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## Executive Summary

The State of New Jersey seeks to partner with the City of Camden to launch Camden PowerCorps, a program that will deploy 60 (30 per each six month cohort) AmeriCorps members to maintain parks, stormwater inlets, and other green infrastructure projects in Camden City. During the three-year program period, the AmeriCorps members will be responsible for maintaining over 53 green infrastructure installations including 20 rain gardens, 10 city and county parks, 400 vacant lots, and 5500 stormwater inlets that comprise Camden City's network. In addition, the AmeriCorps members will leverage an additional 400 volunteers who will be engaged in environmental projects throughout the city including cleaning our waterways, planting trees, and helping to maintain and beautify Camden City. The State and City will partner with: Center for Family Services, based on their considerable national service expertise and leadership in youth development; Cooper's Ferry Partnership, based on their expertise in coordinating Camden's citywide environmental collaborative; and the CamdenCounty Municipal Utilities Authority, a national leader in green infrastructure development.

This program will focus on the Corporation for National and Community Service (CNCS) focus areas of environmental stewardship and economic opportunity. The three-year CNCS investment of \$402,900.00 per year for three years will be matched with an additional \$515,124.00 per year for three years from Camden City, the Camden County Municipal Utilities Authority, Center For Family Services, and the Camden County Parks Department.

## Rationale and Approach/Program Design

### PROBLEM/NEED

Camden PowerCorps, Governor Chris Christie and Mayor Dana L. Redd's signature AmeriCorps initiative, proposes to address two priority needs that are shared by the State of New Jersey and the City of Camden. The first is aligned with the CNCS Environmental Stewardship Focus Area and the second falls within the CNCS Economic Opportunity Focus Area. Below is an overview of the problem including a clear description on how Camden PowerCorps will address this problem.

### Environmental Stewardship Need

While issues of crime, poverty, education, and vacant and contaminated land continue to remain on the forefront, water quality and stormwater management have emerged as a complex and cutting

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edge issue in the City of Camden. Stormwater pollution, flood control, water shortages, severe weather, and the availability of natural green space have all become pressing environmental issues for cities around the nation, including Camden City. Whether it is localized flooding, costly infrastructure upgrades, or insufficient capacity, stormwater management concerns not only affect the city's environmental quality, but also our long-term quality of life and development potential. And in Camden City, when it rains--it pours! A one-inch rainstorm leaves some major roads impassable, turns lots into stagnant lakes, and sends sewage into the streets, homes, and waterways. The unseasonably wet summer of 2013 created several large street floods that shut down public transportation and cut off roads, stranding residents, workers, and visitors. A fire company's boat was needed to rescue passengers from train platforms surrounded by floodwaters. Additionally, the increase in severe weather events, like Superstorm Sandy in 2012, further threatens Camden City.

Camden City is one of 24 communities in New Jersey that have combined sewer systems designed to carry sanitary sewage at all times and, additionally, stormwater runoff during rainfall events. Over the years, increases in sanitary and stormwater flows have placed tremendous pressures on the City's aging and under-maintained sewer infrastructure. When the capacity of the system is exceeded during rainfall events, wastewater flows are not only discharged into nearby waterways, but also surges through manhole covers into Camden City's streets and open spaces and back up into private homes and businesses. These events impact not only the city's environmental quality but also the long-term quality of life for residents. Due to a substantial capital investment deficit, the City lacks the resources to systematically inventory, assess, maintain, and upgrade the existing conditions of the system, thereby requiring a more comprehensive, forward-thinking and economical approach to stormwater management. Since 2011, various public and private organizations in Camden City banded together to tackle the severe stormwater management issues faced by Camden City. This group, known as Camden SMART (Stormwater Management and Resource Training) is specifically tasked with constructing green infrastructure projects throughout the city to mitigate the regular severe flooding episodes. Unfortunately, while the group has accomplished amazing feats with over \$5 million of green infrastructure projects constructed, there is no funding for maintenance capacity to support the improvements being constructed.

Further, Camden City is without a traditional municipal Parks Department so much of the maintenance for the green infrastructure and park projects is managed by local, active community

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groups, non-profits, or the Camden County Parks Department. The existing network of maintenance providers is a great foundation, but there is still more work to be done. AmeriCorps members will increase the City's capacity to maintain all of the vital green infrastructure projects throughout Camden City. Similar in design to the 21st Century Service Corps, AmeriCorps members will work to protect, restore, and enhance Camden City's public parks and green infrastructure projects. Whether a park cleanup or regular stormwater inlet cleanings, the work of Camden PowerCorps will directly impact Camden City's ability to convey stormwater away from Camden City's houses, businesses, roads, and parks to the Delaware River.

### **Economic Opportunity Need**

Over many years, Camden City has been cited as being among the most poverty-stricken and unsafe cities in the country. Five years ago, Camden was a city whose school system was failing children and families. With violence, poverty, and unemployment on the rise, a sense of despair had permeated the city. However, in the past five years the city has begun to emerge from this sense of hopelessness, through new leadership of the Mayor and County government, which created the opportunity for greater partnership with the State. Working together, we are finding opportunities for partnership in more effective policing, attracting private investment, and greater support for Camden's schools. However, there is much more to be done, particularly for the youth of Camden, many of whom do not now have the education and job skills to succeed in these new opportunity sectors. This is a major reason that the Governor and Mayor have come together to seek national service resources - AmeriCorps members - to address the infrastructure needs of the City and provide training and community service opportunities for young people to ready them for the new Camden that is on the horizon.

The Camden PowerCorps initiative will be a key component of Mayor Redd's office National Forum on Youth Violence Prevention, which is comprised of four research-based strategies: prevention, intervention, reentry, and enforcement. Camden PowerCorps will specifically focus on "opportunity youth" as part of both the prevention and reentry strategies. "Opportunity youth" are young people who are often isolated and disconnected from education and employment pathways to success. Many of these youth are aging out of the child welfare system, reentering from the juvenile justice system, have not completed their high school education, and are facing other challenges. In the summer of 2011, the national unemployment rate of youth 16 to 24 years old was more than 18% or twice the

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overall unemployment rate; for young African Americans and Hispanics it was 30% and 20%, respectively. In Camden City, these statistics are even more dramatic.

In this urban center, 80% of the population is identified as African-American, Hispanic or another ethnic heritage. Over 36% of Camden City residents live below the poverty line, more than double the national average of 15.3%. Moreover, vulnerable populations, including youth (individuals under 25), comprise over 30% of the city's population. Camden City is home to a largely young, poor, and minority population. According to the 2011 U.S. Census Bureau's American Community Survey, the percentage of people living below the poverty level in Camden City is 42.5%, which is more than double the national average of 15.9%. The City also suffers from high unemployment. Over 30% of Camden City residents are unemployed, which is over three times the national and state unemployment averages. Without a reliable source of employment, many of Camden City's youth turn towards illegal activity to support themselves and their families.

An underlying challenge to the high unemployment rate in Camden City is the lack of job training, education, and life skills that many of Camden City's young residents need to be successful in the workforce. Camden PowerCorps will be a key component of Camden City's strategy to get youth back to work and back on a path to success. It will address the need for high quality opportunities for at-risk "opportunity youth" (ages 18 to 26) to develop the skills required to secure meaningful work and become civically engaged members of society. This approach will not only improve the city's environmental and economic quality, but will train 60 AmeriCorps members annually for 21st century green jobs.

### THEORY OF CHANGE

Camden City is faced with a myriad of issues from crime and poverty to aged infrastructure and flooding. With unemployment and poverty rates well over double national averages, Camden City is in great need of economic opportunities for youths ages 18-26, specifically job and life skills training to increase the youths' employability. Parallel to the youth economic crisis, Camden City is faced with significant environmental concerns including an aged infrastructure system that causes frequent flooding episodes that paralyze the city. With Camden locally sitting on a peninsula, stormwater management is critical to the economic success of the city as well as the environmental and public health of the residential neighborhoods. Environmental activity in Camden City is generating

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outstanding results with the construction of rain gardens, installation of rain barrels, and repairs of large parks and infrastructure to convey stormwater. Maintenance of these infrastructure projects becomes the primary concern for policymakers and leaders as they look to the economic and environmental future of Camden City. Additionally, Camden City is without a traditional municipal Parks Department, therefore there is little capacity for citywide green infrastructure and parks maintenance. That is where the AmeriCorps members will be instrumental.

The Theory of Change utilized by Camden PowerCorps first starts with identifying the need for increased environmental stewardship and maintenance, as well as the need for increased economic opportunity for Camden City's disadvantaged youth. Secondly, the City, Center for Family Services, Camden County Municipal Utilities Authority, and Cooper's Ferry Partnership identified the short-, mid-, and long-term outcomes. These outcomes, which are described in detail in the coming narrative, are: 1) Well-maintained Camden City and Camden County Parks and Stormwater Inlets, 2) Clean Parks and Lots: Tons of Materials Collected, 3) Increased Environmental Stewardship, 4) Increase Employability of At-Risk Youth (Re: Training), 5) Increase Employability of At-Risk Youth (Re: Job Placement). Working backwards from the intended outcomes, the program design team identified the intervention, inputs, and activities necessary to reach the intended outcomes. In the case of Camden PowerCorps, inputs included green work sites, equipment (including shovels, hardhats, etc.), uniforms (including AmeriCorps branded clothing, gloves, boots, etc.), transportation, life and jobs skills training curriculum, necessary service partners, number of service members, and target population. The activities and duration of the activities included jobs specifically related to stormwater management, as well as job and life skills training.

### Camden PowerCorps: Theory of Change in Detail

Camden PowerCorps is designed as a compilation of specific interventions that are intended to address Camden City's current environmental and economic needs in order to bring about the change needed to reach Camden City's intended outcomes. Evidence-based research, from both local and national sources, informed the specific interventions that comprise the components of the Camden PowerCorps program. As a result of the complex environmental and economic conditions in Camden City, there are multiple intended outcomes from Camden PowerCorps that relate directly to the Corporation for National Community Services' Focus Areas of Environmental Stewardship and Economic Opportunity.

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AmeriCorps members will be recruited from Camden City programs that already serve the target population, disadvantaged youth ages 18-26. Camden PowerCorps will recruit through established recruitment partners including, Center for Family Services, Youthbuild Camden, Work Group, and the Multi-Agency Life Line (M.A.L.L.) Program. The recruitment process is critical to the success of the program. Camden PowerCorps is a rigorous job training and service program and only those ready to take on the daily responsibilities of the program will be recruited. Staff from these four recruitment partners will nominate youth from their individual programs who are most likely to benefit from and succeed in Camden PowerCorps. The youth that attend these four programs represent some of the most at-risk youth in Camden City, all from impoverished and high crime neighborhoods with very little work experience or training. Recruiting from these established partners will help thoroughly screen applicants to ensure the youth are ready for a six-month, full-time, national service term.

For a service term of six months, three teams of 10 AmeriCorps members (total of 60 AmeriCorps members annually) will meet 5 days a week for 8 hours per day. The six-month service term was selected instead of the traditional one-year service term based off of the PowerCorps\_PHL program as well as best practices for retention for this population. PowerCorps\_PHL found that requiring a one-year commitment from the target population, economically disadvantaged youth, was near impossible as members were unused to making such a long programmatic commitment. Members will be given the option to sign up for a second six-month term, therefore making it a one-year program. For members who elect to complete a second six-month term, the program will not simply be a repeat of their first six months. Second-term members will continue to build on their individual development plan and will have the opportunity for more intensive and higher level placements with our service partners. These placement opportunities will expand the member's expertise, training, and job opportunities upon completion.

Each PowerCorps team will be assigned to one Service Partner: 1) Cooper's Ferry Partnership, 2) Camden County Municipal Utilities Authority, or 3) Camden City. The output of the program is to maintain Camden City's 53 green infrastructure installments, as well as its infrastructure through the cleaning Camden City's stormwater inlets, capturing litter from the city's waterways (including the backchannel of the Delaware River, Cooper River, and Newton Creek), and collecting 2500 tons of

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trash from 10 city and county parks and 400 vacant lots. The work of the AmeriCorps members is critical to prevent flooding and to enhance the long-term quality of life for Camden City residents. Many of these daily maintenance jobs are located in the neighborhoods where the recruited members live. Members will be trained and encouraged to act as a PowerCorps ambassadors to their community helping to educate 1000 community members on environmental stewardship.

Below, in no particular order, is an overview of the five intended outputs and associated outcomes that will result through the implementation of Camden PowerCorps.

### 1) Environmental Stewardship: Number of Acres of Camden City and Camden County That Are Improved (EN4, EN 4.1)

Camden City's infrastructure is poorly maintained due to a lack of resources for regular maintenance and upgrades. Nowhere is that more evident than the stormwater management and park system, where a one inch rainfall can flood entire neighborhoods, sending raw sewage water running into the streets, homes, businesses, and parks. Other entities from within Camden dedicated an extraordinary amount of their own resources to overcome the municipal deficiency and construct infrastructure to address storm water management. However, the ongoing maintenance of these large infrastructure projects is a continuing concern. AmeriCorps members will be tasked with the regular maintenance of Camden City's park systems under the guidance of the Camden County Parks Department; the regular cleaning of the City's stormwater inlets supervised by Camden City and the Camden County Municipal Utilities Authority; and the ongoing maintenance of over 50 green infrastructure projects within the City supervised by the City of Camden. Maintenance activities will include protecting Camden City's watersheds through stormwater inlet cleaning, reduction in erosion due to stormwater events, and reducing the human impact on the parks and other conserved lands. These outputs and outcomes will be measured through a tracking document that will count how many acres were treated with one or more of the above maintenance activities. In addition, a statement from the City of Camden and the Camden County Parks Department will confirm the positive impact in the condition of the stormwater and parks system in Camden City.

### 2) Environmental Stewardship: Number of Tons of Materials Collected (EN6, EN6.1)

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Illegal dumping is one of the major blights on Camden City Parks and conserved lands. The trash dumped either builds up on solid ground making the park unusable or is washed away into the storm inlets and/or the local waterways. In the majority of cases, Camden City's Department of Public Works reports that many illegal dumpers are coming from outside the city, and even outside the state of New Jersey to dump construction debris, household material, and larger appliances. The regular cleanups of the parks, conserved lands, and waterways conducted by AmeriCorps members over the course of a year will result in 2500 tons being extracted, sorted, and delivered to trash and recycling facilities within the city. A regular count of the tons of material captured and the number of tons of material recycled will be tracked throughout the year. Recycled material will be diverted to local recycling facilities or creatively reused onsite. These outputs and outcomes will be measured through an ongoing count of the tonnage of materials collected in the park and the amount diverted to recycling facilities or reused onsite.

3) Environmental Stewardship: Individuals Receiving Education/Training in Environmental Stewardship and/or Environmentally Conscious Practices (EN3, EN3.1, EN3.2)

Residents of Camden City often face environmental and public health hazards, such as the flooding of neighborhoods with raw sewage, without knowing why it happens or how to mitigate these hazards using environmentally conscious practices. AmeriCorps members will be required to participate in an on-going series of in-person educational trainings specific to Camden City's environmental conditions. Learning objectives for each training will range from stormwater management to illegal dumping to recycling to park and open space maintenance. The focus will be on knowledge exchange as well as how to manage behavior in order to live sustainably. The trainings will be targeted to generate two outcomes: 1) increasing the AmeriCorp members' knowledge about environmentally conscious practices, and 2) changing their own behavior to better protect the environment. Additionally, these trainings will educate AmeriCorps members in communicating environmental stewardship to their community, and thereby facilitating a larger, neighborhood-wide behavioral change. These outputs and outcomes will be measured through a count of AmeriCorps members that participate in the trainings, pre- and post-tests to measure change in knowledge, and surveys to assess a change in behavior of the participants. Tests and surveys will be administered and collected within the first year of the grant.

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### 4) Economic Opportunity: Number of Economically Disadvantaged Individuals Receiving Job Training and Other Development Services (O2, PowerCorps Determine Outcome)

The target population for PowerCorps is economically disadvantaged youth ages 18-26 from Camden City with little to no traditional work experience. To help improve their employability, at regular intervals throughout their six-month service term, AmeriCorps members will participate in an ongoing series of in-person job and life skills trainings. Job skills training will occur intensively at the beginning of their service term and through daily on-the-job training. The job training will be specifically tailored to the target population. The life skills trainings will focus on soft skills such as, office etiquette, public speaking, financial education, networking, resume writing, and other job search and retention skills. The curriculum for the life skills training courses will be built off the existing Camden County College curriculum that focuses on holistic life skills training. These outputs will be measured through an ongoing count of the number of individuals who completed the entire series of job and life trainings. The outcomes will be measured through knowledge/skills pre- and post-tests for the job skills training as well as a survey that measures behavioral change for the life skills portion of the training.

### 5) Economic Opportunity: Number of Economically Disadvantaged Individuals Receiving Job Placement Services (O3, O10)

As stated above, the target population for PowerCorps is economically disadvantaged youth ages 18-26 from Camden City with little to no traditional work experience. For many, becoming a member of Camden PowerCorps will be their first experience with a traditional work setting (i.e. 40 hours a week for a sustained period of time). AmeriCorps members will regularly meet with the Workforce Development Coordinator who is tasked with providing job search assistance, helping individual members connect with Southern New Jersey firms that specialize in green infrastructure and parks maintenance, and helping to craft resumes/cover letters for jobs and/or post-secondary education opportunities. Increasing the employability will not only benefit the individual AmeriCorps members, but will also improve the economic well being and security of the communities where the AmeriCorps members live. The outputs will be measured through an unduplicated count of AmeriCorps members who utilize these services. These long-term outcomes will be measured through a count of individuals who are hired for a new job, demonstrated through a copy of an acceptance letter from an employer

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or a copy of a pay stub.

Each of the above five intended outcomes and associated outputs respond directly to the problem/need identified by Governor Christie and Mayor Redd for improved environmental stewardship and economic opportunity.

### EVIDENCE BASE

The PowerCorps model is relatively new to the field of green infrastructure, but there is significant evidence that supports similar models that engage economically disadvantaged youth with significant environmental and economic benefits for the participants and their communities. Camden PowerCorps meets the Moderate Evidence Level with two studies: 1) non-experimental study of a similar program named MillionTreesNYC Training Program, 2) and a non-experimental study conducted on PowerCorps\_PHL.

#### MillionTreesNYC Training Program

The first study, "From job training to green jobs: A case study of young adult employment program centered on environmental restoration in New York City, USA" focused on the MillionTreesNYC Program. Published in the journal of Urban Forestry and Urban Greening in 2013 the study focuses on the socio-psychological, environmental, and economic benefits of engaged economically disadvantaged youth in the development and maintenance of green infrastructure. Similar to Camden PowerCorps, the program focused on the same target population, proposes the same intervention, and seeks the same intended outcomes. Overall, 94% of the interviewees reported gaining knowledge and skills whether physical skills, environmental knowledge, interpersonal skills, and/or office skills. Regarding environmental stewardship, 81% described a positive attitude toward the environment as a result of the program and all respondents stated that their environmental stewardship outside of work increased. Approximately 64% of the individuals who finished the program were placed in, and were able to retain, jobs. The study concludes by stating, "green jobs training and employment presents real opportunities for intellectual stimulation, socio-psychological benefits, and an increased sense of accomplishment."

#### PowerCorps\_PHL

Camden PowerCorps is modeled after the PowerCorps\_PHL program in Philadelphia. Similar in

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design and structure, PowerCorps\_PHL targets the same population, proposes the same intervention, and seeks the same intended outcomes/outputs as Camden PowerCorps. According to a recent PowerCorps\_PHL report, members have diverted 15 tons of debris from the City of Philadelphia's water system, planted 1,329 trees and revitalized over 1,000 acres of public land to date.

PowerCorps\_PHL provides much needed support to Philadelphia Parks and Recreation (PPR) in their efforts to ensure all City parks are safe, clean, and ready to use. PowerCorps\_PHL has also become a valuable partner with the Philadelphia Water Department (PWD) in their efforts to build and maintain green stormwater infrastructure.

Each year, PowerCorps\_PHL enrolls 100 highly at-risk 18 to 26 year olds in a 6-month AmeriCorps program. Members develop the skills required to become environmental stewards, secure meaningful work, and become civically engaged members of society. Alumni of the program are regularly invited back to speak to current members about the value of their PowerCorps\_PHL experience. Their experience has allowed them to develop greater confidence in their ability to continue on a positive path beyond their term of service. Of those who completed PowerCorps\_PHL, 80% have transitioned to some combination of employment, post-secondary education, or additional national service.

Additional research and evidence was reviewed and helped inform the design of PowerCorps. Studies include the Sustainable Business Network of Philadelphia's "Capturing the Storm: Profits, Jobs, and Training in Philadelphia's Stormwater Industry", the US EPA's "The Importance of Operation and Maintenance for the Long-Term Success of Green Infrastructure" 2013, The Council of State Governments Justice Center's "Integrated Reentry and Employment Strategies: Reducing Recidivism and Promoting Job Readiness" 2013, Hazen and Sawyer's, a nationally recognized stormwater engineering firm, "Successful Maintenance of Green Infrastructure for Stormwater Management: Staten Island Bluebelt" 2009, and The Urban Alliance's "Youth Employment Matters!" 2014.

### NOTICE PRIORITY

Camden PowerCorps directly aligns with the CNCS Funding Priorities of Environmental Stewardship and Economic Opportunity. Camden PowerCorps will recruit economically disadvantaged youth from one of four programs already established and working with the target population in Camden City: Center for Family Services, Youthbuild Camden, Work Group, and the Multi-Agency Life Line (M.A.L.L.) Program. PowerCorps is similar in design to the 21st Century Service Corps: AmeriCorps

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members will work to protect, restore, and enhance Camden City's public spaces. Their work will help spur economic development and increase access to Camden City's park systems. A strong emphasis on job and life skills training will help prepare AmeriCorps members for jobs in the field of green infrastructure. These trainings will educate AmeriCorps members on environmental stewardship and train them in how best to communicate gained knowledge regarding environmental stewardship to their community. This train-the-trainer technique will facilitate a larger, neighborhood-wide behavioral change to create the next generation of active civic participants and stewards of natural resources.

### **MEMBER TRAINING**

AmeriCorps members will begin their term of service in late September 2015 with ten days of orientation and training prior to the start of their direct service. The training will be coordinated by Center for Family Services in collaboration with Camden City, Camden County Municipal Utilities Authority, and Cooper's Ferry Partnership. This introductory training will be devoted to developing an ethic of service and civic responsibility, preparing and planning for the service year and, for re-upping members who served previously in other AmeriCorps programs, building on the skills and experiences of their prior terms.

During Week One, training will focus on acclimating members to service and the role they will play in Camden City as a whole, and with their specific service assignment in particular. Training will cover topics that begin developing core competencies required by all members and will include workshops on the history and current status of national service and AmeriCorps, Center for Family Services, and Camden City communities. Additional training will cover the terms and conditions of their service, including a review of the AmeriCorps member contract and handbook, a thorough review of prohibited activities, and completion of forms. Week One will also include interactive workshops focused on de-escalation, communication and conflict resolution skills as well as problem solving and time management. The ethic of service, service professionalism and civic engagement components will be introduced along with tools for engaging in regular reflection on their service experience.

Week Two will begin with all members together in sessions designed to foster a strong sense of team and educate members on the specific objectives of Camden PowerCorps. From there, AmeriCorps members will be introduced to staff from Cooper's Ferry Partnership and the Camden County

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Municipal Utilities Authority who will begin the process of imparting the knowledge, techniques, and strategies specific to member' specific service assignments. Among other topics, members will learn about the tools they will use, the gear they will wear, procedures for ensuring their own safety and that of fellow team members, transportation and communication protocols, and inclement weather policies. Finally, the Center for Family Services will begin the yearlong process of ensuring AmeriCorps members are able to leverage the skills they are developing to secure meaningful jobs upon completion of their term of service.

Following two weeks of pre-service training, AmeriCorps members will participate in one three-day period of additional training per month. These trainings will address Camden City's real and specific environmental conditions as well as job and life skills. The life skills trainings will focus on soft skills such as office etiquette, public speaking, financial education, networking, resume writing, and other job search and retention skills for post-AmeriCorps employment. Members will also share their best practices by leading peer-to-peer sessions. As per AmeriCorps guidelines, prohibited activities such as lobbying, will be introduced during pre-service training and periodically reviewed with members, staff, and community volunteers, particularly when elections are imminent.

To supplement the supports provided through structured trainings, Camden PowerCorps will employ one social service coordinator who will manage the additional issues that may crop up during a member's year of service. This could include issues pertaining to housing, interpersonal problems, childcare, or health challenges. In addition to the City department supervisor, who will teach members the hard skills they need to complete their service, Center for Family Services staff will work with the City departments to manage day-to-day issues that may hinder successful completion of expected service. These Center for Family Services staff will be skilled in conflict resolution, setting standards of professionalism (e.g., showing up on time, using appropriate communication strategies, etc.) and providing the additional support members may need to remain committed throughout the year.

### **MEMBER SUPERVISION**

AmeriCorps members will serve in teams of 10, supervised by a full-time team leader, employed by Center for Family Services, who will support the members while holding them accountable. Team leaders will maintain close communication with each of the individual assigned contacts from one of

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the three Service Partners, either: 1) Cooper's Ferry Partnership, 2) Camden County Municipal Utilities Authority, or 3) the City of Camden, to ensure the successful completion of service assignments. This team leader, who will be supervised and supported by the Center for Family Services Program Manager, will serve as a link to Center for Family Services and City resources, and assist in member and program management and support. Each team of AmeriCorps members will have 1 Assistant Crew Leader, who will be members themselves. This program component will begin after the first cohort is completed and will be based on members completing a second term. The Assistant Crew Leaders will be selected for their maturity and interpersonal skills, are likely to be among the older members, and may be those with prior AmeriCorps experience. This position will serve as the phase II, more intensive opportunity for those youth who choose to complete a second term.

All members, regardless of service assignment, will have constant contact with the Workforce Development Coordinator who will support them and their team leader to ensure they are engaged in meaningful service, that they are getting constructive feedback, that their views are being heard and addressed, and that they are being provided appropriate supplies and materials. In addition, one social service manager will be responsible to ensure members are able to access the full range of social service resources available to them through our recruitment partners (Center for Family Services, Youthbuild Camden, Work Group, and the Multi-Agency Life Line (M.A.L.L.) Program).

Team leaders will be hired based on their prior experience working with at-risk populations and their enthusiasm for the program's goals and objectives. Once on board, they will be extensively trained in supervisory practices, policies, and procedures. Their training will cover a range of topics, including team building, assigning members to specific tasks, member evaluation, coaching, utilization of Center for Family Services staff and resources, and prohibited activities.

### **MEMBER EXPERIENCE**

Members will be engaged in activities, primarily outdoors, in which they will typically be able to see immediate results. Through ongoing training and support from their team leaders and Service Partner contacts, members will also come to understand how those immediately visible results contribute to longer-term, more enduring, and far more profound changes in the environment. Thus, we expect the Camden PowerCorps service experience to be very powerful as it will provide ongoing

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opportunities for members to develop the skills and confidence required to make a difference that will affect the lives of the residents of Camden City for many years to come.

Active citizenship and the development of a life-long ethic of civic responsibility will be embedded in all aspects of the AmeriCorps experience -- from formal training provided by Center for Family Services, to daily opportunities for reflection facilitated by team leaders, to consistent messaging from all of the adults and officials affiliated with the program, most especially Governor Christie and Mayor Redd. Center for Family Services will utilize the National Youth Leadership Council's 'Learning by Giving' resources from the National Constitution Center's Education Department, as well as curriculum provided through the CNCS Resource Center, National Service Learning Clearinghouse, and materials designed by Camden County College. Training sessions will promote dialogue, combine character education with active citizenship, and employ community problem solving techniques to foster a culture of care and action for all members where they realize their potential as change agents during and after their year of service. Throughout their term of service, members will reflect on their engagement in active citizenship through team discussions and in training sessions.

Finally, the Center for Family Services will encourage and support AmeriCorps members to participate in any state or national opportunities related to AmeriCorps or CNCS. Center for Family Services holds another AmeriCorps grant as well as an AmeriCorps VISTA grant. Center for Family Services will facilitate the interactions between these three AmeriCorps service groups to help foster a corps spirit across the programs through team building activities, group service projects, etc.

### **COMMITMENT TO AMERICORPS IDENTIFICATION**

Particular attention will be paid to ensuring public awareness of Camden PowerCorps as an AmeriCorps program. Among other things, the AmeriCorps logo will be prominently displayed on PowerCorps member uniforms. Further, Center for Family Services, as a current and experienced AmeriCorps grantee, is familiar and compliant with CNCS recommendations on branding. The AmeriCorps logo is on everything Center for Family Services produces and will be on everything generated for PowerCorps, including uniforms, recruitment materials, signage, promotions and reports.

Center for Family Services has a long and active history of collaborating with other national service

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programs, so PowerCorps members will have frequent opportunities to serve in partnership with AmeriCorps members from many of Camden City's other AmeriCorps programs. In addition, members will be introduced early in their year to other AmeriCorps members serving at Center for Family Services and locally at other programs. Finally, AmeriCorps members will be formally oriented to Mayor Redd's and Governor Christie's commitment to service. Camden PowerCorps will also be integrated into the City's overall service plan, and outcomes will be reported publicly on an annual basis.

### **Organizational Capability**

#### **ORGANIZATIONAL BACKGROUND AND STAFFING**

The City of Camden is the applicant in collaboration with the State of New Jersey and the local partners for the Governor and Mayor Initiative and together have identified Center for Family Services, the Cooper's Ferry Partnership, and Camden County Municipal Utilities Authority to participate as Founding Partners of Camden PowerCorps. Each of these organizations were carefully selected as founding partners based on either experience in administering AmeriCorps grants and programs, significant ties to and experience with community engagement, and technical knowledge of green infrastructure maintenance.

Center for Family Services was selected as the lead non-profit to guide the development and implementation of Camden PowerCorps based on the alignment of their mission with the City of Camden and their proven track record and extensive experience managing AmeriCorps programs and funding. Center for Family Services is a nonprofit human services agency with over 90 years of experience serving youth and families. The vision of Center for Family Services is for all people to lead capable, responsible, fulfilled lives in strong families and healthy communities. The mission of Center for Family Services is to support and empower individuals, families, and communities to achieve a better life through vision, hope, and strength. Center for Family Services has had a growing presence in the southern New Jersey region since its inception in 1920. Center for Family Services' boasts more than 65 programs with a focus on community outreach, school based and after school programs, substance abuse and intensive home based treatment programs, individual and family counseling, case management, foster care, and emergency shelters and residential facilities for at-risk youth.

Center for Family Services has managed several programs on behalf of the Office of the Mayor, including Cure4Camden, the National Forum on Youth Violence Prevention, and the M.A.L.L.

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Program. As a large multi-service non-profit organization, Center for Family Services has strong administrative and organizational capacity, which includes human resources, finance, development and public relations, and IT departments that manage, sustain, and build large agency initiatives. Center for Family Services currently administers over \$34 million from both public and private grants.

Center for Family Services has been operating AmeriCorps programs since 2010 and currently runs an AmeriCorps program and an AmeriCorps VISTA program with up to 24 members and will bring this experience to bear on this effort. The Camden County Municipal Utilities Authority is a leader in Camden City in green infrastructure development. Camden County Municipal Utilities Authority will provide technical oversight and help identify and secure the service partners where the AmeriCorps members will serve. In addition, the Camden County Municipal Utilities Authority will serve as one of the placements for the AmeriCorps members. Finally, Cooper's Ferry Partnership is an expert in community engagement and planning. In addition, Cooper's Ferry helps to lead the Camden Collaborative Initiative, a group of 35+ environmental agencies that focuses on positive environmental change in Camden City. Support letters from local organizations, organizations involved in the Camden Collaborative Initiative, for the implementation of Camden PowerCorps are on file at Cooper's Ferry Partnership. Cooper's Ferry will ensure that the community and local partner organizations participate in the implementation and support of Camden PowerCorps.

Under the leadership of the Office of the Mayor, Center for Family Services will hire all staff related to the management structure for Camden PowerCorps. The Chief Operating Officer and the Associate Vice President from Center for Family Services will provide oversight of the program in coordination with Cooper's Ferry Partnership and Camden County Municipal Utilities Authority. Additional staff to be hired include: 1) Program Director -- manages program staff and manages daily responsibility for all Camden PowerCorps activities including reporting; 2) 3 Team Leaders -- each supervises a team of 10 members and help to organize and run trainings for the AmeriCorps members; 3) Assistant Crew Leader -- The Assistant Crew Leader will be an AmeriCorps program member who has joined for a second term and has demonstrated exceptional leadership; 4) Social Service Coordinator -- works with the support staff of the four agencies which recruited members to coordinate supportive services for members; 5) Workforce Development Coordinator -- works to enhance AmeriCorps members employability through coordination with outside organizations to facilitate post-PowerCorps

## **Narratives**

employment opportunities and the organization of the on-going life and job skills trainings.

Management structure for Camden PowerCorps: The Governor and Mayor will provide ultimate oversight of this initiative. Each office will receive reports from, and provide recommendations to, an Advisory Committee comprised of 1 appointee from the Governor's Office, 1 appointee from the Mayor's Office, the Chief Operating Officer from Center for Family Services, the Executive Director of the Camden County Municipal Utilities Authority, and the Vice President of Neighborhood Initiatives from Cooper's Ferry Partnership. Day to day operational oversight will be the responsibility of the Chief Operating Officer from the Center for Family Services. The Mayor's Office will provide the Chief Operating Officer and the City Manager with support in grant management, financial oversight, and audit compliance.

### **COMPLIANCE AND ACCOUNTABILITY**

While the City of Camden and State of New Jersey are the applicants, Center for Family Services, given its extensive experience managing AmeriCorps funding, will be delegated as fiduciary agent for the program and responsible for ensuring compliance with CNCS rules, for detecting and preventing noncompliance, and for correcting any instances of noncompliance.

Center for Family Services, Camden County Municipal Utilities Authority, and Cooper's Ferry Partnership will review the prohibited activities, such as lobbying, in detail with its own and partner agency staff. All AmeriCorps members, community volunteers, and Service Partners will receive training on risks, compliance issues, and prohibited and unallowable activities. If any individual is caught in violation of the trainings, the PowerCorps Advisory Committee will determine next steps to get back in compliance.

Some of the PowerCorps personnel, including the Program Director, Team Leaders, Social Service Coordinator, and Workforce Development Coordinator will be hired from outside Center for Family Services while others will be transferred from current Center for Family Services programs. Each of these positions will require previous experience working with at-risk youth, a commitment to civic values, a passion for the overall objectives of PowerCorps, and a strong interest in learning about and adhering to AmeriCorps policies. All other program staff will be experienced Center for Family Services staff who are deeply familiar with CNCS rules.

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### Cost Effectiveness and Budget Adequacy

#### COST EFFECTIVENESS

This proposal requests \$411,000 to support the cost of 30 Member Service Years (MSY). This amount does not exceed the maximum \$13,700 per MSY. The partners will provide a cash match to ensure effective implementation of the program. An initial commitment of \$200,000 has been secured as a cash match, and the founding partners are continuing to identify and secure both cash and in-kind funding to support the program. The City and Camden County Municipal Utilities Authority have already identified and committed to Camden PowerCorps. The match funding will go directly towards the staffing and administrative costs and equipment needed to run the program. The City along with Center for Family Services, Camden County Municipal Utilities Authority, and Cooper's Ferry Partnership are confident that the total \$822,000 will be sufficient to properly run the program.

In addition, in order to keep budget costs to a minimum, Cooper's Ferry Partnership, the City, and members of the Camden Collaborative Initiative (the local environmental advocacy coalition) are providing significant in-kind resources in the form of staff time, access to equipment and supplies, and data collection. The City, Camden County Municipal Utilities Authority, and Cooper's Ferry Partnership are taking responsibility for reaching out to individual donors, foundations, and potential employers of PowerCorps graduates for further financial support. Both the Governor and Mayor are confident that the proposed budget can be sustained for at the least the three-year grant period.

According to the White House Council for Community Solutions report, the need for broad national action and collaboration among business, nonprofit, and community leaders is urgent. In 2011 alone, taxpayers shouldered more than \$93 billion to compensate for lost taxes and direct costs to support young people disengaged from both education and work. In their analysis *The Economic Value of Disconnected Youth*, researchers found that, over the lifetime of this group, the cost to society is estimated to be \$4.7 trillion. Through Camden PowerCorps, Camden City will not only be using a best practice approach to engage and support opportunity youth, but will connect them to meaningful roles to improve their own communities in meaningful and long term ways.

Maintaining the green infrastructure systems throughout Camden City triggers a multi-pronged benefit. For one, with the implementation of green infrastructure in favor of grey infrastructure, Camden City saves significantly on capital costs for stormwater management.

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Managing the stormwater properly also positively impacts water quality, decreases flooding episodes, and can improve the public health of communities. This Mayor's and Governor's AmeriCorps program is a comprehensive, multi-pronged approach that enables youth to take key steps to strengthen their future and have a tremendous impact on their environment and the community in which they live.

### **BUDGET ADEQUACY**

The PowerCorps budget outlines the program staff: 6 Center for Family Services employees will be dedicated full time to implementation of this ambitious program, and a ratio of 1 staff member for each 5 AmeriCorps members. The budget dedicates significant resources to staffing to ensure that the at-risk youth recruited to serve as AmeriCorps members will have the training, supervision, and ongoing support required to ensure they both achieve the intended project outputs/outcomes and develop the skills and confidence required to successfully enter the workforce upon completion of their service. In addition, the budget includes the resources required to provide the extensive training called for in the program narrative.

The budget is designed with an eye to long-term sustainability. Under the leadership of the Office of the Mayor, this project is designed to have a cross sector approach, as well as cross sector funding to ensure that the activities and the funding are mutually reinforcing to meet the overall community goals and the goals of the partners.

The proposed budget is directly in line with the program narrative. It includes living allowances for 30 MSY (60 part time members each serving 6 month full time terms, as well as fringe benefits for these members). It includes the salary and fringe benefits for the Program Manager and other direct service staff. The budget supports the program design as it includes resources for staff training and travel to Corporation for National and Community Service conferences, computers and program supplies for the program staff and members, uniforms for AmeriCorps members, and AmeriCorps State patches for t-shirt sleeves.

The budget as submitted contains no mathematical errors and contains sufficient information to assess how each of the line items is calculated.

## Narratives

BELOW ARE REQUESTED CLARIFICATIONS\*\*

Please see below for additional clarification responses:

\* Section 1-G --Training: Staff Training - Please clarify the purpose of the staff training and provide more detail on frequency, and costs included in this line item.

The purpose of staff training is as follows:

-Provide an understanding to newly hired Center for Family Services' (CFS) staff that will be charged with the program's everyday administration on why Camden PowerCorp exists and the specific opportunities and challenges it addresses.

-Provide training to CFS and founding partner staff regarding specific AmeriCorp reporting.

-Provide training to CFS staff regarding instruments to be utilized in regards to tracking EN4 (acres of parks or public land treated) and EN6 (clean parks and lots: number of tons of material collected).

-Provide training CFS staff regarding the current state of Camden's environment including the need to address several key issues including flooding and illegal dumping

-Provide training CFS staff regarding the proper maintenance of both green infrastructure installations as well as stormwater inlets.

-Provide training to the Workforce Development Coordinator on best practices for youth employment programs.

-Provide best practices training to Social Services Coordinator

All positions will undergo an initial 8 day training aimed at immersing staff in the PowerCorp program while developing a sense of teamwork and camaraderie. Breakout sessions will be held as needed. Training will be led by CFS and the other founding partners with a minimum of two trainers per day at in kind rate of \$300 per day per trainer for an approximate total of \$4,800. The remaining \$1,200 will be used on an as needed basis or as opportunities to incorporate best practices present themselves.

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\* Section 1-G -- Training: Member Training-Please provide more clarity on the member training including the expenses and the number of trainings. Please include specific expenses.

Center for Family Services in collaboration with Camden City, Camden County MUA and Cooper's Ferry Partnership will provide training to Members on the following schedule:

Week one will begin with the intake of the Members including completion of employment form and an understanding of prohibited activities. Next the Members will focus on the history and current status of national service and AmeriCorps as well as an overview of the history of the City of Camden and the role that the Center for Family Services, Camden County MUA and Cooper's Ferry Partnership play in the community. Members will understand the terms and conditions of their service and will review and understand the AmeriCorps contract and handbook. Members will also take part in workshops aimed at addressing de-escalation, communication and conflict resolution. Week one will also introduce life skills training with a focus on office etiquette, public speaking, financial education, networking, resume writing and other post AmeriCorps job skills.

During week two the Members will receive intensive training on the skills needed to fulfill their service in AmeriCorp including:

- proper green infrastructure maintenance

- proper maintenance of stormwater inlets

- proper handling of illegally dumped trash and debris

- sorting of recyclable material

- communicating to the public about AmeriCorp, PowerCorp and environmental awareness

One day a month Members will have continued training in life skills training as well as reviewing and

## Narratives

updating the skills needed to perform their service. The training provided in these sessions will outlast their time as AmeriCorp Members as the skills learned may directly lead to employment in the installation and care of green infrastructure or the maintenance of a stormwater management system.

Each cohort (2 cohorts per year) will have 10 days of training at the beginning of their service at a daily rate of \$300 per day for a total of \$6,000 per year.

Once monthly training, 5 times per cohort (10 time total) will be provided at a daily rate of \$300 per day or \$3,000 per year.

\* Section 1-I - Other Program Operating Costs: Program Insurance - Provide more information on the type of insurance.

The program insurance is to cover Center For Family Services required general and professional liability insurance and Directors and Officers Insurance. This insurance is standard for all programs, and covers a program portion of premiums that cover slips and falls, accidents that may occur during program operations, and other program incidents. This line item also includes the cost of a rider for the City of Camden, CCMUA, and CFS for transportation of Americorps members (including vehicle insurance), and program insurance for site projects.

\* Section 1-I -- Other Program Operating Costs: Human Resource - Please provide the activities for onboarding that are charged in this line item.

On-Boarding will consist of background checks as well as pre-service physical examinations for Members and Staff.

Pre-Service physicals estimated at \$100 per Individual

Background checks estimated at \$50 per individual

\* Section 1-I: Other Program Operating Costs: Recruitment & Communications: Please provide additional detail on the expenses included in this line item including the purpose, type and estimated number of the items.

The recruitment and communications line item will cover the cost of design, printing, and dissemination of recruitment materials to recruit Americorps members, as well as Americorps staffing,

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with a primary focus on the member recruitment.

We expected to print approximately 1500 pieces per recruitment period for a total of 3000 annually at a cost of \$4000 for design and printing.

These materials will also need to be translated into Spanish at a cost of \$500.

This line item also includes the cost of program materials to brand the work of the Americorps PowerCorps program, and includes the design and development of 3 site based banners -- one for each team per cohort at a cost of \$1500.

This line item also covers the cost of Americorps outreach and communications events and activities, such as Mayor's Day of Service activities and related communications efforts, National Service Day, and ongoing communications efforts to build and sustain the Americorps PowerCorps program. This cost is estimated at \$1500.

\* Section III - Please describe what the 10% default rate is that you are applying.

Center For Family Services has a federally negotiated indirect cost rate this has been applied to this grant based on the CNCS grant request amount. This rate has been reduced by CFS to reflect a shared cost and an in-kind contribution to this, so the full 10% amount has not been applied or reflected in the budget amount.

### **Evaluation Summary or Plan**

N/A

### **Amendment Justification**

N/A

### **Clarification Summary**

1. Please update your Executive Summary to reflect 60 AmeriCorps members instead of the 30 listed in the narrative.

The executive summary has been updated to reflect 60 members.

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2. Please clarify what members will do when tasked with the regular maintenance of Camden City's park systems under the guidance of the Camden County Parks Department. Please confirm this does not fall under the unallowable activity of job displacement.

Presently, maintenance of Camden city's park system and green spaces is minimal in nature due to low staffing levels. Activities center on mowing grassy areas with minimal trash removal. Members will not be asked to duplicate these efforts and therefore will not displace any jobs. Instead, the Members's work will revolve around the maintenance of the over 50 green infrastructure projects that have been recently installed as well as the removal of debris and trash that is illegally dumped throughout the city's open spaces. As mentioned in the narrative, Camden City has a significant flooding problem which is the reason the green infrastructure has been installed. Without continual maintenance these projects will fail to act as intended and streets and homes will continue to flood. Further, stormwater that cannot be collected by the green infrastructure often comes into contact with illegally dumped debris and contaminants from these materials end up in the waterways via Camden sewer system.

3. Please confirm the youth recruited for AmeriCorps service will meet the requirements for Opportunity Youth as defined in the NOFO and Glossary.

The Camden City Office of the Mayor, CFS, and their partners are committed to recruiting and working with Opportunity Youth as defined in the NOFO as economically disadvantaged individuals age 16-24 who are disconnected from school or work for at least six months prior to service.

4. Please clarify how the current VISTA members may impact the proposed program.

The Camden City Office of the Mayor is the lead grantee for this proposed program and will be sub-granting the day to day management of the program to Center For Family Services. The Center's VISTA program will not impact this proposed Americorps PowerCorps Program.

### B. Budget Clarification

Please respond to the clarification items in the 'Budget Narrative' section of the application unless

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otherwise indicated

1. Section 1-A: Personnel Expenses - Please confirm the Crew Leaders will be hired on as staff and not budgeted as second year members. If they are second year members, please remove them from the personnel costs and adjust their maximum living allowance to \$25,060.

The Crew Leaders who will be hired as part of this budget will be staff.

2. Section 1-A: Personnel Expenses - Please provide a justification for the Associate Vice President at .10 usage; this position was not described in the application narrative.

The Associate Vice President position has been removed from the budget and budget narrative.

3. Section 1-I : Other Operating Costs - please include costs for required criminal history background checks for all members and staff supported by this grant. This cost may be inferred by the Human Resource line item but if so it needs to be clearly marked as criminal history background checks.

The criminal history background checks for all members and staff is included in the human resource line item.

4. Section 1-D: Equipment ¿ Please clarify/justify the cost of passenger vans in this line item. Is this cost a purchase or rental?

The cost of the passenger van is for use by the Americorps members for transportation to and from the various site where the members will be placed each day. We expect this cost to be for a purchase of a passenger van.

5. Section 1-G: Staff Training - Please clarify the purpose of the staff training and provide more detail on frequency, and costs included in this line item.

This is an estimated cost for staff training and includes all CFS staff training on such topics as cultural competency, supervision and management, and related topics. These trainings will also include program specific training in the curriculum and how to meet the specific needs that arise from the Americorps members. We anticipate a minimum of 3 trainings per year.

6. Section 1-G: Member Training - Please provide more clarity on the member training including the expenses and the number of trainings.

The Member training section includes expenses for direct program and support specific training for the Americorps members. As outlined in the budget narrative, this grantee share funding will be used to

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provide the orientation training 2 times per year at 2 weeks each (1 time for each 6 month cohort), and monthly training for 10 months (1 month for each cohort without a training day). The expenses will include costs for trainers, training materials, and related expenses.

7. Section I-I: Other Program Operating Costs - Insurance - Provide more information on the type of insurance and the rate charged.

The insurance costs include costs for adding an additional program to CFS. This includes liability insurance, director's and officer's insurance, as well as program specific insurance that is necessary because of transporting the Americorps members. It is also expected that CFS and the City of Camden will be required to carry additional insurance (an insurance rider to cover the named insured) because of the projects done on public space.

8. Section 1-I: Other Program Operating Costs - Space for Staff and Member Training - Please clarify that the space for meetings is in addition to other space charges included in the budget.

This space cost has been removed from the budget because we now anticipate having free space through one of our program partners.

9. Section 1-I: Other Program Operating Costs - Recruitment & Communications- Please provide additional detail on the expenses included in this line item including the purpose, type and estimated number of the items.

The recruitment and communications line item includes printing of recruitment materials to distribute to various program partners and to the general community. This cost also includes the cost of translating the recruitment materials so that they are available in English and Spanish. Additional outreach items include program banners that distinguish Americorps project sites, mailings, and program printing.

10. Section III - Please note the base for which the indirect cost rate is applied to clarify the calculation for this line item.

The indirect cost rate is based on the federal indirect cost rate default of 10%. This cost has been modified to reflect half of this rate at 5% of the CNCS share.  $\$402,900 * 5\% = \$20,145$ .

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11. Funding is extremely competitive and limited this year. Having a low Cost Per Member Service year (MSY) is a competitive advantage. Applicants submitting with a low cost per MSY will receive higher priority for funding. Please consider decreasing the application's proposed cost per MSY by revising the CNCS share of the program budget, or provide a compelling explanation for why the cost/MSY cannot be decreased. CNCS will review both the individual program cost per MSY and the aggregate cost per MSY after the clarification period and may elect to make further decreases in cost per MSY and/or may be only able to partially fund applicants.

The City of Camden is not in a position to decrease the proposed cost per MSY for this application.

### C. Performance Measure Clarification

Please make the following changes in the Performance Measures screens in eGrants or in the 'Clarification Summary' field, as appropriate.

1. EN4.1 - please confirm the applicant will achieve 100% of its target goal of 600 acres showing improvement in condition of the storm water and parks system in Camden. Please confirm that your definition of improvement must be "improved to an acceptable level as defined...in accordance with their natural resources". You must specify that this is your definition of improvement.

The Members will be achieve 100% of its target goal of improving the condition of 600 acres parks and green and otherwise open space. As noted above, the present maintenance of Camden's park system, green spaces and open areas is minimal in nature. By focusing on the removal of illegally dumped debris and the maintenance of green infrastructure projects the Members will be able to improve the acreage to a quality environment in-line with the land a natural resource.

2. EN3, EN3.1 and EN3.2 - member development is not the target population for these measures. Please delete.

These have been deleted.

3. EN6.1 - The applicant needs to verify that there are contracts for the sale or transfer of materials to a processor for reuse or an end user. Please specify.

This has been deleted.

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4. O2, O3 and O10 -the target group for these measures must be community participants and not AmeriCorps members; please delete. Please also confirm the number MSYs and slots are correct for these measures (i.e. 2.5 MSYs and 60 member slots).

This has been deleted.

5. For all outcomes where surveys are utilized please describe the survey and what it will measure (for example: what specific soft skills). How is it connected to the learning objective of the training?

This has been clarified in the performance measures section.

### D. Strategic Engagement Slots

1. What percentage of your slots will be targeted to recruiting members with disabilities? What is your program's plan, if any, for outreach and recruitment of members of the disability community?

The City of Camden, CFS, and its partners will make targeted efforts to recruit members with disabilities. This plan will include making accommodations where possible for members with disabilities and communicating this in materials and in communication with recruitment partners. However, we do not have an estimated position of the number of slots that will be dedicated for this target population. We do not have an additional specific recruitment plan for recruitment of members with disability.

2. In order to increase the number of individuals with disabilities serving as AmeriCorps members, CNCS is offering applicants the opportunity to request additional MSYs to be filled by AmeriCorps members with disabilities. The additional MSYs would be funded at the clarification cost per MSY level. Applicants must describe their intent to recruit, engage and retain additional members with disabilities and provide a detailed outreach plan for how these members will be recruited and supported (e.g. established recruitment partners or strategies.) In addition, programs receiving these additional member positions will be required to report specific details on the success of the recruitment, supervision and retention of AmeriCorps members with disabilities in semi-annual progress reports. If you would like to request additional MSYs to be filled by AmeriCorps members with disabilities, please describe your intent as requested above. Also indicate how many MSYs your program would like to request, the number of slots by slot type, and where the additional members will serve. Add these additional MSYs to your budget. Also adjust your performance measure targets, MSY allocations, and executive summary to reflect these additional

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members.

Camden City and its partners are not requesting any additional member positions under this opportunity.

### E. MSY with No Program Funds Attached Clarification:

Applicants may request No-Cost MSYs. These additional No-Cost MSYs are national service positions in which no grant funds will be awarded. In other words, grantees could receive additional AmeriCorps positions but no additional grant funds. Programs will be responsible for using their own or other resources to pay program costs, member support costs and other operating expenses. Keep in mind that full-time AmeriCorps program costs include expenditures for the AmeriCorps living allowance, health care and criminal history checks. Programs are not required to pay living allowances or cover health care for less-than-full-time members. If you wish to request no-cost MSYs, please respond to the following and add the additional slots to your budget and executive summary, and adjust your performance measure targets and MSY allocations:

Camden City and its partners are not requesting any additional MSYs with no program funds under this proposal.

### ADDITIONAL CLARIFICATIONS\*\*

Please see below for additional clarification responses:

\* Section 1-G --Training: Staff Training - Please clarify the purpose of the staff training and provide more detail on frequency, and costs included in this line item.

The purpose of staff training is as follows:

-Provide an understanding to newly hired Center for Family Services' (CFS) staff that will be charged with the program's everyday administration on why Camden PowerCorp exists and the specific opportunities and challenges it addresses.

-Provide training to CFS and founding partner staff regarding specific AmeriCorp reporting.

-Provide training to CFS staff regarding instruments to be utilized in regards to tracking EN4 (acres of

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parks or public land treated) and EN6 (clean parks and lots: number of tons of material collected).

-Provide training CFS staff regarding the current state of Camden's environment including the need to address several key issues including flooding and illegal dumping

-Provide training CFS staff regarding the proper maintenance of both green infrastructure installations as well as stormwater inlets.

-Provide training to the Workforce Development Coordinator on best practices for youth employment programs.

-Provide best practices training to Social Services Coordinator

All positions will undergo an initial 8 day training aimed at immersing staff in the PowerCorp program while developing a sense of teamwork and camaraderie. Breakout sessions will be held as needed. Training will be led by CFS and the other founding partners with a minimum of two trainers per day at in kind rate of \$300 per day per trainer for an approximate total of \$4,800. The remaining \$1,200 will be used on an as needed basis or as opportunities to incorporate best practices present themselves.

\* Section 1-G -- Training: Member Training-Please provide more clarity on the member training including the expenses and the number of trainings. Please include specific expenses.

Center for Family Services in collaboration with Camden City, Camden County MUA and Cooper's Ferry Partnership will provide training to Members on the following schedule:

Week one will begin with the intake of the Members including completion of employment form and an understanding of prohibited activities. Next the Members will focus on the history and current status of national service and AmeriCorps as well as an overview of the history of the City of Camden and the role that the Center for Family Services, Camden County MUA and Cooper's Ferry Partnership play in the community. Members will understand the terms and conditions of their service and will review and understand the AmeriCorps contract and handbook. Members will also

## Narratives

take part in workshops aimed at addressing de-escalation, communication and conflict resolution. Week one will also introduce life skills training with a focus on office etiquette, public speaking, financial education, networking, resume writing and other post AmeriCorps job skills.

During week two the Members will receive intensive training on the skills needed to fulfill their service in AmeriCorp including:

- proper green infrastructure maintenance

- proper maintenance of stormwater inlets

- proper handling of illegally dumped trash and debris

- sorting of recyclable material

- communicating to the public about AmeriCorp, PowerCorp and environmental awareness

One day a month Members will have continued training in life skills training as well as reviewing and updating the skills needed to perform their service. The training provided in these sessions will outlast their time as AmeriCorp Members as the skills learned may directly lead to employment in the installation and care of green infrastructure or the maintenance of a stormwater management system.

Each cohort (2 cohorts per year) will have 10 days of training at the beginning of their service at a daily rate of \$300 per day for a total of \$6,000 per year.

Once monthly training, 5 times per cohort (10 time total) will be provided at a daily rate of \$300 per day or \$3,000 per year.

\* Section 1-I - Other Program Operating Costs: Program Insurance - Provide more information

## Narratives

on the type of insurance.

The program insurance is to cover Center For Family Services required general and professional liability insurance and Directors and Officers Insurance. This insurance is standard for all programs, and covers a program portion of premiums that cover slips and falls, accidents that may occur during program operations, and other program incidents. This line item also includes the cost of a rider for the City of Camden, CCMUA, and CFS for transportation of Americorps members (including vehicle insurance), and program insurance for site projects.

\* Section 1-I -- Other Program Operating Costs: Human Resource - Please provide the activities for onboarding that are charged in this line item.

On-Boarding will consist of background checks as well as pre-service physical examinations for Members and Staff.

Pre-Service physicals estimated at \$100 per Individual

Background checks estimated at \$50 per individual

\* Section 1-I: Other Program Operating Costs: Recruitment & Communications: Please provide additional detail on the expenses included in this line item including the purpose, type and estimated number of the items.

The recruitment and communications line item will cover the cost of design, printing, and dissemination of recruitment materials to recruit Americorps members, as well as Americorps staffing, with a primary focus on the member recruitment.

We expected to print approximately 1500 pieces per recruitment period for a total of 3000 annually at a cost of \$4000 for design and printing.

These materials will also need to be translated into Spanish at a cost of \$500.

This line item also includes the cost of program materials to brand the work of the Americorps PowerCorps program, and includes the design and development of 3 site based banners -- one for each team per cohort at a cost of \$1500.

This line item also covers the cost of Americorps outreach and communications events and activities, such as Mayor's Day of Service activities and related communications efforts, National Service Day,

## Narratives

and ongoing communications efforts to build and sustain the Americorps PowerCorps program. This cost is estimated at \$1500.

- \* Section III - Please describe what the 10% default rate is that you are applying. Center For Family Services has a federally negotiated indirect cost rate this has been applied to this grant based on the CNCS grant request amount. This rate has been reduced by CFS to reflect a shared cost and an in-kind contribution to this, so the full 10% amount has not been applied or reflected in the budget amount.

### Performance Measure Clarifications

- \* EN4.1: In the performance measure screens for this measure please specify your definition of improvement for this measure. This was not included in the first round of clarification responses. Definition of Improvement -- Members will improve the parks, lots and green infrastructure projects of Camden City by clearing natural debris (leaves, fallen trees and limbs) and unnatural debris (household appliances, tires, televisions, construction debris) as well as by removing invasive species.

- \* EN4.1: see First Round Clarification #5 re: outcome surveys. You have indicated in the application narrative this has been addressed in the performance measure screens; however the performance measure information for your outcome measure (EN4.1) utilizing surveys does not contain any new information. Please clarify and add this information in the EN4.1 performance measure screens.

Officials from both Camden City Public Works and Camden County Parks Department will be surveyed prior to the Members service to assess their view of the various parks, open spaces and green infrastructure improvements in Camden City. The same officials will be surveyed after each cohort of Members has completed service to gauge the effectiveness of their service. Further, statements will be solicited from the aforementioned officials in which they confirm the positive impact the Members had on the parks, open space and green infrastructure projects.

- \* EN6.1: The applicant needs to verify that there are contracts for the sale or transfer of materials to a processor for reuse or an end user. Please specify. Your response indicates a deletion; however neither the performance measure nor the application narrative indicates any kind of deletion regarding this measure. Please clarify both in the performance measure screens and in the clarification narrative of the application.

## Narratives

The City of Camden has existing contracts in place for both recycling and garbage removal.

### Continuation Changes

Please see below for additional clarification responses:

\* Section 1-G --Training: Staff Training - Please clarify the purpose of the staff training and provide more detail on frequency, and costs included in this line item.

The purpose of staff training is as follows:

-Provide an understanding to newly hired Center for Family Services' (CFS) staff that will be charged with the program's everyday administration on why Camden PowerCorp exists and the specific opportunities and challenges it addresses.

-Provide training to CFS and founding partner staff regarding specific AmeriCorp reporting.

-Provide training to CFS staff regarding instruments to be utilized in regards to tracking EN4 (acres of parks or public land treated) and EN6 (clean parks and lots: number of tons of material collected).

-Provide training CFS staff regarding the current state of Camden's environment including the need to address several key issues including flooding and illegal dumping

-Provide training CFS staff regarding the proper maintenance of both green infrastructure installations as well as stormwater inlets.

-Provide training to the Workforce Development Coordinator on best practices for youth employment programs.

-Provide best practices training to Social Services Coordinator

All positions will undergo an initial 8 day training aimed at immersing staff in the PowerCorp program while developing a sense of teamwork and camaraderie. Breakout sessions will be held as needed. Training will be led by CFS and the other founding partners with a minimum of two trainers per day at in kind rate of \$300 per day per trainer for an approximate total of \$4,800. The remaining \$1,200 will be used on an as needed basis or as opportunities to incorporate best practices present

## Narratives

themselves.

\* Section 1-G -- Training: Member Training-Please provide more clarity on the member training including the expenses and the number of trainings. Please include specific expenses. Center for Family Services in collaboration with Camden City, Camden County MUA and Cooper's Ferry Partnership will provide training to Members on the following schedule:

Week one will begin with the intake of the Members including completion of employment form and an understanding of prohibited activities. Next the Members will focus on the history and current status of national service and AmeriCorps as well as an overview of the history of the City of Camden and the role that the Center for Family Services, Camden County MUA and Cooper's Ferry Partnership play in the community. Members will understand the terms and conditions of their service and will review and understand the AmeriCorps contract and handbook. Members will also take part in workshops aimed at addressing de-escalation, communication and conflict resolution. Week one will also introduce life skills training with a focus on office etiquette, public speaking, financial education, networking, resume writing and other post AmeriCorps job skills.

During week two the Members will receive intensive training on the skills needed to fulfill their service in AmeriCorp including:

- proper green infrastructure maintenance

- proper maintenance of stormwater inlets

- proper handling of illegally dumped trash and debris

- sorting of recyclable material

- communicating to the public about AmeriCorp, PowerCorp and environmental awareness

## Narratives

One day a month Members will have continued training in life skills training as well as reviewing and updating the skills needed to perform their service. The training provided in these sessions will outlast their time as AmeriCorp Members as the skills learned may directly lead to employment in the installation and care of green infrastructure or the maintenance of a stormwater management system.

Each cohort (2 cohorts per year) will have 10 days of training at the beginning of their service at a daily rate of \$300 per day for a total of \$6,000 per year.

Once monthly training, 5 times per cohort (10 time total) will be provided at a daily rate of \$300 per day or \$3,000 per year.

\* Section 1-I - Other Program Operating Costs: Program Insurance - Provide more information on the type of insurance.

The program insurance is to cover Center For Family Services required general and professional liability insurance and Directors and Officers Insurance. This insurance is standard for all programs, and covers a program portion of premiums that cover slips and falls, accidents that may occur during program operations, and other program incidents. This line item also includes the cost of a rider for the City of Camden, CCMUA, and CFS for transportation of Americorps members (including vehicle insurance), and program insurance for site projects.

\* Section 1-I -- Other Program Operating Costs: Human Resource - Please provide the activities for onboarding that are charged in this line item.

On-Boarding will consist of background checks as well as pre-service physical examinations for Members and Staff.

Pre-Service physicals estimated at \$100 per Individual

Background checks estimated at \$50 per individual

\* Section 1-I: Other Program Operating Costs: Recruitment & Communications: Please provide additional detail on the expenses included in this line item including the purpose, type and estimated number of the items.

The recruitment and communications line item will cover the cost of design, printing, and

## Narratives

dissemination of recruitment materials to recruit Americorps members, as well as Americorps staffing, with a primary focus on the member recruitment.

We expected to print approximately 1500 pieces per recruitment period for a total of 3000 annually at a cost of \$4000 for design and printing.

These materials will also need to be translated into Spanish at a cost of \$500.

This line item also includes the cost of program materials to brand the work of the Americorps PowerCorps program, and includes the design and development of 3 site based banners -- one for each team per cohort at a cost of \$1500.

This line item also covers the cost of Americorps outreach and communications events and activities, such as Mayor's Day of Service activities and related communications efforts, National Service Day, and ongoing communications efforts to build and sustain the Americorps PowerCorps program. This cost is estimated at \$1500.

\* Section III - Please describe what the 10% default rate is that you are applying. Center For Family Services has a federally negotiated indirect cost rate this has been applied to this grant based on the CNCS grant request amount. This rate has been reduced by CFS to reflect a shared cost and an in-kind contribution to this, so the full 10% amount has not been applied or reflected in the budget amount.

### Performance Measure Clarifications

\* EN4.1: In the performance measure screens for this measure please specify your definition of improvement for this measure. This was not included in the first round of clarification responses. Definition of Improvement -- Members will improve the parks, lots and green infrastructure projects of Camden City by clearing natural debris (leaves, fallen trees and limbs) and unnatural debris (household appliances, tires, televisions, construction debris) as well as by removing invasive species.

\* EN4.1: see First Round Clarification #5 re: outcome surveys. You have indicated in the application narrative this has been addressed in the performance measure screens; however the

## Narratives

performance measure information for your outcome measure (EN4.1) utilizing surveys does not contain any new information. Please clarify and add this information in the EN4.1 performance measure screens.

Officials from both Camden City Public Works and Camden County Parks Department will be surveyed prior to the Members service to assess their view of the various parks, open spaces and green infrastructure improvements in Camden City. The same officials will be surveyed after each cohort of Members has completed service to gauge the effectiveness of their service. Further, statements will be solicited from the aforementioned officials in which they confirm the positive impact the Members had on the parks, open space and green infrastructure projects.

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### Grant Characteristics