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Executive Summary

Project Homecoming seeks \$146,300 for Year 1 of a 3-year program which will build 100 housing units for extremely vulnerable, low income households in New Orleans. Begun in 2007 as a Presbytery of S. Louisiana disaster recovery ministry, PH has rebuilt 130 homes for low-income, elderly, disabled, and underinsured clients. PH will soon become an independent nonprofit community development organization, expanding its services to include building amenities such as gardens and playgrounds.

Rationale and Approach

a.

Housing unit damage estimates for Orleans Parish, LA as of February 12, 2006 tells the tale of unprecedented destruction as a result of flooding following the 2005 hurricanes, Katrina and Rita:

Total owner-occupied units damaged or destroyed 66,609

Percentage of 2000 Census identified owner-occupied units 76%

Total renter-occupied units damaged or destroyed 67,735

Percentage of 2000 Census identified renter-occupied units 67%

Total number of housing units damaged or destroyed 134,344

Percentage of 2000 Census identified housing units 71%

Five years after Katrina, Orleans Parish still has 43,755 blighted or empty residential addresses. For the full measure of blight, the Greater New Orleans Community Data Center (GNOCDC) combines blighted residences with "vacant but likely habitable" data from United States Postal Service to determine that New Orleans, with 25% of its homes classified as vacant or blighted, has the highest rate of blight in the country, exceeding Detroit.

GNOCDC reported that the population of New Orleans had returned to 354,850 as of July 2009, but it is still far short of the 455,188 people living there in July 2005, as reported by the U.S. Census. Many

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of those who have not returned and wish to simply cannot because they lack the means to do so. They represent the most vulnerable in our community, and were frequently victims of contractor fraud which was rampant. Bureaucratic complexities and delays continue to hinder the return of many low-income, elderly and disabled households.

Project Homecoming was established in April 2007 with a grant from Presbyterian Disaster Assistance (PDA) as a long term disaster recovery ministry for the New Orleans area by the Presbytery of South Louisiana (PSL). Headquartered in the Gentilly area of New Orleans, Project Homecoming rebuilds the devastated homes of low-income, uninsured, under-insured, elderly and/or disabled survivors of Hurricane Katrina. Over 8,000 volunteers have given more than 320,000 hours to rebuild 125 homes to date.

The Presbytery is spinning off Project Homecoming as a separate 501(c)(3) organization with a continuing mission to re-house low-income storm-impacted households. Still a faith-based nonprofit, the mission of Project Homecoming is to "facilitate a culture of care in targeted communities through safe, durable, affordable and environmentally sensitive construction; community driven partnerships; service; and fellowship." Project Homecoming continues to serve low-income clients and the elderly and/or disabled through its ongoing efforts to rebuild the homes and neighborhoods of New Orleans' most vulnerable households.

On October 1, 2010, Mayor Mitch Landrieu announced a plan to eliminate blight at 10,000 addresses in the next three years, using stepped up enforcement and demolition of unsafe structures. He projects that while recovery funds will seed this plan, the intent is for the plan to become self-funding through increased tax revenues from revised assessments and enforcement. Project Homecoming will contribute to the Mayor's initiative through: 1) its membership as a developer partner with the Neighborhood Stabilization Program (NSP2) of the New Orleans Redevelopment Authority; 2) a program to acquire, rehab and sell blighted properties donated to or purchased by Project

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Homecoming for the purpose of re-housing low income families; and 3) through its continuing program of volunteer-driven home rebuilding for qualifying low-income homeowners who lack the financial capability to hire a contractor to rebuild their home.

b.

Since its inception Project Homecoming has utilized annually and with noteworthy success 6 to 10 AmeriCorps members from Louisiana Delta Service Corps and Trinity Christian Community. By using its skilled Construction Managers to train AmeriCorps Worksite Managers, Project Homecoming increased its capacity to manage as many as 90 volunteers daily on up to 10 concurrent job sites. Over the past three years, Project Homecoming has rebuilt 125 homes -- most with major damage -- for low income households throughout New Orleans. Project Homecoming's sophisticated volunteer training and management model, using a combination of professional Construction Managers and trained AmeriCorps Worksite Managers, ensures a high quality, energy-efficient, storm-resistant rehab of flooded and wind-damaged homes.

Project Homecoming intends, with this request, to strengthen and expand its capacity to use and manage volunteers by becoming an AmeriCorps site itself. Louisiana Delta Service Corps and Trinity Christian Community have been generous and supportive in their placement of AmeriCorps members, but they have not always been able to fulfill Project Homecoming's total request. Further, we have been unable to budget for AmeriCorps members as effectively as we would like because of uncertainty about the number of members that will be placed until just prior to commitment. In order to commit to new and increasing numbers of projects that will have a more concentrated impact on underserved neighborhoods, Project Homecoming seeks to become an independent AmeriCorps grantee.

Project Homecoming seeks 10 full-time and 2 half-time member slots for an 11 month term of service for the upcoming MSY, increasing our current 8 AmeriCorps slots by 4. Members will be recruited for the following full-time positions: Worksite Manager (7); Community Liaison (1); Warehouse

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Manager (1); and Volunteer Village Manager (1). Members will be recruited for these half-time positions: Scout (1); Volunteer Village Manager (1). In addition, Project Homecoming will hire a full time AmeriCorps Program Director/Volunteer Coordinator to ensure that all requirements of this grant are fulfilled and that there is adequate supervision and training for AmeriCorps members. By managing an AmeriCorps program internally, Project Homecoming will increase its capacity to recruit and manage volunteers on a number of projects that positively impact underserved and low-income communities. In addition, Project Homecoming will be able to establish a training program for the AmeriCorps members that meets its mission as a community development organization while promoting leadership development, skills development and civic service for AmeriCorps members.

Core duties for each member position are:

Worksite Manager (7 positions)

Members in this position will work under the supervision of a Construction Manager. Worksite managers directly train and supervise weekly volunteers (200-300 during their term of service) for rebuilding hurricane-damaged homes and construction of new for-sale housing, for low income households in distressed neighborhoods. Specific responsibilities include: 1) Assist in finishing houses as they near completion; 2) Assist in the acquisition, transport and delivery of materials and equipment needed at work sites; 3) Work with homeowners as their houses are rebuilt; and 4) Be an ambassador for Project Homecoming and its community development work. Time allocation: 85% in construction; 15% in planning, volunteer orientation, and acquiring/delivering materials.

Warehouse Manager (1 position)

This position will work under the supervision of the Operations Director to organize, track and distribute the tools, vehicles and materials kept in Project Homecoming's warehouse facility for use in the rebuilding of storm damaged homes and the building of new homes. Responsibilities include: 1) Coordinate the maintenance and repair of Project Homecoming's tools and vehicles; 2) Coordinate the

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procurement and distribution of donated materials; and 3) Remove construction debris from jobsites without trash containers. Time allocation: 80% in warehouse; 10% tool and vehicle repair; 10% removing debris.

Volunteer Village Manager (1 full time, 1 half-time)

Members in this position will work under the supervision of the Volunteer Coordinator. They manage the facilities and operations of the Olive Tree volunteer village which houses the weekly volunteers who provide a majority of the labor for the rebuilding of storm-damaged homes and the building of new homes. Responsibilities include: 1) Provide orientation to volunteers upon arrival to the village; 2) Assign volunteers to daily chores; 3) Procure food and materials needed for the operation of the village; 4) Coordinate and facilitate informational morning and evening programming for weekly volunteers; 5) Track the hours and placement of volunteers building and rebuilding homes; and 6) Oversee weekly evaluations from volunteers and maintain volunteer contact information. Time allocation: 60% volunteer management; 20% database tracking, 20% facilities logistics.

Community Development Liaison (1 position)

This position will be supervised by the Director of Public Relations and Marketing. The purpose of the position is to create strategies and develop relationships to engage communities in the design and implementation of Project Homecoming's future development projects to facilitate alignment with neighborhood priorities. Responsibilities include: 1) facilitate a community design process for all new home development ; 2) update community organizations on the timeline of development projects; 3) work with community organizations to establish priorities for future development; and 4) develop creative solutions by which Project Homecoming and community organizations can work together to build these prioritized developments. Time allocation: 40% implementing community design process; 10% updating community organizations; 30% establishing priorities for community organizations; and 20% developing collaborative solutions.

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Scout (1 half time position)

This position will work under the supervision of the Operations Director. Responsibilities include: 1) Evaluate and estimate the rebuild cost for all storm-damaged houses rebuilt by Project Homecoming; and 2) Manage bids from subcontractors and material vendors. Time allocation: 50% site visits for home evaluations; 30% creating detailed estimates; 20% managing bids.

c.

In addition to recruiting through the AmeriCorps site, Project Homecoming will utilize its extensive network of previous volunteers, the communications vehicles for the Presbyterian Church, the local network of New Orleans' churches, job postings on craigslist and the Project Homecoming site, local university job boards and employment offices, recommendations from Project Homecoming beneficiaries, and other community engagement strategies to identify potential AmeriCorps members. Given the high level of residential rehab and development currently going on in New Orleans, the AmeriCorps positions with Project Homecoming will be an excellent job training opportunity for local residents. As a recipient of AmeriCorps members through Delta Corps and Trinity Christian Community, Project Homecoming has always received many more qualified applicants for the positions than it had available because of the deep well of people and networks who are supportive of Project Homecoming's mission and services.

Project Homecoming will require that AmeriCorps members be at least 19 years of age and have a high school diploma, or the equivalent. Project Homecoming will give preference to applicants with an undergraduate degree, or higher, or professional work experience in a related field. For the Community Development Liaison, Project Homecoming will require an undergraduate degree in architecture, planning, design or a related discipline, or have significant experience in the community design process.

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Project Homecoming will provide all AmeriCorps members with a 3 day orientation and training to AmeriCorps, their assignment, the New Orleans community and the services they will perform. The orientation will include a tour of devastated neighborhoods and background about the impacts of Hurricane Katrina and the struggles people and neighborhoods face to recover. Orientation includes visits with several homeowner clients to hear their stories, review of policies and procedures, overview of services provided, introductions to staff, orientation to safety issues, issuing of email, overview of financial procedures and mileage reimbursement, review of drug-free policy and sexual misconduct policies, review of the organization of Project Homecoming, First Aid and CPR training through the American Red Cross, and attendance at a meeting of the Presbytery of South Louisiana.

All members will receive another 40-80 hours of "on the job" training as apprentices to Project Homecoming's professional Construction Managers, Operations Director and Director of Public Relations and Marketing, and Volunteer Coordinator (depending on their position). Worksite Managers will also receive three weeks intensive training in volunteer management, construction skills, and task planning. Heavy emphasis is placed on tool use, safety and learning a wide variety of construction techniques. All AmeriCorps members will spend approximately 2 hours a month in staff meetings.

Throughout their term, AmeriCorps members will receive additional training in Diversity Appreciation, Citizenship, Disability Awareness and Sensitivity, Conflict Resolution, and Life After AmeriCorps. Trainings will be held once a month, throughout the 11 month term, and will be organized by the AmeriCorps Program Manager / Volunteer Coordinator. Structured opportunities for AmeriCorps members to reflect on their service to promote a lifelong ethic of service and civic responsibility will be provided at monthly staff meetings, and monthly check-in /evaluations by the AmeriCorps Program Manager / Volunteer Coordinator.

With this request, Project Homecoming seeks support to hire a full time AmeriCorps Program

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Manager / Volunteer Coordinator staff position to guide and support the AmeriCorps members during their time of service. The individual in this position will be supervised by the Executive Director to meet the performance measures of the AmeriCorps program, coordinate Member trainings, organize logistics of orientation, publicize the AmeriCorps program, introduce the AmeriCorps members in the broader community, troubleshoot concerns, and gain feedback on evaluations. This position will be advertised through the same vehicles as the AmeriCorps member positions. The AmeriCorps Program Manager/Volunteer Coordinator will be hired according to the personnel policies of Project Homecoming and trained by the Executive Director. Ongoing training in volunteer management, business practices, and Project Homecoming programs will also be provided.

d.

Project Homecoming intends to develop and rehabilitate 75 housing units for low-income households by the end of the 3-year project cycle. Project Homecoming will measure and report annually our impact by documenting: 1) the number of housing units developed or rehabilitated; and 2) the number of households transitioned into permanent housing units. For all housing units developed or rehabilitated at a cost of more than \$20,000, Project Homecoming will obtain a Certificate of Occupancy from the Orleans Parish Office of Safety and Permits to verify completion. For all housing units rehabilitated for a cost under \$20,00, the owner of the housing unit in question will sign a third party verification stating that Project Homecoming has completed all aspects of the approved scope of work. Additionally Project Homecoming will collect a form of verification, such as a bill from the Sewerage and Water Board, from each household to prove that they have permanently transitioned into said housing unit. This documentation will be reflected on the Project Homecoming Output and Outcome log generated from the Project Homecoming database.

Project Homecoming will internally track: 1) the number of volunteers managed; 2) the total volunteer hours contributed; and 3) the average cost per square foot to build or rehab using volunteer

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labor compared to market value for the same work. This information is accumulated using the Project Homecoming Database, where information is recorded daily that includes all contact information for volunteer groups, their hours of work, the work that each volunteer group completes on a house, an activity log for all work done on each house, the expenditures on each house, and other pertinent information. The information in the database is compiled in quarterly statistical reports that are provided to public and private funding sources to fulfill reporting requirements and support evaluation measures. Our performance measure target is based on our demonstrated capacity over the past three years of operations using AmeriCorps placements from host site partners.

e.

As Project Homecoming transitions from a disaster recovery to an independent community development organization, it will focus increasingly on engaging residents in the ongoing revitalization of their neighborhoods and community. The addition of an AmeriCorps member who serves as a Community Liaison reflects this commitment. The directive to the Community Liaison is specifically to work with neighborhood associations to identify, design and facilitate implementation of resident-driven neighborhood improvement projects. All community projects will carry a requirement of side-by-side engagement of AmeriCorps and other Project Homecoming volunteers with community volunteers. The current Community Development Liaison is working now with the Bunny Friends neighborhood Association to assist in the design and construction of a community citrus garden. AmeriCorps members will participate in Project Homecoming's presence at neighborhood association meetings, festivals, housing fairs and other events where partnerships and relationships need to be built. They will develop relationships with trades people contracted by Project Homecoming for housing construction, and with vendors who donate building materials, furnishings, appliances and other sources of community support for new and returning neighbors. In addition, they will be encouraged to provide stories and written materials for Project Homecoming publicity and

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program documentation.

Worksite managers and volunteer coordinators will also be in daily contact with volunteers. Project Homecoming depends greatly upon consistent volunteer numbers in order to accomplish its yearly goals. AmeriCorps members are critical in volunteer retention and recruitment because the quality of every volunteer's experience at Project Homecoming determines whether that volunteer will volunteer again with Project Homecoming. Therefore AmeriCorps members are extensively trained to ensure a high quality volunteer experience, while maintaining a level of operational efficiency sufficient to meeting Project Homecoming's yearly performance goals. In order to meet these performance goals, AmeriCorps members must assist Project Homecoming in recruiting an average of 40 volunteers per week, for 44 weeks per year, who work an average of 40 hours per week, for a total of 1,760 volunteers giving a total of 70,400 hours of volunteer labor to Project Homecoming.

f.

Project Homecoming relies on its partnerships with numerous case management and neighborhood associations to identify qualified homeowners and blighted properties in need of rehab. We partner=with other nonprofit rebuilding organizations such as Operation Helping Hands, Rebuilding Together, St. Bernard Project, Episcopal Community Services, and Phoenix of New Orleans, to share tools, materials, volunteers and other resources in the greater effort to get the residents of New Orleans back into their homes as efficiently as possible. We co-lease warehouse space for storing building materials and donated household items with Episcopal Community Services. Project Homecoming is a member of the Greater New Orleans Disaster Recovery Partnership, the Greater New Orleans Housing Alliance, the Crescent Alliance for Recovery Efforts, the Neighborhood Partnership Network, and has partnered with the United Way for the Greater New Orleans Areas as a rebuild organization for the Louisiana Housing Finance Agency Nonprofit Rebuild Pilot Program. Project Homecoming has also just been selected by the New Orleans Redevelopment Authority to

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partner in their Neighborhood Stabilization Program and will construct over the next two years 12 new, high-quality, energy-efficient homes in distressed neighborhoods. The nonprofit rebuild and recovery community is close-knit and driven by a shared commitment to rebuild New Orleans. As they operate under virtually all of the same conditions and constraints, cooperation and mutual support are key values so solutions are readily shared and integrated

g.

We anticipate that demand for Project Homecoming's rebuilding services will decrease as the recovery of New Orleans progresses, but the demand for assistance for returning residents and reducing blight is likely to remain high for at least the next 5 years. In response to this need, Project Homecoming is broadening its role to become a community development organization and has begun to take on neighborhood improvement projects such as the renovation of blighted homes, the construction of new houses, and the building of community gardens. Community revitalization strategies attract support from other funding sources and the attention of more resident volunteers. Project Homecoming expects to shape its evolution through community engagement, to which end it is focusing resources with the dedication of an AmeriCorps member as a Community Liaison. Project Homecoming's mission is focused on community-driven partnerships. For example, the design of the new homes that Project Homecoming will build will be substantially vetted with the targeted neighborhoods to ensure consistency with their revitalization vision, and opportunities for larger neighborhood impacts will be explored with the residents. Through community engagement, Project Homecoming expects to develop a broader base of support and expanded opportunities to support the redevelopment of heavily impacted communities.

Organizational Capability

a.

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In October of 2006, the Presbytery of South Louisiana, which is the governing body of the over 60 Presbyterian Churches (USA) found in South Louisiana, called the Reverend Jean Marie Peacock to serve as Associate Presbyter (Pro Tem) for Congregational Development and Disaster Recovery. She had been serving as Associate Pastor at Lakeview Presbyterian Church when Hurricane Katrina hit and was involved in that congregation's recovery efforts. The Presbytery asked her to focus her attention on the long-term recovery of congregations and communities in the greater New Orleans area. Her position and the Presbytery's hurricane recovery efforts were generously funded by a large, multi-year grant from Presbyterian Disaster Assistance (PDA).

A number of Presbyterian churches in New Orleans were hosting volunteers involved in the massive clean-up efforts. Initially, the work of the volunteer groups focused primarily on clearing debris and gutting flood damaged homes. As the clean-up progressed, it became increasingly clear that it was time to transition into long-term recovery with a focus on rebuilding homes. Rev. Peacock worked with local congregations to organize an infrastructure of staff and resources to facilitate the construction management, volunteer coordination, and client intake that was needed. The presbytery opened offices for this rebuilding ministry in April, 2007 in the education building of Gentilly Presbyterian Church. Representatives from PDA attended the ribbon cutting ceremony. The name "Project Homecoming" was given to this ministry, which from the start provides assistance to hurricane survivors who are low-income, giving priority to those who are uninsured, underinsured, elderly and/or disabled.

In March of 2007, a week-long, five-house "blitz build" kick-started Project Homecoming, then rebuilding went into full swing in April with the hiring of two construction managers, administrative

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staff and a case management partnership with Catholic Charities' Katrina Aid Today program.

When the Project Homecoming offices opened, they were inundated by people seeking assistance with the rebuilding of their homes. After 300 applications were received in the first two days, the staff of Project Homecoming had to stop accepting applications. The case managers of Catholic Charities began to screen and prioritize cases. In the first year of operations, all 300 people received assistance with case management and referrals. Project Homecoming completed the rebuild of 35 of those homes in that first year.

In September of 2007, Project Homecoming received five AmeriCorps Members from Louisiana Delta Service Corps. These AmeriCorps members were used as Worksite Managers to assist the Construction Managers with the management of volunteers in construction tasks at jobsites. They were critical to the operation of Project Homecoming, and allowed Project Homecoming to adequately manage the up to 100 volunteers per week that worked on its jobsites.

In 2008, 2009, and 2010, Project Homecoming has received AmeriCorps Members from Louisiana Delta Service Corps, and in 2010 was also selected by Trinity Christian Community as a host site for AmeriCorps members. Project Homecoming currently manages eight AmeriCorps members, who serve as Worksite Managers, Volunteer Village Managers, a Community Liaison and a Warehouse Manager.

In 2008, Project Homecoming gained even more experience with the AmeriCorps program when it was granted the opportunity to be a host site for National Civilian Community Corps AmeriCorps members. Since this time, Project Homecoming has utilized over 10 teams of NCCC members in

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2008, 2009 and 2010 to assist us in our mission of developing and rebuilding homes for low income, New Orleans area residents.

Since its inception in April of 2007, Project Homecoming has developed key partnerships with Presbyterian Disaster Assistance, neighborhood associations, case management organizations, AmeriCorps grantees, the Greater New Orleans Disaster Rebuilding Partnership, and many other community-based organization that have allowed Project Homecoming to continue to grow and expand. In just four years, Project Homecoming has gained increasing reputation for its collaborative spirit and quality construction practices, as it managed over 9,000 volunteers in rebuilding over 130 homes in the greater New Orleans area. Project Homecoming is currently being featured in the NBC documentary, "Coming Home -- Hurricane Katrina Five Years Later," which is being broadcast in over 90 cities throughout the US.

In 2011, the Presbytery of South Louisiana will begin the process of spinning off Project Homecoming as a nonprofit 501(c)3 organization so that the ministry of long-term recovery can continue in the New Orleans area. The new nonprofit will continue as a mission affiliated with the Presbytery. The vision statement for Project Homecoming, Inc (which is now officially incorporated in the state of Louisiana) is:

Project Homecoming, Inc. is a faith-based community development organization building resilient neighborhoods in the greater New Orleans area. We are committed to facilitate a culture of care in targeted communities through safe, durable, affordable and environmentally sensitive construction; community driven partnerships; and service and fellowship.

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Project Homecoming will continue to manage volunteers on the construction of affordable housing for survivors of Hurricane Katrina, whether that involves the rebuilding of a hurricane damaged property or new construction. Project Homecoming's commitment to green building and its focus on quality, efficiency, and sustainability leads the non-profit rebuild industry. These practices ensure that homeowners will have an energy efficient, worry-free home for years to come.

Project Homecoming and the Presbytery of South Louisiana see the spinoff of Project Homecoming, Inc. as a mutually beneficial process. It will allow Project Homecoming to attract private funding from a wider variety of sources, allow the Presbytery to return to its primary business of managing churches, and allow Project Homecoming to have a leaner and more expert oversight body (a 12-person board, as opposed to the three levels of committees that it had to report to under the Presbytery). Project Homecoming board will operate with a traditional committee structure, including a Personnel Committee that will oversee the management and implementation of the AmeriCorps program. The current staff will continue in their current positions and their current roles with respect to the AmeriCorps program.

Primary contact:

Rev. Jean Marie Peacock

Associate Presbytery -- Pro Tem

Presbytery of South Louisiana

Executive Director

Project Homecoming

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Vann Joines

PR/Marketing Director

Project Homecoming

Kevin Krejci

Operations Director

Project Homecoming

Although Project Homecoming has not administered an AmeriCorps grant, it has successfully fulfilled all of the requirements to manage AmeriCorps members placed by our partners Delta Corps and Trinity Christian Community. Project Homecoming is presently participating as a subgrantee to the United Way for the Greater New Orleans Area on their Nonprofit Rebuild Pilot Program, funded by Louisiana Housing Finance Agency with Disaster CDBG funds. Awarded more than a year ago, Project Homecoming has participated in all training for CDBG funds management and successfully complied with all program requirements. Project Homecoming was also selected in October 2010 to participate as a subgrantee for the New Orleans Redevelopment Authority's Neighborhood Stabilization Program, NSP2.

Current sources of organization funding include:

Presbyterian Disaster Assistance \$500,000

Volunteer fees \$160,000

Presbytery of South Louisiana \$483,590

United Way/LHFA \$131,660

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Total Sources \$1,275,250

Uses in AmeriCorps Program \$319,906

The proposed project would represent 25% of Project Homecoming's current budget but with our increased activity will be a substantially smaller percentage.

Project Homecoming's practice and culture is to totally integrate our AmeriCorps members, as our capacity to deliver on our mission is a function of their training and engagement in the program. An indicator of our success in doing so is that 7 AmeriCorps members have returned for 7 subsequent terms. Additionally, 8 AmeriCorps members have requested to stay with Project Homecoming for 10 more one year terms, outside of the AmeriCorps program, at their current rate of pay. As Project Homecoming develops as an independent organization it is developing a board that is familiar with our AmeriCorps engagement and they are highly appreciative and supportive. In fact, some board members work alongside AmeriCorps members and share in their experiences.

b.

Because the AmeriCorps program will continue to be staffed essentially as it has been, the only change to our practice will be addition through this grant of a full-time AmeriCorps Program Director/Volunteer Coordinator to ensure that we are able to maintain a high-quality program and experience for members. Currently, AmeriCorps members are supervised by permanent staff,

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including:

Executive Director, Jean Marie Peacock

Operations Director, Kevin Krejci

Director of Public Relations and Marketing, Vann Joines

Construction Managers, Noelle Marinello, Gabriel Bobar, and Larry Dunaway

Intake Coordinator, Susan Reinhardt

Accountant, Melissa Moore

The qualifications for the Program Director/Volunteer Coordinator are:

Education

* Completion of a Bachelor's Degree, Master's Degree preferred.

Experience

* Two or more years of professional work experience in human services, education or community services, including program development, budget development and analysis, monitoring, contracting and evaluating services; analysis of data, report writing, marketing; working with local, state and/or

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federal political entities; developing and implementing operational policies and procedures and providing training to others required.

* Two years of professional experience in program and grant administration, management of community services, or non-profit service delivery desired.

* Documented experience in applying policies, grant requirements, technical directives, state or federal standards and regulations, and implementing compliance processes/procedures.

* Minimum of two years experience supervising multiple programs, projects and/or personnel.

* Experience in working in non-profit and faith based environments recommended.

* Experience as an AmeriCorps member, other similar long term volunteer program member recommended.

Skills/Abilities

* Knowledge of principles and techniques of strategic planning, monitoring, and evaluating community service programs and/or volunteer management service; the principles and processes of program administration and project management; basic budgeting and cost accounting processes.

* Knowledge of the Corporation for National Community Service and the AmeriCorps program recommended.

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- * Demonstrated ability to supervise large groups, professional and/or support staff.

- * Demonstrated ability to work diplomatically and skillfully with a variety of stakeholders including, volunteers, state program members, donors, local and federal governmental agencies, and persons from diverse backgrounds and experiences.

- * Excellent written and verbal communication, and computer skills to develop own quality written products on Microsoft Office software including Word, Excel, and PowerPoint.

- * Valid driver's license required.

As indicated, the AmeriCorps Program Manager/Volunteer Coordinator will be hired according to the personnel policies of Project Homecoming and trained by the Executive Director. Ongoing training in volunteer management, business practices, and Project Homecoming programs will also be provided. Monitoring of the program will be the responsibility of Executive Director.

Project Homecoming is evolving very successfully from a disaster recovery program to a full-fledged, independent community development organization. Although we are expanding the scope of our services, we continue to direct them to households and neighborhoods most devastated by Katrina. With the Neighborhood Stabilization Program, we will be constructing new for-sale homes on vacant lots in census tracts qualifying by the percentage of blight and vacancy. The selection criteria established by the New Orleans Redevelopment Authority were rigorous and the demands of this project will be significant. For this reason, the increase in the number of AmeriCorps slots and our

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ability to project and budget for them is essential to our successful completion of this program expansion.

Cost Effectiveness and Budget Adequacy

a.

Project Homecoming has operated exclusively on non-federal resources since its inception, only receiving notice to proceed on its first houses under the United Way Nonprofit Rebuild Pilot in November 2010 (as this application is being submitted). Because they are reimbursement based, Project Homecoming has not yet received any federal funds through this subgrant.

Project Homecoming enters its first year of independent operations, during which this proposed project would begin, with \$1,275,250 in start-up funding that it is committed to leveraging with both public and private sources, including Corporation funding if this application is successful. Additionally, federal funding will be received during this project from the United Way Nonprofit Rebuilding Pilot reimbursements and initial buy-down funds from the Neighborhood Stabilization Program with the sale of completed homes, these funds are committed to hard construction costs. Project Homecoming will continually seek additional private support through foundation applications, appeals to Presbytery sources, and in-kind contributions of supplies, materials and home furnishings and appliances, as it has in the past. It utilizes staff resources for general fund raising and contracted services for larger applications.

b.

N/A

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c.

Because Project Homecoming trains AmeriCorps members to managed untrained volunteers on job sites, the impact of these positions is greatly magnified. Since 2007, Project Homecoming has employed the services of 27 MSY's to leverage 320,000 volunteer hours to produce high quality rehabs of 125 mostly severely damaged homes. The value of the leveraging is even greater because it is being applied to assisting the most vulnerable in our community, many of whom had exhausted all other avenues of support. This project will be administered effectively for leveraging as it has in the past, so the increase in the number of AmeriCorps slots will increase our impact geometrically.

d.

In 2010-2011 Project Homecoming applied for 8 AmeriCorps members through Trinity Christian Communities (TCC), and Louisiana Delta Service Corps (LDSC). Due to Project Homecoming increasing its capacity to serve a larger number of low-income individuals' housing needs, Project Homecoming will need 12 AmeriCorps members, in 2011-2012, to accomplish its goals.

In receiving AmeriCorps Members from LSC and TCC, Project Homecoming is required to pay between \$7,500 and \$9,000 per member (depending on the amount of construction-related activities that member is involved in). Additionally Project Homecoming does not receive an answer as to the total number of members awarded until approximately 2 months before members begin work with Project Homecoming (which significantly impacts Project Homecoming's long term planning).

Since Project Homecoming already performs most of the jobsite management, member training, site supervision, and program evaluation for its current members, few additional costs would be incurred

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if Project Homecoming were to directly receive members. Furthermore, if chosen as a direct recipient of this grant, Project Homecoming would save over \$4,000 per member and would allow Project Homecoming to hire a full time AmeriCorps Program Director / Volunteer Coordinator, to better ensure the quality of member's experience and reduce the administrative load on other Project Homecoming staff.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

Project Homecoming(PH) seeks \$146,300 in first-year support in a 3-year program to expand our capacity to plan for and deliver 100 units of housing to extremely vulnerable and low income households in New Orleans. PH was established in 2007 as a disaster recovery ministry of the Presbytery of South Louisiana, with funding from Presbyterian Disaster Assistance. Since 2007, Project Homecoming has rebuilt 130 homes, most severely damaged, for the most vulnerable of displaced New Orleanians -- the low-income, elderly, disabled, uninsured and underinsured.

PH has benefited from the placement of AmeriCorps slots by community partners Delta Corps and Trinity Christian Community, but now needs to expand this program to be able to plan with greater certainty in managing our stream of untrained volunteers. The number of volunteers serving with PH has increased 25% over the past year, with 897 volunteers donating 40 hours per week in the second quarter of 2011 alone. Many volunteers return to PH each year to rebuild New Orleans, and we are already booking volunteer opportunities for 2012.

Given this increased volunteer volume, PH also seeks support to hire a full-time Program Director/Volunteer Coordinator to ensure our ongoing capacity to provide a valuable and effective

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AmeriCorps program.

This request is submitted as Project Homecoming prepares to become an independent nonprofit community development organization, expanding its services to the revitalization of severely distressed neighborhoods through the development of new for-sale housing for low-income homebuyers and community amenities such as gardens and playgrounds.

This grant application has been adjusted to cover a full calendar year, rather than 11 months (as previously submitted).

Continuation Changes

N/A

Performance Measures

SAA Characteristics

- | | |
|--|---|
| <input type="checkbox"/> AmeriCorps Member Population - None c | <input type="checkbox"/> Geographic Focus - Rural |
| <input checked="" type="checkbox"/> Geographic Focus - Urban | <input type="checkbox"/> Encore Program |

Priority Areas

- | | |
|--|---|
| <input checked="" type="checkbox"/> Economic Opportunity | <input type="checkbox"/> Environmental Stewardship |
| <i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Education | <input type="checkbox"/> Healthy Futures |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Veterans and Military Families | <input type="checkbox"/> Other |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Disaster Services | |
| <i>Selected for National Measure</i> <input type="checkbox"/> | |

Grand Total of all MSYs entered for all Priority Areas 11

Service Categories

Housing Infrastructure

National Performance Measures

Priority Area: Economic Opportunity

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

Project Homecoming will develop and rehabilitate 26 homes for low income households.

Result: Intermediate Outcome

Result.

22 low income households will be transitioned into permanent housing units developed or rehabilitated by Project Homecoming. PSL/PH will build or rehabilitate 26 homes. We project that 22 households will occupy these homes during the calendar year but that 4 will remain unsold due to the nature of the current housing market.

Indicator: Number of low income households transitioned into permanent housing units.

Target :Low income households transitioned into permanent housing units.

Target Value: 22

Instruments: Output and Outcome log that documents the housing unit developed or rehabilitated, 3rd party verification of completion of said development or rehabilitation (C/O or Signature), the household transitioned, and verification of permanence (Sewerage and Water Board Bill, Energy Bill, etc.).

PM Statement: 22 low income households will be transitioned to permanent housing units developed or rehabilitated by Project Homecoming.

Result: Output

Result.

Project Homecoming will develop 7 new housing units for sale to low income households, and rehabilitate 19 additional housing units for low income households.

Indicator: O4: Housing units made available for low -income people.

Target :Housing units developed and rehabilitated

Target Value: 26

Instruments: For all new housing units developed and housing units rehabilitated that cost over \$20k, a Certificate of Occupancy will be obtained from the Orleans Parish Office of Safety and Permits. For all renovations that cost under \$20k, the owner of the housing unit in question, upon completion of the rehabilitation, will sign a 3rd party verification stating that Project Homecoming has completed all aspects of the pre-agreed to scope of work.

PM Statement: Project Homecoming will utilize its 11 AmeriCorps members in the development and rehabilitation of 26 housing units for low income households.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable