

# Narratives

## Executive Summary

The Appalachian Forest Heritage Area AmeriCorps Program: Enhancing Assets to Benefit Communities proposes 40 AmeriCorps members who provide environmental stewardship, capacity building and community development in 16 counties in the highlands of West Virginia. At the end of the 1st program year, the AmeriCorps members will be responsible for public lands improvements and environmental education leading to healthier ecosystems, and capacity building and heritage tourism improvements to strengthen rural communities. The AmeriCorps members will leverage an additional 800 volunteers engaged in conservation and community projects. This program will focus on the CNCS focus areas of environmental stewardship and capacity building. The CNCS investment of \$512,000 will be matched with \$512,000, \$147,700 public funding and \$364,300 private funding.

## Rationale and Approach/Program Design

### B PROGRAM DESIGN

Appalachian Forest Heritage Area AmeriCorps: Enhancing Assets to Benefit Communities has served our area's rural communities for 10 years. This application combines with our 6-year-old Growing Communities through Heritage Development program as a multi-focus intermediary to serve diverse sites on Environmental Stewardship and Community Development goals, using member direct service, and volunteer management capacity building, to meet community needs.

#### 1. NEED:

Appalachian Forest Heritage Area (AFHA) encompasses 16 counties in the highlands of West Virginia. These resource-poor historic rural communities are surrounded by forested mountain ecosystems facing environmental threats of degraded habitats, threatened native species, non-native invasive species, and adverse human impact. Depressed rural communities lack resources to use historic and community assets to attract tourists and support community economic development.

#### 1.a. ENVIRONMENTAL STEWARDSHIP

The Appalachian forest ecosystems are at-risk with reduced habitat to support threatened native species and lessened eco-system diversity due to non-native invasive species. Climate change and human impact stress eco-systems. AFHA includes the ecologically diverse Monongahela National Forest, and Canaan Valley National Wildlife Refuge, a high elevation wetland that supports 73 rare plant species and 8 threatened animal species, plus state parks and forests, and nonprofit conservation preserves. (Canaan Valley National Wildlife Refuge Comprehensive Conservation Plan)

Red spruce-northern hardwood forests once covered more than a million acres in the highest

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elevations of West Virginia. By the early 1900s, extensive logging and resulting fires removed much of the mature forest, including the red spruce stands. Today only about 53,000 acres of high elevation red spruce forests remain. ([www.restoreredspruce.org](http://www.restoreredspruce.org)) The degraded condition of the spruce forest was a primary reason for Endangered Species listing for the Cheat Mountain salamander and the West Virginia northern flying squirrel. AFHA and our conservation sub-sponsors are partners in the Central Appalachian Spruce Restoration Initiative working to restore a functioning red spruce-northern hardwood forest to provide habitat for species dependent on this eco-system, addressing spruce regeneration, conserving rare and endangered species, climate change, and public education.

The forest has lost diversity and value due to invasive plants, insects and diseases. Invasive non-native species are major threats to natural ecosystems of West Virginia as they overgrow native species, damage streams, and alter wildlife habitats. Annual damages in the U.S. are over \$138 billion lost in forest products, tourism, and recreation. (Invasive Plants Brochure, 2012 [bugwoodcloud.org](http://bugwoodcloud.org)) Conservation partners including AFHA work collaboratively to reduce the threat of invasive species.

The ecological effects associated with climate change include degradation of trees and shrubs, loss of resilience to natural stresses, and mortality of sensitive animal species. "As we work to manage some of America's most iconic lands, it's critical to know which natural systems are going to be most resilient to large-scale changes like climate change," said Clyde Thompson, supervisor of the Monongahela National Forest in West Virginia. "Information from research can help management and restoration decisions support the conservation of our nation's heritage." ("Scientists Locate Natural "Strongholds" that Could Protect Nature in the Face of Climate Change", [www.nature.org](http://www.nature.org)) Public lands managers need data on existing conditions and populations, on impact of environmental changes, and the results of interventions, in order to improve effective ecosystem management. With limited funding, conservation partners lack the capacity to properly monitor forest conditions.

Forests are crucial to the economic livelihood of many rural forest communities, through wood products jobs, as well as tourism and recreation jobs based on forest recreational opportunities. Hunters, anglers, and others expend over \$1.2 billion annually on outdoor recreation in WV. ([www.wvforestry.com/Economic Impact Study.pdf](http://www.wvforestry.com/Economic_Impact_Study.pdf)) Yet public visitors and area residents too often lack appreciation of native and endangered species, leading to users causing damage such as erosion, trash, wildfire, spread of invasive species, and damage to habitats. Environmental education is needed to raise awareness and encourage an ethic of stewardship among those enjoying the forest resources.

### 1b. COMMUNITY DEVELOPMENT

Tourism has a significant and increasing role in the economic vitality of communities, as

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traditional resource-extraction and manufacturing jobs decline. The outstanding natural beauty and rich heritage of our area offer opportunities for economic diversification in tourism, service, and creative economy jobs. West Virginia tourism is stalling. Tourism impact figures show a statewide increase of 20% in tourist spending from 2004 to 2014, yet from 2012 to 2014 spending was down 8%. Within the 16 AFHA West Virginia counties, tourism spending peaked at \$747,600,000 in 2012, a 16% increase since 2004, but declined 2.5% by 2014. ([deanrunyan.com/WVTravelImpacts/](http://deanrunyan.com/WVTravelImpacts/), 2015)

Rural communities in our central Appalachian area are economically depressed with above average poverty rates. The per capita income in our area for 2015 is \$20,466, which is 88% of the WV per capita income of \$23,237, and 72% of the national income of \$28,555. The poverty rate in our counties averages 19.04% compared to 17.9% for West Virginia and 13.5% nationally. Our overwhelming rural area has average population density of 35.5 people per square mile. The largest city in the AFHA AmeriCorps service area is Elkins with 7,226 people. (US Census Bureau, 2015)

Communities have rich heritage assets, but often lack the capacity to develop and promote these opportunities. Without assistance these small rural communities, and the non-profit organizations working within them, have limited capacity in terms of available people, funds, and skills to effect meaningful change. A review of activities in AFHA 16 counties found 49 museums or historic sites, 10 Historic Landmarks Commissions, and 12 Main Street or ON TRAC (WV program using Main Street principles) community development efforts. These are primarily volunteer organizations, with only 25% having any professional staff. ([www.museumsofww.org](http://www.museumsofww.org); [wvculture.org/shpo/](http://wvculture.org/shpo/); [wvcommerce.org/people/communityresources/communityrevitalization](http://wvcommerce.org/people/communityresources/communityrevitalization))

Deteriorating historic public buildings degrade the vitality of many communities, yet are potential assets. Over 200 individual historic buildings plus 23 historic districts in AFHA counties are listed in the National Register of Historic Places. ([www.wvculture.org](http://www.wvculture.org)) "One needs only to walk the streets of small towns in the state to see that many businesses have abandoned downtown areas. Storefronts are vacant." (Vacant and Abandoned Building Toolkit, WV Community Development Hub). Historic preservation reuses these assets, avoiding massive waste of demolition. "There are many compelling reasons to preserve a structure; it may tell a significant American story, serve as a tangible link to the past, or act as an economic engine in its community." ("The Greenest Building: Quantifying the Environmental Value of Building Reuse" National Trust for Historic Preservation, Frey, 2011, p15)

### 1. c. VOLUNTEER MANAGEMENT

Most organizations in our resource poor rural communities are understaffed or all-volunteer. In order to effectively manage volunteers, they need help from trained professionals who can develop

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effective volunteer management practices. A study of "Volunteer Management Practices during Challenging Economic Times" (Knepper, et al (2015) Journal of Public Management & Social Policy: Vol. 20: No. 2, Article 7 p1) summarized "Nonprofit organizations rely upon volunteers to facilitate their missions of meeting critical community needs" especially when stressed by reduced funding.

Rural West Virginia relies on volunteers. The 2014 formal volunteer rate in West Virginia was 20.8%, lower than national average of 25.3%. Yet informal volunteering was higher at 74.4% compared to 63% nationally. ("Volunteering and Civic Life in America 2015", CNCS & National Conference on Citizenship.) Volunteerism factors like high rate of informal volunteering, abundance of non-profit organizations, and commitment to community, (Volunteering Issue Brief, CNCS, 2010) indicate West Virginians offer the potential for more volunteer activity than is currently utilized.

Management of volunteers is an ongoing challenge for most organizations, in West Virginia as elsewhere. As explained in "Why is Volunteer Management Important?" (Idealist.org) "Without a volunteer management professional -- volunteers often fall between the cracks of already busy organizations. The end result is a volunteer who doesn't feel valued or engaged." A seminal study on volunteerism ("Managing Volunteers, A Report from United Parcel Service."1998 p 14) emphasized the importance of effective volunteer management. When they asked why volunteers stopped helping at an organization, 40% cited a shortcoming of the organization volunteer management practices.

## 2. INTERVENTION

### 2.a. ENVIRONMENTAL STEWARDSHIP

Conservation members address environmental threats by environmental education, public land improvements, and monitoring of environmental conditions, leading to healthier eco-systems. Environmental education and awareness interventions encourage more responsible landowners and recreation users, and engage a new generation of citizen scientists. Members provide education and raise awareness about habitats, eco-systems, and native species, and about environmental issues such as invasive species, stewardship, and responsible land use. Members provide school programs, outreach, presentations, on-line information, and interpretation like brochures, signs, and exhibits.

Public lands improvement interventions are based on public agency land management plans. Conservation members provide eco-system restoration to improve conditions for at-risk ecosystems, including planting red spruce and releasing them from competition, planting native plants along streams and on reclaimed mine lands, prescribed burns to reduce fuel load and improve habitat conditions, non-native invasive species control, and recreation site improvements.

Conservation members provide scientific research and monitoring to assess the outcomes of land

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improvement activities, climate change resilience, and other impacts on the ecosystem. Monitoring includes wildlife surveys, water testing, mapping, and tracking results of interventions.

Members combine interventions, for instance red spruce focused members provide planting and tree release public land treatments, organize volunteer tree planting events, monitor test plots for success of red spruce growth, and provide outreach at public events about the red spruce ecosystem.

### 2b. COMMUNITY DEVELOPMENT

Community development members address economic and capacity needs in rural communities by enhancing community assets, developing tourist attractions, and preserving historic buildings, leading to stronger communities with more economic opportunity. Many sites use the National Main Street 4-point approach, or similar strategies, that rely on volunteers to improve organization, economic vitality, design, and promotion. Members support committees, encourage participation, and help implement priorities such as asset assessments, streetscape or park improvements, and events. In one successful example, a member organized several "Paint the Town" volunteer days for volunteers to clean up, fix up and paint dilapidated properties, improving the appearance of downtown.

Members develop cultural heritage tourism based on enhancing local assets such as historic buildings, heritage stories, collections, parks, local foods, culture, arts and music. Member activities include researching community stories, recording oral histories, and preserving historic collections and archives. They create tourism opportunities through exhibits, interpretive tours, and events. They provide public outreach to attract tourists and to improve visitor experience.

The Hands-On Team saves historic buildings through historic preservation construction. The team helps with reuse planning and structural needs' assessments for historic public buildings. Their activities include stabilization, window restoration, siding and plaster repair, weatherproofing, and energy efficiency. For example, they rehabilitated historic structures on the Monongahela National Forest, gaining local and national attention. ([audioarchives.oc.usda.gov/node/649](http://audioarchives.oc.usda.gov/node/649))

### 2. c. VOLUNTEER MANAGEMENT

AFHA AmeriCorps members help rural community and environmental organizations address capacity needs by developing volunteer programs and implementing volunteer management practices. They increase organizational capacity by leveraging community volunteers to accomplish the organizations' program goals, resulting in more effective organizations that accomplish more. Members are trained in best practices based on sources including "Volunteering Reinvented: Human Capital Solutions for the Nonprofit Sector" (Corporation for National and Community Service, 2007) and [ruralvolunteer.org](http://ruralvolunteer.org). They help implement volunteer program policies like planning, partnerships,

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and tracking, and volunteer management best practices such as recruitment, screening, training, communication, retention, and recognition. These practices "support volunteer involvement, cultivate an organizational climate that is welcoming to volunteers, give their volunteers an experience worth sharing, and enlist volunteers in recruiting other volunteers one-on-one." ("Volunteer Management Practices and Retention of Volunteers". The Urban Institute. June 2004, p 12)

### 3. THEORY OF CHANGE

AFHA AmeriCorps members enhance environmental and community assets to benefit rural communities and the forest ecosystems that surround them. Conservation members address environmental threats by public land improvement, monitoring of environmental conditions, and environmental education interventions, towards goal of healthier eco-systems. Community development members address economic and capacity needs in rural communities by enhancing assets, preserving community buildings, and developing tourist attractions, leading to stronger communities with more economic opportunity. All members build capacity by managing volunteers.

#### 3 a. ENVIRONMENTAL STEWARDSHIP

Conservation members address needs of at-risk ecosystems by field activities to improve public lands, by monitoring activities to inform land management, and through environmental education to change public attitudes, leading to improved stewardship and reduced risk to eco-systems. Member sub-teams are based on their primary area of service, but members all provide a variety of activities.

18 conservation members will serve with 12 sites. 10 conservation public lands members will provide service on public lands treatments for 70% of their time (plus 5% on monitoring or education, 15% volunteer management, 10% training and service projects.) These treatments include restoring red spruce and other native plants, removing non-native invasive species, and other habitat improvements as outlined in the public land management plan. Conservation education and monitoring and Hands-On Team members also will spend 25% of time on public lands treatments.

Public Lands Treated Output is measured by EN4 National Performance Measure, continuing our current target of 1500 acres per year, based on previous years' activity. Our data shows public lands treated results have consistently met or exceeded this goal of 1500 acres treated per year. Three years ago we unwisely increased the target to 2500 acres. In 2014-15 we were short of this expanded goal with 1720 acres, while in 2015-16 we met the goal with 2647 acres treated. With ongoing trends by site partners to focus on in-depth ecosystem restoration activities treating fewer acres more intensely, the larger annual goal is not realistic. For 2016-17, we returned to the 1500 acre realistic target.

The Outcome will be measured by EN4.1 Public Lands Improved, with a target of 1300 acres

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improved to an acceptable level as defined by the sponsoring agency or land manager in accordance with the goals and priorities of their land management plan. These plans are developed through a rigorous process including assessment of conditions and threats, public and professional input, and recommendations for sustaining ecosystems and improving environmental health. The supervising professionals assign member activities based on recommendations of these management plans, and assess improvement based on results such as favorable survival rate for plantings, non-native invasive species removed or killed, or significant ecosystem improvement resulting from the treatment activity. Land managers certify interventions that meet the standard of improvement of their management plan with certification signature on the public lands log. Our program has successfully met this outcome target for all years. The target number is based on previous experience with a slight increase, and is less than treatment target to allow for when desired results are not demonstrated.

8 Conservation members will focus 35% of time on environmental monitoring or education. They also spend 25% of time on public land treatments, 30% volunteer management, and 10% training and service projects. Monitoring and education projects are reported as Enhancing Assets Performance Measure (described in 3b), with outcomes of improved information and stewardship. In 2015-16 term, conservation members met outcome impact targets for 16 monitoring and education projects.

Long term goals are healthier eco-systems and improved stewardship of public lands.

### 3b. COMMUNITY DEVELOPMENT

Community development members address needs of poor rural communities by revitalizing downtowns and encouraging tourism for community economic development. Hands-On Team members address needs of dilapidated historic properties by hands-on restoration activities to return buildings to productive use. Communities are strengthened with increased economic opportunity.

22 AFHA AmeriCorps members will serve community development organizations in rural communities and tourists visiting those communities. 18 members will serve full-time with 6 community development sites (non-profit organizations or local governments) and with 12 cultural heritage non-profits (arts, historic sites, or museums) on community projects for about 55% of their time (plus 35% volunteer management, 10% training and service projects.) 4 Hands-On Team members will serve on historic preservation and community benefit projects for 50% of their time, (plus 25% public lands treatment, 15% volunteer management, 10% training and service projects.)

Community development member projects, such as community improvements, heritage tourism products, or events to bring people to the site, will be measured by the program-defined "Enhancing Assets" performance measure. Members report on their major project for their site, and are evaluated

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on the success of outcomes that are appropriate for that project. 30 community development, Hands-On Team, and conservation members who have a primary focus on monitoring or education instead of public lands improved, will contribute to the target output of 28 projects completed. Of those projects, 26 will demonstrate significant outcome benefits from their project. 10 members who spend more than 50% of their time on Public Lands Improved will not need to report an Enhancing Asset project, to avoid duplication of reporting. In 2015-16 term for both programs, members exceeded outcome target with 19 community improvement projects that met benefit criteria.

Outcomes from member project activities benefit communities through increased participation in community efforts, successful community improvement projects and improved tourism opportunities. Projects raise awareness about heritage resources resulting in improved stewardship of community assets and increased appreciation, involvement and pride leading to stronger communities. Tourism projects increase visitation and improve visitor experience. This causes increased satisfaction, longer stays and repeat visitation, leading to increased spending in our communities.

Long term, communities are stronger with increased tourism and economic opportunity.

### 3. c. VOLUNTEER MANAGEMENT

Members help rural community and environmental organizations address capacity needs through developing volunteer programs and management practices according to recommended best practices, and by management of the community volunteers who help accomplish the organizations' program goals. This increases organizational capacity and results in more effective organizations.

All 40 AFHA AmeriCorps members provide volunteer management for their sites, with proportion of time varying by team assignment. 10 public lands conservation members and 4 Hands-On Team members spend 15% of time on volunteer management; 8 monitoring or education conservation members spend 30% of their time, and 18 community development members 35% of time.

Members will manage at least 800 volunteers, a target increase of over 20% from current combined program targets, as an output for National Performance Measure G3-3.2. Volunteers counted will be unpaid community volunteers who serve one time for at least two hours, or ongoing volunteers who serve for at least one hour on three or more occasions. Members track unduplicated individual volunteers using attendance logs, including hours served and volunteer activities.

Members work with their sites to implement effective volunteer management practices. At least 18 rural organizations will show implementation of 3 or more effective volunteer management practices. This will be measured as an outcome for National Performance Measure G3-3.3

In the most recent two years of our programs, members have managed a combined total of 2377

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volunteers providing 28,106 hours of service. 16 organizations each year documented from pre-post survey results that the organizations implemented at least three effective volunteer management practices. AFHA programs have always met volunteer management performance measure targets.

Organizations are more effective - have improved ability to achieve outcomes resulting in better success rates or better quality of outcomes achieved - as a result of volunteer management capacity building efforts by members. Organizations have increased capacity, accomplish more, and reach more beneficiaries as a result of the members' volunteer management. Evidence to understand the change in effectiveness of the organizations served will be collected in pre-post surveys and in outcomes reported by members and sites. This outcome is included in our program evaluation study.

### 4. EVIDENCE BASE

AFHA AmeriCorps program shows preliminary evidence that our program interventions will lead to expected short and medium term outcomes as stated in our logic model.

#### 4a ENVIRONMENTAL STEWARDSHIP

One of the key AFHA public land treatments measured by Public Lands Improved National Performance Measure is activity to restore red spruce ecosystems by releasing red spruce from overstory competition. This intervention based on an experimental research study "Release of Suppressed Red Spruce Using Canopy Gap Creation-Ecological Restoration in the Central Appalachians" by J.S. Rentch , W.M. Ford, T.S. Schuler, J. Palmer, and C.A. Diggins (Natural Areas Journal, 36(1):29-37. Natural Areas Association, 2016) is attached as an evidence example. 1) The study was published in 2016 and conducted from 2005 through 2013. 2) Treatments removed part or all of the overtopping trees, to allow the red spruce to grow with less competition. The spruce release intervention protocol that our members use was based on this study. 3) The study evaluated 188 target red spruce trees within 6 plots in AFHA forests. 4) The study analyzed the growth pattern of target trees among randomly assigned treatment groups based on the percent treatment for groups of Control 1%, Low 35%, Medium 65%, or High 100%. 5) Diameter and height measurements of the target trees were taken in 2007, 2010, and 2013 to assess growth for each treatment level. 6) All treatment levels provided significantly greater 6-year growth than the Control, with the High treatment level results the strongest. Full overhead release in high treatments yielded significantly greater height (6.1%) and width growth (3.3%) than the control. 7) Statistically significant difference between high treatment compared to control found: height:  $DF=175, t=3.39, p < .009$ ; dbh:  $DF=177, t=2.64, p < .001$ . The low treatment were also significantly different than control: height:  $DF=175, t=2.16, p < .032$ ; dbh:  $DF=177, t=2.32, p < .021$ . This research supports strategic releases and

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planting by members to reduce fragmentation of isolated patches of red spruce--priority management action 4.1 of Monongahela National Forest Land and Resource Management Plan (2011).

Our program has consistently exceeded performance measure outcome goal for public lands improved. The Central Appalachian Spruce Restoration Initiative documented accomplishments assisted by AFHA AmeriCorps members ([www.restoreredspruce.org/casri2015.pdf](http://www.restoreredspruce.org/casri2015.pdf)) including 62,040 red spruce seedlings and 48,100 native plants planted on high priority conservation and restoration sites in 2015. Red spruce seedling survival rate after two years averaged 90%. In addition, 513 acres of red spruce were selectively released from the understory in hardwood dominated stands in 2015, with a total exceeding 1000 acres released by the fall of 2016, following the protocol based on the Rentch et al study cited above. Long term monitoring plots have been established on the red spruce release units that will be revisited every few years to gauge the effectiveness of the spruce release, with first measurement planned in 2017 as an AFHA AmeriCorps member project.

Evidence of public land improved outcomes of non-native invasive species control treatments by AFHA AmeriCorps members were reported by the Potomac Highlands Cooperative Weed and Pest Management Area in their 2015 report. ([bugwoodcloud.org/PHCWPMA\\_2015Accomplishments.pdf](http://bugwoodcloud.org/PHCWPMA_2015Accomplishments.pdf)) Field crews with 4 AFHA AmeriCorps members performed 1575 acres of invasive species control. Examples of results were at Smoke Hole Canyon limestone glades, where a new treatment method developed by this crew resulted in a 93% kill rate with no non-target damage--significantly improved from past years-- and took less time than many previous techniques. At Pike Knob Preserve, targeted treatments against 7 different invasive plants achieved significant reduction on all invasive species while limiting non-target damage, allowing native plants to spread, gradually replacing the invasives.

Members focusing on wetland restoration and stream health improvements to support native fish and wildlife restored over 400 acres of riparian habitat to the benefit of 43 miles of headwater streams, documenting positive responses in water quality, brook trout abundance, and aquatic habitat as a result of AmeriCorps projects. Eight barriers to fish movement were removed reconnecting over 20 miles of previously disconnected stream habitat. Examples of documented outcomes include brook trout now using over 1 mile of stream that had no trout 3 years prior; and another stream with 30% increase in brook trout. (AFHA member & supervisor reports, 2015, 2016)

AFHA conservation members contributed to environmental stewardship by monitoring and research activities. One AFHA AmeriCorps member project set up snorkel monitoring in streams, including research to develop protocols for how to conduct these surveys. The surveys found indications of more variety of fish species in the streams than had been previously identified, providing

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the Forest Service stewards with baseline data and a protocol for future monitoring. Coordination of volunteer stream monitoring has led to baseline biological and chemical survey data on over 30 new streams, assisting in prioritization of restoration opportunities and assessment of restoration projects. AmeriCorps members conducted surveys and ensured quality control by involvement in both collecting and processing data, including monitoring aquatic ecology, vernal pool monitoring for salamanders and frogs, golden eagle monitoring, beaver monitoring, and bat surveys.

AFHA AmeriCorps members have been instrumental in education and outreach. On May 9, 2015, the second annual "Discover Nature Day" at Seneca Rocks Discovery Center had 955 attendees. Student volunteers pulled 3,115 pounds of invasive garlic mustard, and participated in educational activities with partner-run booths. Members created a red spruce eco-system teaching toolkit that connects students to the eco-system and encourages an ethic of environmental stewardship while teaching basic scientific concepts. The toolkit has been used at 25 events and 8 different schools, reaching over 2,500 people. An elementary school outreach project enabled 261 students to snorkel in streams to learn about stream habitats; watershed outreach events educated 4900 students and adults about native fish and stream health; and a Camper/Angler Outreach Program educated 346 recreational users about invasive pests to reduce introduction of pests into new areas.

### 4b. COMMUNITY DEVELOPMENT

The AFHA community development program works to encourage place-based cultural heritage tourism to benefit community economic development. "78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, or 118.3 million adults each year. Cultural heritage visitors spend, on average, \$994 per trip compared to \$611 for all U.S. travelers. Perhaps the biggest benefits of cultural heritage tourism, though, are diversification of local economies and preservation of a community's unique character." (Cultural & Heritage Traveler Study 2009, Mandela Research)

Six sites where AFHA AmeriCorps members developed exhibits, improved visitor experience, and expanded promotion reported an increase of 4204 visitors, or 8% increase, from 2012 through 2014, the same period that overall visitor spending in our area declined 2.5% and declined statewide by 8%. For 2015, 55,818 visitors were reported at those same sites, up an additional 9.4% from 2014. (AFHA AmeriCorps and supervisor reports, 2016.) A report from one site notes: "During 2013 and 2014 we began to see the decrease in funding for tourism promotion by the state of West Virginia which had a negative effect on the number of visitors and the amount of money spent in rural communities. This led to developing a marketing program for the town of Elkins through the Elkins Depot Welcome Center. Through AFHA AmeriCorps service we developed outreach products that resulted in visitor

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increase of 6% in two years at our site." (Anne Beardslee, supervisor report, 11/18/16)

A number of AFHA AmeriCorps members assist Main Street community revitalization efforts based on downtown collaboration and preserving historic assets, a proven strategy through the National Main Street program. In West Virginia, the 12 Main Street designated communities reported that in spite of slow economic climate and declining public investment, "In 2015, total private reinvestment totaled nearly \$55.7 million, led by investments in 266 building rehabilitations compared to only 4 new construction projects." (Performance Metric Results, Main Street West Virginia 2015, by Matthew Wagner, PhD, West Virginia Development Office)

Members serving with Woodlands Development Group organized a business incubator in Barbour County where 25 craftspeople expanded or created businesses; organized a business incubator in Randolph County leading to 26 new businesses and 10 new jobs; coordinated rehabilitation of 5500 sq ft of historic property; and identified and gathered information to support Woodlands purchase and rehabilitation for 3 historic properties totaling 6000 square feet. (AFHA supervisor report 2016.)

### 4. c. VOLUNTEER MANAGEMENT

For the volunteer capacity portion of our program, AFHA has conducted an evidence-based quasi-experimental Volunteer Capacity Impact Study evaluation over the last year. This study is submitted with this application in fulfillment of our program evaluation requirement. 1) The data was collected by the program from August 2014 to November 2016, with findings analyzed in November 2016 by an outside evaluator. 2) The study measures our program intervention. 3) Population studied were AFHA subsponsor organizations, plus similar organizations outside our program as controls. 4) The study used a volunteer capacity assessment pre-post outcome survey for program and control sites. 5) Program and control sites were compared on questions from survey based on the CalSERVES study (below) for volunteer capacity, and the Urban Institute study (below) for organizational effectiveness. Data also included site reports and interviews. The AFHA Study addressed A) comparison in volunteer management capacity between AFHA sites and control sites, and B) whether this volunteer capacity showed impact on effectiveness (ability of the organization to achieve outcomes resulting in better success rates or better quality of outcomes achieved). 6) Results for question A found significantly higher volunteer capacity for AFHA sites compared to controls across 6 survey questions. 7) Effect sizes were medium to very high. Given broad statistical premises, the study had sufficient sample size for a  $p < .10$ . For question B, results found all organizations assisted by AFHA AmeriCorps members responded that volunteers helped organizational effectiveness, but there were not statistically significant differences from control groups.

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The CalSERVES AmeriCorps Volunteer Infrastructure Program (VIP) in California measured the impact of volunteer capacity building by AmeriCorps members on the organizations that they served, using a quasi-experimental program impact evaluation. ("AmeriCorps VIP Volunteer Capacity Study", JBS International, Inc., Nov 2012) The program model and delivery activities are similar to the AFHA program, except that CalSERVES members serve full-time on volunteer capacity building, compared to about 30% for AFHA members. This study found "The CalSERVES VIP program partner sites reported positive changes on all measures of the VCA (Volunteer Capacity Assessment) instrument. These changes were significantly larger than the changes reported by the comparison sites." (p20)

Volunteer Maryland (<http://volunteer.maryland.gov/volunteer-maryland-results/>) is an AmeriCorps program which places full-time AmeriCorps members as Volunteer Coordinators with community sites. In the 2012-2013 service year they reported that as a result of the Volunteer Maryland partnership "96% of Service Sites reported that the organization does a better job of managing volunteers; 92% reported that volunteers have enhanced the effectiveness of the organization; and 87% of Service Sites achieved some or all of their objectives for volunteer impact."

"Volunteer Management Practices and Retention of Volunteers". (The Urban Institute. June 2004, p 14) studied the benefits of volunteering on organizations. This study found that "Of the charities surveyed, more than 60% reported significant benefits, and more than 90% reported moderate benefits, in categories of: Increases in the quality of services or programs; Cost savings to organization; Increased public support for programs; Levels of service."

### 5. NOTICE PRIORITY

AFHA AmeriCorps is a multi-focus intermediary in a resource-poor rural area, and is a member of the Environmental 21st Century Service Corps.

### 6. MEMBER TRAINING

About 7% of member service time is allocated to member training. Member training starts with a 4 day orientation for all members that includes program policies, position descriptions and duties, AmeriCorps prohibited activities, reporting, team building, and reflection. Additional training focuses on volunteer management best practices, outreach skills, and interpretation. Members attend orientation and training provided by Volunteer West Virginia in conjunction with Swearing-In. Skills training is provided as needed for member duties. Each member also has a small budget allowance for professional development workshops or conferences. Late start members receive personal training from program staff including all of the program expectations from the original orientation.

### 7. MEMBER SUPERVISION

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Most AFHA AmeriCorps members are assigned directly to a service site supervised by a professional manager. All supervisors are vetted, and are experienced in their field. Supervisors with staff develop individual position descriptions that delineate goals, objectives, and member tasks for the specific position, as well as program-wide responsibilities and prohibited activities. Supervisors are responsible for on-going supervision, assigning and monitoring member duties from their position description, providing training and mentoring, compliance with rules and prohibited activities, reviewing accomplishments, and ensuring member satisfaction. Supervisors approve member activity reports and timesheets twice a month, plus narrative reports and performance measure data quarterly.

AFHA Hands-On Team has 4 members under the direct supervision of our staff Hands-On Team supervisor who arranges training, oversees safety compliance, and coordinates with project sites. Hands-On Team is often mentored by an experienced contractor to learn and carry out skilled tasks.

Members and AFHA staff attend periodic team meetings to share progress and reflection, and to address questions. Staff conduct site visits and are always available to members and supervisors.

### **8. MEMBER EXPERIENCE**

The AFHA program is committed to providing our members with opportunities to use their professional skills, gain experience and learn new skills, and to engage with other professionals and teammates. Members gain personal and professional experience while serving.

AFHA recruits locally, through WV universities, and nationally through CNCS, Service Year, and professional networks. Due to the professional nature of our positions, we seek members with a college degree (or equivalent work experience), and several members each year have graduate degrees. We screen candidates for level of commitment and qualifications for our program, then conduct an hour-long program interview to determine appropriateness for program and site. Then site supervisors interview for placements being considered, and recommend candidate for position offer. Our recruitment techniques bring a large number of highly educated people to WV. If a member does leave early, it is most often for a professional job related to their field of service.

In addition to their site direct service, members spend about 3% of their time on three collaborative service projects connected to national days of service, such as Governors Day to Serve, Martin Luther King Jr. Day, and Volunteer Week. Our members may also volunteer for West Virginia Disaster Corps to serve on disaster relief projects throughout the state.

AFHA encourages member networking, with tools such as team meetings and Facebook group, where members can share accomplishments and engage other members for projects. AFHA AmeriCorps members gain real world experience in their area of specialization and show strong

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commitment to their site, the program, and to national service. Our high retention rates and average of 20% returning members show member satisfaction with their experience. We share member accomplishments through Facebook, newsletter, and at stakeholder presentations. AFHA provides peer support to other programs in the state at the request of Volunteer West Virginia, such as participating on panels for AmeriCorps 101, Disaster Corps, and program best practices.

### 9. COMMITMENT TO AMERICORPS IDENTIFICATION

AFHA AmeriCorps members are issued 2 t-shirts, a polo and sweatshirt with AmeriCorps logo, an AmeriCorps hat, an enameled AmeriCorps pin, and 4 AmeriCorps buttons. Members wear AmeriCorps logo at all times while performing service. Each service site prominently displays a sign identifying it as an AmeriCorps service site. Members are instructed to identify themselves as AFHA AmeriCorps members serving with their site, and are given recommended credit language for use in press releases or promotion that credits AFHA AmeriCorps, Volunteer West Virginia, and CNCS.

## Organizational Capability

### 1. ORGANIZATIONAL BACKGROUND AND STAFFING

Appalachian Forest Heritage Area (AFHA) was incorporated as a 501(c)(3) non-profit in 2003. AFHA works in 16 WV counties and is governed by a 9 member Board of Directors representing diverse interests, with input and outreach assistance from a representative Advisory Council. A key element of the AFHA mission is partnerships with communities, agencies and organizations through our area, as expressed in our strategic plan and core values. AFHA participates in grants and Cooperative Agreements with private, state, local, and federal organizations to leverage funds to support partner organizations and programs. AFHA annually administers nearly \$500,000 in federal revenue, and an additional \$200,000 of private, state, and local revenue in support of programs that share the mission of AFHA, and its partner organizations.

Expressed needs from AFHA communities and partners helped structure our AmeriCorps program. As a multi-focus intermediary program, AFHA AmeriCorps acts as an umbrella to provide crucial support and services to our consortium of partner sites. Support letters provided with this application show the value of AFHA AmeriCorps services to our consortium sites, while demonstrating need for more than the 40 member slots being requested.

AFHA Board members provide program oversight and policy direction. Board Committees serve the organization's goals and provide checks and balances for administration. An Advisory Council supports the organization's outreach and acts as a resource for guidance and subject area experience.

Executive Director Phyllis Baxter has worked with AFHA from its beginning in 2001 and as

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Program Director for AFHA AmeriCorps from the program start. She has a Masters degree in History with a post-graduate certificate in Public History. She has extensive experience with grant writing, project management, and administration over a 25-year career in historic preservation and non-profit management. Baxter has primary responsibility for recruitment, planning, oversight, and evaluation.

AFHA Financial Administrator Logan Smith is responsible for administration and bookkeeping for AFHA and the AmeriCorps grant, and assists with program supervision. He has extensive experience with business and non-profit bookkeeping. Smith has attended CNCS specific trainings such as the Leadership Forum for Non-Profit Executives held at the University of Washington, CNCS sponsored financial management training held in Wisconsin, and CNCS Regional Conferences. He currently serves on multiple boards involved in historic preservation, education, and community development. He is an EPA certified lead-safe renovator and supports our Hands on Team safety practices.

Program Associate Alison Thornton has a Masters in Archaeology, serves on the Archives and History Commission for WV, and is an AFHA AmeriCorps alum. She helps manage site relations, member oversight, promotion of partnerships, and is direct supervisor for the Hands-On Team.

### 2. COMPLIANCE AND ACCOUNTABILITY

Program accountability starts with clear policies developed over the ten years of our AmeriCorps program, and periodically revised to improve financial accountability, performance measures, and compliance. We follow generally accepted accounting principles and have participated in extensive financial training and compliance monitoring with Volunteer West Virginia. AFHA AmeriCorps staff ensure that the program, sites, and members comply with AmeriCorps rules and prohibited activities.

Program compliance starts with prevention through strong training for site supervisors and members. All supervisors attend in-person training before each service year and are provided with a detailed program manual which emphasizes National Service policies, prohibited activities, and member supervision and mentoring. New supervisors who take a position during the term are provided with one-on-one in-person training with the same information. The program supplements in-person training with email communications for reminders, new information and updates, plus on-line file storage so all supervisors and members always have access to manuals, documents, and updates. Supervisors monitor member activities, compliance with position description, rules and prohibited activities, approve member timesheets, and conduct 3 member evaluations during the year. In order to detect issues of non-compliance or prohibited activities, and to monitor member activities and progress, program staff monitor members' activity reports and review all timesheets monthly. Staff conduct at least two on-site monitoring visits a year with each site at which formal interviews

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take place using prepared forms, as well as informal discussions between supervisors, staff and members to draw out any potential issues. Additional "drop ins" or phone calls between program staff and site keep communication open and follow up to resolve any potential issues.

Correction and resolution of any compliance issues, member or site performance concerns, or conflicts that arise, are addressed promptly by program staff. If a member non-compliance issue arises, we follow progressive disciplinary procedure outlined in the member agreement. If a site is non-compliant, immediate steps are taken to correct the problem. If intervention does not resolve the issue, the site is removed from our program and the member reassigned. Program staff are always available to help mediate and address concerns or issues and to seek solutions to any problems.

AFHA participates actively with Volunteer West Virginia, the State's Commission for National and Community Service, and complies with all monitoring requirements. We have had 100% recruitment every year over 10 years of our program, with retention rates never less than 80% and usually between 90% and 100% per year. Member slots vacated within the first 15% of service are refilled.

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

AFHA is combining our competitive Enhancing Assets program with our formula Growing Communities program into one multi-focus intermediary program. This strategy will allow for a more streamlined AmeriCorps program with increased efficiency and allow AFHA to provide better service to its recipients. The program budget is for 40 full-time AmeriCorps members at a MSY grant cost of \$12,800. This is \$100 less per MSY than previous year competitively grant-funded program (not counting one no-cost member in 16-17 year), and \$400 less than our current formula program.

A team size of 40 members is needed in order to deliver the service, outcomes, and impacts described in this proposal. 18 conservation members, 18 community development members, and 4 hands-on team members will make up the multi-focus program, allowing for competitive selection of the sub-sponsors from the requests for sites, which exceeds this number of slots regularly.

Participation in AFHA AmeriCorps is highly effective for our partner sites, evidence of which is in attached support letters. Matching support from sub-sponsor partners averages \$4,500 per member in cash match, plus site supervision in-kind time and site supported travel. Total match of \$512,000 includes federal funds of \$61,300 cash and \$79,340 in-kind; local government funds of \$12,600 cash; and non-profit funds of \$106,100 cash and \$125,725 in-kind. AFHA non-profit provides the balance of \$1,920 in cash, \$34,250 in-kind services, and \$90,765 indirect costs.

The budget is adequate to meet program costs with cash and donated services from sub-sponsors, and AFHA commitment. The 50% match meets CNCS requirement.

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## Evaluation Summary or Plan

Volunteer Management Member Service Outcome Evaluation Plan

Program Background and Problem Definition -- AFHA AmeriCorps: Enhancing Assets to Benefit Communities is a multi-focus intermediary program providing direct member services related to environmental stewardship and community development. All AFHA AmeriCorps members leverage community volunteers who are essential to improving these small communities, and provide service for their organizations to improve volunteer management, build volunteer capacity for the organizations, and to improve organizational effectiveness. This is the common service activity across all of our sites, with approximately 30% of member service related to volunteer management. An evaluation of volunteer management capacity for the 26 members serving 2015-16 term has just been completed. This upcoming period evaluation plan will build on the previous, to measure the effectiveness of AFHA AmeriCorps interventions over 2 years in building volunteer management capacity.

Overview of Prior Research -- The importance of volunteering has been well documented, and relevant volunteer management studies will be utilized. Members will implement volunteer management best practices that support at least one of the eight functions for effectively managing volunteers documented in "Volunteering Reinvented: Human Capital Solutions for the Nonprofit Sector." (Corporation for National and Community Service, 2007, page 4 (PDF)). Our evaluation will be based on the design of the quasi-experimental program impact evaluation by CalSERVES AmeriCorps Volunteer Infrastructure Program ("AmeriCorps VIP Volunteer Capacity Study", JBS International, Inc, Nov 2012, [www.nationalservice.gov/sites/default/files/evidenceexchange/FR\\_CaliforniaVolunteers\\_CalSERVES-NCOE\\_AmeriCorpsVIP.pdf](http://www.nationalservice.gov/sites/default/files/evidenceexchange/FR_CaliforniaVolunteers_CalSERVES-NCOE_AmeriCorpsVIP.pdf)) The AFHA study will use tools based on the CalSERVES study, including a similar survey instrument to evaluate change in volunteer management capacity, and a similar system for identifying and collecting data from control sites. In addition, AFHA will use evaluation questions based on The Urban Institute study of "Volunteer Management Practices and Retention of Volunteers" (June 2004. <http://www.urban.org/sites/default/files/alfresco/publication-pdfs/411005-Volunteer-Management-Practices-and-Retention-of-Volunteers.PDF>) to evaluate the impact of volunteer service on the effectiveness of organizations in delivering their mission program.

Theory of Change -- Rural environmental and community organizations need volunteer assistance to accomplish their mission goals, yet have inadequate professional staff to effectively manage volunteers. AFHA AmeriCorps members can provide volunteer management interventions to improve

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volunteer management capacity for these organizations. Members will manage volunteers to deliver services, and will improve volunteer management practices. This will result in improved volunteer capacity for the organizations and increased effectiveness for the organization in delivering their program.

Outcome -- This evaluation will assess outcomes of strengthening volunteer management capacity for organizations receiving volunteer management assistance from AFHA AmeriCorps members, as well as outcome of organizational effectiveness as a result of their volunteerism.

Research Questions to be Addressed in the Study

- A. To what extent do community organizations provided with volunteer management support by AFHA AmeriCorps members show improvements in volunteer capacity as a result of these activities? How does this compare with organizations who have not had assistance from AmeriCorps members?
- B. To what extent do the community organizations provided with volunteer management support by AFHA AmeriCorps members show improvements in effectiveness (improved ability of the organization to achieve outcomes resulting in better success rates or better quality of outcomes achieved) as a result of their volunteer programs?

Study components -- a) research design was selected to test for significant impact on the organizations beyond the specific volunteer management activities measured in performance measure output and short term outcome. The design was selected to find common results of volunteer capacity and organization effectiveness across sites with widely varying capacity and mission focus. b) The primary tool to collect data to assess the evaluation questions will be a Volunteer Capacity and Impact Survey, developed by the outside evaluator and distributed by the program, based on the questions used in the CalSERVES and Urban Institute studies cited above. This survey may also include volunteer management practices questions, so that site representatives only have one survey to complete, thus improving compliance and consistency of reporting. Comparison with a control group of similar sites who do not have AmeriCorps members providing volunteer management assistance will be undertaken for selected questions of volunteer capacity and impact. Control sites will be selected from counties in or near AFHA to match as closely as possible with a cross-section of the AFHA sites being studied. Approximately half as many control group organizations as AmeriCorps program sites reporting will be selected and matched with the comparable program sites. Collection of performance measure data from all AFHA sites of number of volunteers and implementation of volunteer management practices will be completed each year by the program and available to the evaluators to supplement the volunteer capacity responses. Control sites may provide similar data, to

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the extent it is available. All sites will complete the volunteer capacity and impact survey in August of each year. For new and one-year sites, they will do a pre-survey the first August, and a post-survey the following August. For sites that are continuing for multiple years, the post-survey for one year will serve as the pre-survey for the following year, in order to assess continuing levels of improvement.

c) Analysis will be the responsibility of the outside evaluation consultant(s) who will review data, provide statistical analysis, develop report conclusions and draft and finalize the report. AFHA staff will help collate and provide data, and will help review report draft. Each organization being studied will be analyzed across the research questions to determine:

1. Does the organization show increased volunteer activity or improved volunteer management capacity?
2. Was this increased volunteer activity or volunteer management capacity a result of or significantly assisted by AFHA AmeriCorps member volunteer management?
3. Variance between volunteer capacity improvement of AFHA organizations and control organizations will be analyzed from the Volunteer Capacity Survey pre-post results for improvement of volunteer management capacity. Analysis will measure overall results, and results for matched sites from AFHA program sites and control sites.
4. Does the organization show impact on organization effectiveness from their volunteer program? Did they increase effectiveness toward achieving outcomes or better success rates or quality of outcomes?
5. Was this increased effectiveness impacted by volunteers or increased volunteerism capacity assisted by AFHA AmeriCorps member volunteer capacity activities?
6. Variance between volunteer benefits and impact on organizations will be analyzed from the Volunteer Impact Survey pre-post results for volunteer program benefit. Analysis will measure overall results, and results for matched sites from AFHA program sites and control sites

Evaluator Qualifications -- An outside evaluator consultant or team will be selected with professional experience and related graduate degree in program evaluation, and whose background includes work with non-profit organizations and volunteer management.

Timeline:

April -- Aug 2017 -- Select outside evaluator. Develop survey instrument. Select control sites, and secure their willingness to participate.

Aug 2017 -- Administer first round of pre-test survey to AFHA and control sites.

Sept 2017 -- August 2018 -- Members trained and in service. Data collection of outputs and outcomes,

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including member and site reports.

Aug 2018 -- Administer second round survey to AFHA and control sites. (post-test for 17-18; pre-test for 18-19)

Sept 2018 -- Aug 2019 -- Members trained and in service. Data collection second year

August 2019 -- Administer third round (post-test) of survey to AFHA and control sites.

Sept -- Nov 2019 -- Data analysis by outside evaluator. Evaluation study written by outside evaluator.

Dec 2019 -- Report complete, reported to Volunteer West Virginia and to CNCS.

Budget -- Fee for outside evaluator is budgeted at \$3200 first year for evaluation and research design, data instrument design, and oversight of data collection. Second year budget is \$5800 for analysis and writing up evaluation, for total budget cost of \$9,000. AFHA staff time, training, and travel will be required, but is not itemized separately from staff time in budget.

### Amendment Justification

NA

### Clarification Summary

Response to clarification questions 3/28/17

AFHA AmeriCorps provides thorough training and monitoring for sites and members to ensure that no members, volunteers leveraged by members, or program or site staff while counting AmeriCorps time, participate in any prohibited activities. For members serving in community development or tourism related positions, we are especially careful that no members provide direct service to a for-profit business. We instruct supervisors and members that they can provide service for a community effort which impacts the community as a whole, but they can not provide service for an individual business. An example that we use is that members can provide training to a group in how to develop a tourism marketing plan, but they can not provide tourism marketing directly for a for-profit business. Members and sites are monitored to ensure compliance through timesheet and progress reports, site visits, and member evaluations.

Response to clarification questions 5/15/17

B1. "Other Revenue" listed in the demographics section is 0. Our Budgeted Match revenue is \$512,000. All funds used to run the program are included in the budget.

B2. Names of sources of match revenue are detailed here, based on expected position slots. Some

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details are slightly different than the projected breakout source of funds described in Budget Adequacy section of application, but the total revenue match has not changed. See last paragraph here for revised totals.

-- USDA Forest Service, Monongahela National Forest is providing cash match of \$30,800 to support 7 member positions and \$14,000 to support Hands-On Team projects, \$3,000 cash for member supplies, \$43,200 in-kind time from 6 supervisors, and \$9,500 in-kind federal vehicle travel donated, all from federal sources certified as allowable to match CNCS funds.

-- US Fish & Wildlife Service, West Virginia Field Office, is providing cash match of \$8,800 to support 2 member positions, plus \$14,400 in-kind time from 2 supervisors, and \$2,000 in-kind federal vehicle travel donated, all from federal sources certified as allowable to match CNCS funds.

-- US Fish & Wildlife Service, Canaan Valley National Wildlife Refuge, is providing \$7,200 in-kind time from supervisors, and \$2,000 in-kind federal vehicle travel donated, all from federal sources certified as allowable to match CNCS funds.

Friends of the 500th non-profit organization is providing \$8,800 cash match to support 2 member positions at Canaan Valley National Wildlife Refuge.

-- Tucker County Cultural District Authority, an agency of Tucker County, is providing \$4,400 cash match from county funds (state/local government) to support 1 member position. Supervision for this position is \$4950 provided by the non-profit Tucker Community Foundation.

-- City of Elkins is providing \$4400 to support a member position with Elkins Historic Landmarks Commission, a City agency, and \$4000 cash match from City funds to support Hands-on Team projects on City properties (state/local government). Supervision for the Elkins Historic Landmarks Commission is \$4950 private donation from a Commission member.

-- The Nature Conservancy non-profit organization is providing \$17,600 cash match to support 4 members positions, plus \$19,800 in-kind time for supervision.

-- Trout Unlimited non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.

-- Woodlands Development Group non-profit organization is providing \$8,800 cash match to support 2 member positions, \$2715 cash match for Hands-On Team projects and supplies, plus \$9900 in-kind time for supervision and \$600 in-kind member team training.

-- Eastern West Virginia Community and Technical College is providing non-profit funds of \$8,800 cash match to support 2 member positions, plus \$9900 in-kind time for supervision and \$1000 in-kind for member travel.

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- Historic Beverly Preservation on behalf of Beverly Heritage Center non-profit organization is providing \$8,800 cash match to support 2 member positions, \$4000 cash match for Hands-On Team projects and supplies, \$200 in-kind venue for training, plus \$9900 in-kind time supervision time.
- Elkins Main Street non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- Elkins Depot Welcome Center non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- Alpine Heritage Foundation non-profit organization on behalf of ArtSpring organization is providing \$4,400 cash match to support 1 member position, \$1000 cash for member travel, plus \$4950 in-kind time for supervision.
- ArtsBank non-profit organization on behalf of Mountain Arts District organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- Upshur County Historical Society non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- Arthurdale Heritage non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- Nicholas Old Main Foundation non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- Greenbrier Historical Society non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- West Virginia Railroad Museum non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- Randolph County Historical Society non-profit organization is providing \$4,400 cash match to support 1 member position, plus \$4950 in-kind time for supervision.
- Appalachian Forest Heritage Area non-profit organization is providing cash for supplies of \$2670, and donated in-kind of \$34,250 Executive Director time and \$9900 site supervisor time, \$800 consultant & evaluation services, \$1350 in staff travel and training costs donated, plus \$90,765 in administrative overhead.

All together, these match revenue sources total \$512,000 match funds, comprised of \$147,700 public funds and \$364,300 non-profit and private donations. This includes federal funds of \$134,900 of which \$56,600 is cash and \$78,300 in-kind; local government funds of \$12,800 cash; and \$364,300

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private non-profit funds, including AFHA contributions, of \$111,585 cash and \$252,715 in-kind.

C.1. In accordance with instructions, removed Applicant Determined Performance Measure "Awareness and Stewardship" which documented member projects and project benefits.

C.2. Instrument section of Volunteer Management Outcomes has been edited to clarify description of how the assessment tool measures the role of AmeriCorps member capacity building services in implementation of volunteer management practices.

### **Continuation Changes**

NA

### **Grant Characteristics**