widespread inability to respond adequately to climate change. California's Annual Planning Survey [OPR Annual Planning Survey, 2012], which assesses climate response capacity statewide, highlights this need starkly. In 2012, according to the survey, 80% of local governments have no dedicated sustainability staff, 80% have not adopted climate change policies, and 80% do not have mechanisms for tracking climate program progress.

Local government capacity needs are spread across a continuum of climate change activities. At the outset, while decision-makers need localized technical information, they lack knowledge about existing resources, tools and guides that are needed to conduct the research that is required to develop this information. Where local governments are able to compile research, they then need to define specific plans that align with their needs, but they lack the time and training to engage in these new and additional planning efforts, especially those that require broad stakeholder engagement. Finally, where local governments are able to set plans in place, they need the capacity to pilot new programs

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and demonstrate local success. Our assessment shows that current levels of expertise and work scopes do not include designing and implementing community mitigation or adaptation projects.

Based on our research, discussions, and evaluation, we have designed CivicSpark to build local government climate capacity among 96 local governments (cities, counties and other local regional agencies) across nine regions. We have identified these regions as hubs for intervention; Bay Area (9 counties) Central California (9 counties), Central Coast (4 counties), Inland Empire (2 counties), LA Region (3 counties), North Coast (5 counties), Sacramento (6 counties), San Diego (2 counties), Sierra Nevada (8 counties). These regions represent demographic and economic center points for California. As a whole, they encompass the vast majority of California's diverse communities (98% of the population [US Census Bureau, QuickFacts, 2013]). They provide access to California's most economically challenged communities whose capacities are even further limited (with regional unemployment ranging from 8.1 -- 18.6% [[CaEDD, LaborMarket Information, 2013]). The regions include the most environmentally challenged communities in California currently confronting an urgent need to develop climate change responses (with an average environmental hazard score in the top 2/3 [OEHHA, California Communities Environmental Health Screening Tool, 2013]). Communities in these regions are also failing to meet the primary challenge of addressing climate change - reducing greenhouse gas emissions (with an average annual electric and natural gas use increase over 600,000 MMBTU [CEC, California Energy Consumption Database, 2013]. Additionally, the regions selected have regional identities (for example the shared history and geography of the North Coast) that give them unique character and concerns. They also have strong climate leadership from regional organizations that recognize the importance of action and want to engage national service in this problem (see letters of support). By structuring the program this way, CivicSpark will reach almost the entire state, while recognizing regional differences and the need for localized structure and support.

In the coming year, CivicSpark will work with 96 beneficiaries (cities, counties, and regional agencies) that are missing two of the three basic climate change response capacity indicators as measured by the OPR annual planning survey (a dedicated sustainability staff, an adopted climate plan, or climate tracking mechanisms). Of these, at least 48 (50%) will be "high need" as defined by meeting three of four additional criteria: (1) unemployment above state average, (2) local government staffing below 2007 levels, (3) energy use increasing from a prior year, (4) CalEnviroScreen Score in the top 2/3 (>23).

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B. AMERICORPS MEMBERS AS HIGHLY EFFECTIVE MEANS TO SOLVE COMMUNITY PROBLEMS/ EVIDENCED-BASED/EVIDENCED-INFORMED & MEASUREABLE COMMUNITY IMPACT

INTERVENTION:

CivicSpark's theory of change is as follows: In order for California to meet its ambitious climate change goals and to prevent significant, negative impacts on California's economy and environment; local governments -- recognized by the state as critical to these goals -- need expanded capacity (in terms of new program development, stakeholder engagement, and enhanced staff skills and expertise) to manage the new research, planning, and implementation tasks required. AmeriCorps Members working with local governments to implement targeted research, planning, or implementation projects, while simultaneously supporting volunteer engagement, offer a unique way to accelerate local government climate response efforts while contributing to our collective response to this pressing problem. CivicSpark will deliver this service in 4 stages:

1. Gap Assessments: Using a standardized assessment instrument, Members will interview staff and review policy and programmatic documents to determine current climate change needs and identify where Member service will most effectively contribute to long-term success of climate change programs. Members will then define (1) three capacity-building goals tied to needs, (2) a specific research, planning or implementation project to conduct, (3) A volunteer engagement approach, and (4) a plan for transferring knowledge at the close of service.
2. Service Projects: Based on gap assessment results, Members will implement a specific project. Research projects will involve collecting and analyzing quantitative community climate change information such as inventorying residential solar capacity. Planning projects will involve developing an action plan that includes target audience and implementation steps such as a plan for increasing residential solar installations through outreach and education. Implementation projects will involve launching a demonstration project with measurable outcomes such as working with local homeowners on the solar permitting and installation process.
3. Volunteer Engagement: In parallel with their service project, Members will support increased

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volunteer engagement by setting up a climate fellows program that matches college students, recent graduates, retirees or other skilled volunteers who want to make a contribution to climate change efforts in their communities. CivicSpark will provide templates and guidance for setting up this program and work to recruit initial Fellows. This approach to volunteerism offers beneficiaries in-depth support over an extended period, and provides a durable mechanism for supporting capacity.

4. Transitioning Expertise: Members will conclude service by providing transitional training to staff and/or sharing results with key stakeholders in order to transfer knowledge and build action throughout the community, so as to sustain momentum.

This model of change leverages the strengths of the AmeriCorps' service model to support climate change capacity building for local governments by providing beneficiaries with: (1) tangible products (research reports, plans, demonstration projects), which provide stakeholders and staff with concrete actionable information and resources they need to move forward on their own; (2) opportunities to engage new and critical stakeholders (including volunteers) into climate initiatives, so their efforts have the support that is needed to continue to grow; and (3) direct experience working with the new tools, methods and resources they need to integrate climate concerns into existing skills and responsibilities. In the longer-term, Member service contributes to a more effective community and state climate change response by building regional networks that enable economies of scale in response; creating a statewide platform to disseminate more effective climate change response strategies and resources; and strengthening linkages between state and local governments in order to better align state and local efforts.

CivicSpark's logic model operationalizes this theory of change by recruiting 48 college graduates with environmental backgrounds and placing them across nine regions where they will engage 96 cities, counties and regional agencies (average of 6-12 beneficiaries / region) for a minimum of 200 hours with an average of 600 hours (generally delivered 8 hours a day, 4-5 days a week). At least 48 (50%) of beneficiaries will be "high need." Prior to receiving Member service, potential beneficiaries will complete a Pre-Service Climate Change Capacity Assessment to determine if they qualify for service, if they are high need beneficiaries, and their baseline effectiveness with respect to implementation of climate programs. At the conclusion of service, Members will complete a Post-Service Climate Change Capacity Assessment that documents project outcomes, the change in pre-

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and post-staff effectiveness and capacity, and achievement of defined goals from the gap assessment.

EVIDENCE BASE:

The four-step intervention is drawn from "Community-Based Social Marketing" (CBSM), an applied method for stimulating the adoption of sustainable activities at the individual and organizational level [McKenzie-Mohr, D., Promoting Sustainable Behavior: An Introduction to Community-Based Social Marketing, *Journal of Social Issues*, 2000, 56:3, 543--554]. Although no studies exactly mirror our intervention, several support our approach. Kennedy [Kennedy, A., Using Community-Based Social Marketing Techniques to Enhance Environmental Regulation, *Sustainability*, 2010, 2, 1138-1160] provides preliminary evidence from cases in British Columbia, Quebec and Oregon where CBSM interventions (including individual behavioral pledges, media campaigns, neighborhood outreach) increased community-wide compliance with environmental policies. Two quasi-experimental studies of CBSM interventions with staff in small- and medium-sized businesses (which can be similar in structure to local governments) also support our approach. Cardano [Cardano, M., et al. How do Small and Medium Enterprises Go "Green?", *Journal of Business Ethics*, 2010, 92: 3, 463-478] found a strong positive relationship ($p < 0.001$) between the voluntary adoption of an environmental management platform (akin to our proposed deliverables -- climate research, plans, or projects) and increased staff effectiveness with related environmental management practices. Chen [Chen, Y., The Driver of Green Innovation and Green Image -- Green Core Competence, *Journal of Business Ethics*, 2008, 81:3, 531-543] found a strong positive relationship ($p < 0.01$) between a staff "green competency" training intervention (akin to our transitional support) and increased green product and process innovation for the organization as a whole.

We will measure short-term intervention outcomes in three primary ways that connect to the goals set during the gap assessment. First, Members will measure new climate program outputs and activities. Second, Members will measure increased staff effectiveness based on analysis of pre- and post-service surveys. Third, Members will measure new volunteer systems setup and the amount of volunteer service provided.

C. MEMBER TRAINING:

Members - who will all have, at a minimum, a college degree with environmental backgrounds - will join CivicSpark with a baseline environmental knowledge. Core training will build on these skills

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through a two-week (80 hours total) orientation and bi-monthly trainings (40 hours total). LGC, with support from OPR and Regional Partners, will organize trainings that build a strong esprit-de-corps, cultivate national service values, and provide Members with the skills to be successful. Twelve orientation hours will focus on AmeriCorps identity, goals, and expectations (especially performance outcomes and prohibited activities). Regional Supervisors will provide localized technical training. This will include training on how to utilize existing resources (such as ICLEI's Climate Action Planning Tools, or the Safe Routes to Schools Guidebook) as well as customized training related to specific project activities (such as fiscal analysis or solar site analysis). Regional Supervisors will organize bi-monthly in-person trainings (5 hours per month average, 40 hours total) that expand on orientation topics and dovetail with current project activities. Every other month, trainings will include AmeriCorps guidelines refreshers (8 hours total). In addition to core training, Members will have learning opportunities through weekly supervisor and monthly Regional Partner check-ins (108 hours total) and through on-site check-ins with local government staff (18 hours total). Example training topics include intervention delivery (e.g., researching climate change, developing an action plan, project management, setting up volunteer fellows programs), AmeriCorps guidelines (e.g., prohibited activities, performance measures), professional development (e.g., public speaking, working with supervisors), and subject matter (e.g., monitoring energy use, or adaptation planning). A Member Performance Assessment survey completed at the beginning and end of the Service Year will measure training success by gauging subject matter knowledge, professional engagement, and commitment to national service.

D. MEMBER SUPERVISION:

LGC staff in Sacramento will provide program guidance, manage program operations, and coordinate all supervision practices among LGC staff, Regional Supervisors, Regional Partners and local government site staff. More specifically, LGC's Project Manager will electronically review and approve progress reports, beneficiary assessments, and Member timecards through an online time management platform on an ongoing basis. LGC's Program Director or Project Manager will also visit each region at least once during the Service Year to meet with each Member. Because of the technical nature of the service work, Members will work in small (3-6) regional cohorts under the close supervision of their Regional Supervisor. Supervisors will provide direct training, project management, and day-to-day support; conduct weekly 1-hour check in meetings with Members; and serve as the primary reviewer of timecards, progress reports and beneficiary assessments. Regional

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Partners will provide region-specific support and guidance, including hosting at least one 1-2 hour meeting a month. While on-site with a beneficiary, each Member will have a designated staff contact that will provide project-level supervision, feedback and serve as a resource for answering questions.

E. COMMITMENT TO AMERICORPS IDENTIFICATION:

CivicSpark will promote AmeriCorps identity through: (1) Member training on AmeriCorps history, purpose and identity; (2) Member requirement to wear logo bearing items and participate in National Days of Service; (3) Regional Partner training on program rules and identity; and (4) sharing of AmeriCorps materials to partners, beneficiaries and volunteers.

Organizational Capability

A. ORGANIZATIONAL BACKGROUND AND STAFFING:

The Local Government Commission is a 32-year old non-profit organization with 16 full-time staff. A Board comprised of 15 local elected officials from throughout California provides leadership. LGC's managing director has over 30 years of non-profit administration and financial management experience. A full-time IT manager, accounting clerk, and accounting assistant support the managing director. Annual external financial audits, including an A-133 ensure accountability and compliance. Since 2003, LGC has managed 12 state and federal grants totaling \$36 million dollars. In the last 2 years, LGC served as the lead contractor for the statewide Energy Upgrade California program, which reduced barriers to energy efficiency and renewable energy adoption. Our Project Director also managed another climate change-focused AmeriCorps program for 3 years.

LGC will act as overall program implementer. The Executive Director (5% FTE) will provide high-level guidance and oversight. The Program Director (40% FTE) will provide day-to-day oversight and the Project Manager (100% FTE) will develop and manage all aspects of the program including overseeing and managing supervision and coordination; procedures to manage compliance, communication, Member supervision and tracking progress, Member training; and budget management and oversight. The Project Associate (60% FTE), and two Project Coordinators (40% FTE) will provide ongoing support to the Program Director and Project Manager. The above staff will work out of LGC offices in Sacramento. Each region will also have a Regional Supervisor. For Sacramento, the Project Associate will serve as the Regional Supervisor, for the eight other regions, LGC is partnering with Encore.org, to hire eight retired professionals with extensive executive-level project management experience who are exiting out of the public and private sector from senior

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leadership positions and are willing to serve as professional liaisons to beneficiaries and mentors to Members (50% FTE). Encore.org is not affiliated with AmeriCorps' Encore Members. Because the retired professionals are transitioning out of existing career fields, Encore.org will provide recruitment, on-boarding, coaching and supportive services to these 8 Regional Supervisors to ensure their exceptional experience and leadership skills are effectively shared with Members (25% FTE). OPR will serve as a program advisor dedicating in-kind staff time (7% FTE) to provide program-level guidance. The nine Regional Partners will provide in-kind staff time (10% FTE each) to engage beneficiaries, provide regional training and project implementation support.

B. COMPLIANCE AND ACCOUNTABILITY:

LGC will set up procedures and communication systems to manage compliance for all program participants (Regional Partners, Members, beneficiaries). LGC already has extensive fiscal, data management, human resources, and project-tracking controls to ensure that these activities are completed in a timely, effective, and confidential manner.

LGC staff (including Regional Supervisors, Regional Partners and Members) will receive program manuals, with detailed information about operations, roles and expectations, rules, regulations, prohibited activities, communications, tracking performance measures, and program accountability methods. To ensure understanding, all participants will receive significant training; three days for LGC staff, six hours for OPR and Regional Partners, three hours for beneficiaries, and 20 hours for Members. LGC will institute specific mechanisms for Regional Supervisors, Regional Partners, and beneficiaries. Regional Supervisors will sign an employment contract and Regional Partners and beneficiaries will sign an MOU. Both documents will define roles and responsibilities, including prohibited activities and compliance requirements. The Pre-Service Climate Change Capacity Assessments will assess and document the extent of need and ensure that the need aligns with program goals. Post-Service Climate Change Capacity Assessments will include documentation of service outcomes to track performance measure targets. Members will sign a contract agreeing to their role and responsibilities, and participate in check-in meetings that allow Regional Supervisors to assess Member and beneficiary compliance and performance outcomes. Members will also maintain functional timesheets and complete monthly progress reports. Regional Supervisors will maintain a case management system that organizes all Regional Partner, Member and beneficiary information so as to track relevant service, performance data and program feedback including risk or noncompliance

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and resolution. If instances of risk or noncompliance are identified, the Regional Supervisor will fill out a Non-Compliance Notification Form, which notes the non-compliance area and necessary corrective actions. The Regional Supervisor will work with the Program Director and Project Manager to resolve the issue, ideally within 30 days of identification.

Program participants will contact Regional Supervisors for questions or concerns. Beneficiaries, Regional Partners, and Members can also contact the Program Director or Project Manager for support, if needed. To ensure frequent interaction across program levels, LGC staff will hold monthly conference calls to review key documents, identify challenges, and detect instances of risk or noncompliance. The Program Director, Project Manager, OPR, and Regional Partners will hold quarterly calls to discuss program operations, including member supervision and support. The Program Director or Project Manager will also conduct one site visit per region to monitor program progress and compliance.

LGC will use information from the above systems to track progress toward performance measure targets, provide technical assistance, ensure that risk and noncompliance instances are handled, and inform improvements.

D. CONTINUOUS IMPROVEMENT:

LGC will provide feedback opportunities for Members, Regional Partners and beneficiaries. LGC will analyze feedback and conduct an end-of-year staff review annually. A non-biased third party evaluation will also be conducted during the program cycle.

Cost Effectiveness and Budget Adequacy

A. COST EFFECTIVENESS:

CivicSpark's CNCS cost is \$13,300/MSY. The program leverages an additional \$23,388/MSY of local cash match as well as \$4,375/MSY of in-kind support, resulting in a 68% match ratio, well above the 24% required for a new program. The program is cost-effective because it delivers high-quality, technically sophisticated capacity-building services to a widely dispersed beneficiary population across nine regions of the State, while also providing a number of critical co-benefits such as: establishing state-local partnerships and information and expertise exchange; disseminating and utilizing existing state and national tools; building a workforce of environmental stewards; and igniting leadership, engagement, and a strong belief in national service among Members and local

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community Members.

B. BUDGET ADEQUACY:

Regional Partners supported by LGC and OPR are committed to securing \$1,122,652 of cash match contributions from local government participants. Following approval of the proposal, LGC will work with Regional Partners to finalize funding through participation agreements signed prior to the program start date. Regional Partners and OPR have agreed to provide in-kind support of \$219,800. This level of support, combined with CNCS funding allows for strong overall program staffing, higher than required Member stipends, and extensive training and strong local Member supervision. Due to the geographic and supervisory diversity of the program, a few specific budget items are explained below. We have included significant regional Member travel budgets (\$10,000 per region) because they may visit remote beneficiaries. We also are providing support to our Regional Partners (\$8,400 each) to offset their hosting burdens and staff commitments. This is balanced against their significant in-kind contributions. Finally, support for Encore.org (\$45,000) - a nationally recognized leadership program that matches retiring senior level executives with nonprofits - is valuable to our program for 2 reasons. First, because our Encore.org fellows will interface with leadership in local governments, we need strong independent professionals in the field. Second, because our program involves technical projects implemented by college graduates in collaboration with local government staff, we need high-level project managers to provide guidance and mentorship.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

GENERAL CLARIFICATION

1. We do not need to modify our proposed start and end dates.

PROGRAMMATIC CLARIFICATION

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1. Core training includes a two-week (80 hours total) orientation bi-monthly trainings (40 hours total). The Orientation training will take the first two weeks of the service year to provide an in-depth understanding of CivicSpark's program structure, theory of change, and AmeriCorps. In addition, training introduces Members to Community Based Social Marketing as a model for fostering sustainability in organizations and individuals, as well as connects CBSM to Member activities through a detailed training on the 4 stages of our intervention. Finally, training will provide members with an introduction to a number of tools and resources they may utilize while working with specific beneficiaries as well as training on specific project activities. Ongoing trainings (delivered in 2-3 hr. trainings twice a month for 8 months) will expand on core skills and knowledge in service project implementation, and specific tools and resources, while also reinforcing AmeriCorps understanding and commitment. Finally, ongoing trainings will provide a platform for broader Member career development by focusing on topics such as, overcoming challenges, avoiding burnout, leadership and job search. The list of topics below describes each element of the training plan and is presented in rough chronological order (some topics may be spread across multiple days) with the anticipated hours of training dedicated to each topic as a whole.

CivicSpark Training Plan Outline

[Month(s) / Approximate Hrs] Topics

[M1 / 80 total] Orientation

[M1 / 6] CivicSpark Introduction: Welcome, mission, organizational structure, role of the AmeriCorps Member, overview of the Service Year.

[M1 / 8] Policies and Procedures: Member activities, reporting, working with regional supervisors, working with regional partners, working with beneficiaries, workplace expectations, professionalism.

[M1 / 12] AmeriCorps: History, identity, goals, and expectations (especially performance outcomes and prohibited activities).

[M1 / 4] Introduction to Community Based Social Marketing: Introduction to behavior change

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concepts, overview of the CBSM framework (selecting behaviors, identifying barriers and benefits, developing strategies, piloting, broad-scale implementation), applications of CBSM in CivicSpark (leads into the next 4 days which focus on the CivicSpark intervention itself)

[M1 / 8] CivicSpark CBSM Intervention P1 - Conducting a Gap Assessment: Using the standardized assessment instrument, conducting interviews, reviewing documents, identifying needs, defining project and goals.

[M1 / 8] CivicSpark CBSM Intervention P2 - Service Project: Collecting and analyzing quantitative climate change information, developing an action plan with a target audience and implementation steps, designing a demonstration project with measurable outcomes.

[M1 / 8] CivicSpark CBSM Intervention P3 - Volunteer Engagement: Barriers to and opportunities for volunteerism with local governments, setting up a climate fellows program, recruiting fellows, sustaining engagement.

[M1 / 8] CivicSpark CBSM Intervention P4 - Transitional Support: Defining future stakeholders, sharing results, building engagement with outcomes and sustaining success.

[M1 / 20] Project Specific Tools and Resources 1: Examples include Cal-Adapt, ICLEI Climate Action Suite, Adaptation Planning Guide, Safe Routes to Schools Guidebook, Solar Site Analysis, Walkthrough Energy Auditing, Energy Aware Planning Guide, Urban Footprint, iMPACs, Cool California, Portfolio Manager.

[M2 to M9 / 40 total] Ongoing Training

[M2 to M3 / 8] Project Management Principles: Establishing effective workplans aligned with the CivicSpark Intervention, setting realistic milestones, defining meaningful success indicators, checking progress, tracking outcomes.

[M3 to M4 / 8] Project Specific Tools and Resources revisited: Build deeper knowledge of specific tools and resources from orientation.

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[M3 to M4 / 8] Career Development 1 - Getting the Most Out of Your Service Year: Addressing challenges, avoiding burnout, practicing leadership, effective networking, finding and working with mentors.

[M3 to M6 / 8] AmeriCorps Revisited: Identity, goals, and expectations (especially performance outcomes and prohibited activities).

[M6 to M9 / 8] Career Development 2 - Looking Forward: Life after AmeriCorps, searching for a job, resume development, interviewing.

2. Yes Members are expected to wear the AmeriCorps logo daily

3. LGC will develop training and staff management systems to ensure that program staff (including remote Regional Supervisors) have the skills and knowledge they needs to execute an effective AmeriCorps program. First, all program staff will participate in a 3-day training prior to the Member orientation. One full day, of the three-day program, will focus on AmeriCorps specific content including the history of national service, prohibited activities, deadlines, Corps member requirements, AmeriCorps program requirements, forms and reports, and other specific policies and procedures. Second, AmeriCorps information and resources will be included in program manual that staff will be required to read before the program begins and refer to throughout the program period. Following the training, staff will sign an acknowledgement that they have received the appropriate information and agree to abide by AmeriCorps guidelines. This knowledge will be reinforced during the program year as staff will lead trainings for members on AmeriCorps and set up and support national days of service. Staff will also participate in an annual program review which will include both a refresher on AmeriCorps and a consideration of ways to better realize national service goals in future program years. Finally, understanding and knowledge of AmeriCorps will be integrated into overall LGC staff performance reviews. Finally, LGC will have a clearly defined organizational structure, so all staff know who can and should go to for clarification and additional guidance on AmeriCorps topics.

4. We need this service for two reasons; to facilitate statewide trainings across our 9 discrete regions; and to support a greater esprit-d-corps by allowing Members to share technical resources and engage

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in dialogue with their peers across the state. Specifically, Members will participate in bimonthly trainings. In any given month, some of these trainings might be put on by LGC staff in Sacramento for all regions, or be hosted by one of our Regional Supervisors or Partners for the benefit of other regional Members. GotoWebinar allows CivicSpark to have a dedicated resource that facilitates conversation, document sharing and the display of PowerPoint Presentations for our ongoing statewide training and community building purposes.

STRATEGIC ENGAGEMENT SLOTS CLARIFICATION

1. No specific slots are being set aside, however diversity is a core value of our organization. To ensure that we identify and recruit disabled people who meet the selection criteria, we will work with our 9 Regional Partners to identify and share openings with relevant organizations both regionally and statewide. With respect to disabilities, example organizations we plan to reach out to include the Center for Independent Living, Through the Looking Glass, Rubicon, and the People With Disabilities Foundation.

NO-COST MSY CLARIFICATION

1. We do not request any No-Cost MSY'S

HEALTHCARE CLARIFICATION FOR ALL APPLICANTS

1. Kaiser

2. Kaiser Permanente is our current provider and has been one of our providers for over 20 years. Because our renewal cycle is 12/1/13 through 11/30/14, we were not suing the Health Insurance Marketplace at that time. Our renewal cycle has been December of each year for the last four years.

3. After reviewing the MEC coverage, according to our medical insurance broker, our current Kaiser plan options exceed the MEC. If not, what adjustment to your budget is necessary in order for you to provide Minimum Essential Coverage (MEC).

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4. N/A

5. N/A

Continuation Changes

N/A

Grant Characteristics