

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 24-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC125548	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHAZ0010002														
5. APPLICATION INFORMATION																
LEGAL NAME: Coconino County Community Services DUNS NUMBER: 018094560	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Miquelle Scheier TELEPHONE NUMBER: (928) 679-8160 FAX NUMBER: (928) 679-8151 INTERNET E-MAIL ADDRESS: mscheier@coconino.az.gov															
ADDRESS (give street address, city, state, zip code and county): 5410 E. Commerce Avenue Flagstaff AZ 86004 - 2904 County:																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 866000441	7. TYPE OF APPLICANT: 7a. Local Government - County 7b. Other State Government															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Coconino Rural Environment Corps NACC															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Flagstaff, Williams, Sedona, Fredonia, Holbrook, Coconino County, and all other cities, counties and public lands in the State of Arizona.	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 10/01/11 END DATE: 09/30/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="AZ 001"/> b.Program <input type="text" value="AZ 001"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 376,055.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 410,401.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 786,456.00</td> </tr> </table>	a. FEDERAL	\$ 376,055.00	b. APPLICANT	\$ 410,401.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 786,456.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 376,055.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 786,456.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Robin Mosness	b. TITLE: Business Manager	c. TELEPHONE NUMBER: (928) 679-8164														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/06/11														

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Executive Summary

The Coconino Rural Environment Corps provides youth and young adult workforce development and natural and cultural resource conservation services in collaboration with a wide variety of land and resource management agencies. Corpsmembers aged 18 to 25 receive on the job work skills and leadership training through implementation of projects helping to protect communities from wildfire, improve native plant and animal habitat, and provide greater, less damaging outdoor recreational opportunities.

Rationale and Approach

THE COCONINO RURAL ENVIRONMENT CORPS
COCONINO COUNTY COMMUNITY SERVICES

A. PROGRAM DESIGN

1. RATIONALE AND APPROACH

COMPELLING COMMUNITY NEED

Encompassing 18,617 square miles, Coconino County is the largest county in the state of Arizona and is the second largest in the continental United States. Located in north central Arizona, Coconino County is made of a diverse array of cultural and physical landscapes. 46% Of lands in the County represent Native American Reservations and are home to Navajo, Hopi, Paiute, Havasupai and Hualapai peoples. An additional 49% of Coconino County's lands are public; administered by the National Forest Service, the National Park Service, the Bureau of Land Management and the Arizona State Land Department. These public lands include portions of the Mogollon Rim, the Coconino and Kaibab Plateaus, the San Francisco Volcanic Field, the Kachina Peaks Wilderness around Arizona's highest peak and the Grand

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Canyon. In addition, Coconino County is home to North America's largest contiguous stand of Ponderosa Pine, making it a hub of forest health and fire mitigation concern and activity.

More than 100 years of overgrazing, industrial logging and fire suppression policies since Euro-American settlement of northern Arizona have greatly changed the character of the region's Ponderosa Pine forests. The land management practices of northern Arizona's early settlers had a dramatic impact on the region's forests, resulting in one that is today overpopulated, unhealthy, and susceptible to disease, destructive insect infestations, and catastrophic wildfires. According to Northern Arizona University's Ecological Restoration Institute (ERI), which conducts research and disseminates information about forest restoration treatment outcomes, strategies, and techniques in the Southwest,

"Through a combination of fire suppression to protect lives, property and natural resources, harvesting the most valuable wood products as quickly and as cheaply as possible, grazing large numbers of domestic livestock and introducing a variety of exotic insects, pathogens and other plants we have inadvertently disrupted the ecological processes of many forest ecosystems that have evolved for thousands of years in the absence of these major and rapid influences. Humans have now disrupted the ecological processes that serve to maintain forest ecosystems to the point that several ecological indicators point to the fact that the health of some of our forests is declining. The recent increase in the prevalence of insects, pathogens and wildfire are in many cases ecological indicators of declining forest health, not the causes."

According to statistics published by ERI, before Euro-American settlement northern Arizona's forests were characterized by 30 to 50 trees per acre; generally clumped together with open grasslands between. Today's Ponderosa forest is dramatically changed, averaging 1,500 trees per acre. This density of trees greatly reduces overall forest health. Increased competition for resources makes tree development

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difficult, resulting in vast dense stands of small trees instead of dispersed stands of large trees. Reduction of open space decreases available habitat for native animal communities. The accumulation of large amounts of duff, or pine needle debris virtually eliminates the presence of a vegetated understory. This in turn reduces plant and animal diversity through less available forage and habitat. The high tree density also increases the risk and spread of insect and parasite infestation. But perhaps the greatest impact of this elevated tree density is an increase in fuel loads within the region's forests which dramatically increases the threat of catastrophic wildfire for northern Arizona communities.

The Coconino Rural Environment Corps (CREC) proposes to operate a youth and young adult national service program focusing on forest health and fire mitigation issues by reducing fuel loads throughout the forested areas of Coconino County. Particular attention will be paid to the interface of forested lands with the developed areas of the County's numerous rural communities. The need for such efforts, as described above, is consistent across northern Arizona's forests and in all areas where they interface with the County's numerous rural communities. Thus, Coconino County is considered to be a single unified site of operation.

An additional community need addressed by CREC's proposed program is the availability of meaningful developmental opportunities for County youth. According to the 2006 American Community Survey conducted by the US Census Bureau, with a population of 124,953, Coconino is among the most rural counties in Arizona. In addition, 86% of the County is comprised of public and reservation lands. These conditions, combined with an arid climate, an unhealthy forest ecosystem and a resulting lack of industry and investment contribute to a poverty rate of 16.7% with 10.6% of families living below the federal poverty level. Data from the Community Survey also show that 23.2% of County youth under the age of 18 live below the poverty line. In turn, opportunities for job training, skill development and experiential education for regional youth are diminished.

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According to Coconino County's Career Center, this lack of opportunity presents a series of associated challenges. The average dropout rate among County high schools is 11.7%. Unemployment rates for youth aged 17 to 19 are higher than the state average at 13.2%. In 2001, the Arizona Department of Health Services reported a more than 10 % teen pregnancy rate in Coconino County with a 4.9% increase from the previous year. In addition, 17.9% of County youth were referred to the Juvenile court system from July 1, 2002 through June 30, 2003. The Arizona Department of Economic Security reports that Coconino County is, "the highest educated county in Arizona, which presents a dilemma for teens applying for jobs."

CREC's proposed program is built around the vision of meeting rural northern Arizona's community wildfire protection needs by providing increased job and life skill development opportunities for regional youth. As such, this proposal addresses Arizona Governor Janet Napolitano's priority area of youth development as detailed in her 2007 release, "Five Keys to Youth Success: Unlocking the Door to Arizona's Future." Primary missions of this proposal are to assist youth in acquiring, "Work readiness skills", to be competitive in today's workforce and to enable youth and young adults to become, "Actively engaged in their communities", as volunteers in service; 2 tenets of the 5 keys described in the document.

DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

CREC's proposed program will focus on engaging AmeriCorps members in forest health and community wildfire protection issues through two primary means. Members will address these issues through direct project implementation in cooperation with area land management agencies as Corpsmembers with CREC's young adult program, the Northern Arizona Conservation Corps (NACC). This program element

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represents a continuation of the successful relationship CREC has developed with the Arizona State Commission on Service and Volunteerism. Members will also address forest health and fire mitigation through the development and implementation of Youth Conservation Corps (YCC) programs in multiple County communities, aimed at engaging youth aged 15 to 18 in national service through conservation project implementation. This program element represents the combination of the formerly separate youth and young adult program elements, and an increase and expansion in the scope of CREC's relationship with AmeriCorps.

CREC's NACC crews comprised of young adults aged 18 to 25, work in cooperation with local, state and federal land management agencies towards the implementation of forest health and fire mitigation projects. Members serve on professionally supervised crews of 6 to 8 Corpsmembers each and receive extensive training regarding chainsaw safety, operation and maintenance. Members also receive training in Wilderness First Aid and CPR, Leave No Trace Ethics, principles and practices of forestry, ecosystem science and invasive plant species identification, citizenship/civic responsibility and volunteer mobilization. In addition, members receive on the job training and skill development opportunities through direct project implementation.

The principle forest health and fire mitigation activity performed by NACC crews is forest thinning. Projects are implemented in cooperation with area land management agencies in accordance with treatment prescriptions designed by practicing forestry professionals. NACC crews are shown property boundaries and are given other specific instructions before thinning begins. During project implementation, branches and debris from downed trees are chipped up for mulch, hauled to depositories or stacked into slash piles to be burned by partner agencies. Tree trunks are regularly cut to length and given away as firewood to low-income families in County communities including those on the Navajo Reservation.

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The results of these activities are not only restoration of northern Arizona's forested ecosystems to a healthier state, but also the reduction of hazardous forest fuel levels around communities. When fuel levels across the landscape are reduced to more historical levels, their response to wildfire becomes much more manageable, thereby reducing the impacts and likelihood of catastrophic fire. Low density forests tend to foster ground fires which travel slower and are easily addressed by regional wildfire suppression resources. High density forests tend to promote fires in the crowns, or canopies of the trees which travel very fast and are extremely difficult to combat, resulting in greater allocations of wildfire suppression resources, elevated mitigation expenses and greater losses to property and occasionally, life.

CREC's NACC program offers service terms of various lengths with starting dates throughout the year. This enables the program to provide national service opportunities to a wide variety of applicants with different schedules and goals. In addition, program design ensures the availability of trained and experienced forest health and fire mitigation crews year-round and a level of consistency within the program that may otherwise not be present. For these reasons, this proposal contains requests for 4 full-time, 41 half-time and 21 quarter-time member slots, totaling 30 Member Service Years (MSYs).

CREC's YCC crews also work in cooperation with local, state and federal land management agencies, as well as their host municipalities towards the implementation of forest health and fire mitigation projects. The YCC program is aimed at engaging youth aged 15 to 18 in volunteer service focused on conservation and civic involvement. AmeriCorps members will serve as youth development and volunteer coordinators and work to aid in the design of YCC national service opportunities within target communities and will serve as volunteer mentors and leaders.

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CREC's YCC program is scheduled around a summer field season. For this reason, the member slots requested are half-time, facilitating a planning and development component for members prior to youth crew implementation.

Program development activities will include aiding CREC staff in project and partner recruitment, community relations, volunteer recruitment and the design of training and educational curriculum. Crew leading activities will include aiding CREC staff in the implementation of training and educational curriculum and the mentoring of YCC volunteers during the implementation of project work throughout the summer field season.

CREC has a history of training responsible Corpsmembers who are aware of their role as representatives of Coconino County, the AmeriCorps program, and project partners. During staff training, time is dedicated to emphasizing the importance of professionalism. In addition, time is spent reviewing rules on prohibited service activities with supervisory staff as well as Corpsmembers. CREC has created a Personnel Policy and Procedure Manual for staff and members. Crew Supervisors receive 3 days of training regarding member responsibilities as representatives of AmeriCorps as well as responsibilities regarding members' inability to meet expectations. Crew Supervisors have guidelines for disciplinary actions as well. Measures include verbal and written warnings, suspension and termination. Members are also required to read through the AmeriCorps Service Agreement with CREC staff and sign off that they fully understand their responsibilities. In addition, CREC follows up with periodic "refreshers" on member responsibility throughout service terms.

CREC is proud of current efforts towards forest health, community wildfire protection and youth development. AmeriCorps grant funding will add value to the program's existing service activities in these areas by providing for continued implementation of training and skill development programs for

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members and of vital regional conservation projects. Further, funding will enable the expansion of CREC's YCC volunteer programs to rural County communities which may not have capacity to administer their own AmeriCorps initiatives.

MEASURABLE OUTPUTS AND OUTCOMES

Through forest health and fire mitigation projects, focused trainings and community volunteer activities in Coconino County, CREC will be able to measure a number of important and valuable outputs and outcomes, benefiting countless Arizona residents, visitors and communities.

Chief among these will be the measure of forested acres thinned or otherwise treated within the Wildland/Urban Interfaces of Coconino County communities. Other measures will pertain to additional forest health and fire mitigation projects such as trail construction and rehabilitation, prescribed fire preparation, invasive plant species removal, insect infestation mediation and understory regeneration through duff removal.

CREC anticipates implementing 100 or more community wildfire protection projects annually. These projects will result in an average annual increase of 400 treated acres. By the end of the grant cycle, it is estimated that this change will result in a 5% increase in defensible space, or treated corridor, around communities at-risk of catastrophic wildfire. Impacts will be measured using Global Positioning Units and recorded on weekly project accomplishment reports.

Opportunities provided to members through trainings dedicated to these activities will also be a measurable outcome. Primary measurable training achievements will be the number of members receiving chainsaw safety, operation and maintenance certifications and Wilderness First Aid/CPR

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certifications. In addition, the connection to stewardship and community fostered through program activities will be measured through Corpsmembers volunteer activities during service terms and the number of youth national service volunteers mobilized through the YCC program.

CREC anticipates that 90% of enrolled AmeriCorps members will receive certifications in Wilderness First Aid/CPR and Basic Wildland Chainsaw Operation, Safety and maintenance. Of these members, 75% will report increased work skills development on self-evaluation forms as a result of their training and field-based experience. Further, on exit surveys 30% of members will report that as a result of their training and Corps experience, they have attained placement in post-Corps jobs or educational opportunities in land management, resource conservation or other environmental fields.

In addition, CREC members will work to mobilize 35 youth volunteers annually in 5 target Coconino County communities through summer YCC service opportunities.

Timesheets, accomplishment reports, certification dates, survey results and volunteer logs will be compiled in a database application for ease of reporting, and to ensure accurate and compliant record-keeping.

PLAN FOR SELF ASSESSMENT AND IMPROVEMENT

CREC has incorporated a database into the program's organizational capacity which enables the efficient tracking and evaluation of member progress and accomplishments. Tracked and monitored elements include numbers of members and volunteers, member service hours, training and volunteer hours, and overall project accomplishments. Members fill out timesheets weekly and code their activity for the week by project and by the type of work performed. In this way, CREC tracks hours spent operating chainsaws

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separately from those spent performing more general conservation tasks. Timesheets also have separate codes for training, allowing the tracking of all training elements individually. Members are also responsible for submitting volunteer timesheets documenting volunteer activities and hours. In this way, CREC is able to provide members with complete résumés of service activities.

Crew Supervisors are responsible for submitting project accomplishment reports at the conclusion of each work week. These reports contain data such as linear feet of trail built, acres of forest thinned, miles of fencing built or deconstructed and numbers of trees planted. Further, project partners submit evaluation reports detailing the estimated value of work performed for their agency. This data is used to evaluate the effectiveness of CREC's on the ground implementation efforts.

CREC uses these data, along with member and supervisor evaluations and exit interviews to plan for continuous program improvement. Employing the database, this information is compiled and used as a starting point for annual planning sessions. During these sessions, strengths and weaknesses are identified, and goals are established for coming program years. This continual self-evaluation is an integral part of CREC's success and the accomplishments and feedback tracked from supervisors, members and partners is vital.

COMMUNITY INVOLVEMENT

CREC is involved in a larger Coconino County forest health and fire mitigation need identification, planning and implementation process through strategic partnerships. The Greater Flagstaff Forest Partnership (GFFP), with which CREC is actively involved, is the primary forum for the discussion of forest health issues in Coconino County and through its members, is involved in nearly every aspect of forest health and fire mitigation County-wide. According to the mission statement, the GFFP is,

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"An alliance of 19 environmental and governmental organizations dedicated to researching and demonstrating approaches to forest ecosystem restoration in the Ponderosa Pine forests surrounding Flagstaff, Arizona."

Members of the GFFP include Arizona Public Service, Arizona State Lands, Arizona Game and Fish, the City of Flagstaff, the Coconino Natural Resource Conservation District, the Coconino County Farm Bureau and Cattle Growers Association, the Coco-Pai Resource Conservation and Development District, the Greater Flagstaff Economic Council, the Ecological Restoration Institute, Indigenous Community Enterprises, the Flagstaff Chamber of Commerce, Native Plant and Seed, the Grand Canyon Trust, Highlands Fire Department, Summit Fire Department, the City of Flagstaff Fire Department, Northern Arizona University's Colleges of Forestry and Engineering, Perkins Timber Harvesting, Practical Mycology, the Society of American Foresters, Southwest Environmental Consultants, the Arboretum at Flagstaff, the Nature Conservancy, the U.S. Forest Service, and the U.S. Fish and Wildlife Service. The goals of the Greater Flagstaff Forest Partnership are,

"To restore the natural ecosystem functions, within the range of natural variability, of the Ponderosa Pine forests in Flagstaff's Urban Wildland Interface; to manage forest fuels within the Wildland-Urban Interface to reduce the risk of catastrophic fire; and to research, test, develop and demonstrate key ecological, economic and social dimensions of restoration efforts."

CREC works to address these needs through direct project implementation as a member of other strategic partnerships as well. The Rural Communities Fuels Management Partnership (RCFMP) addresses forest health issues affecting the rural communities of Parks, Williams, Bellemont and Sherwood Forest west of Flagstaff, as well as Doney Park, Timberline, Fernwood and Cosnino east of

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Flagstaff. This partnership promotes a cost share program for property owners living within the Wildland-Urban Interface whereby private properties can be thinned at subsidized rates. The RCFMP also disseminates educational materials and information regarding Fire-Wise principles, thereby raising community awareness of wildfire danger.

CREC will continue to work through these and other partnerships in the coming years. In addition, the program is looking for ways to expand these efforts to other County communities where no such service currently exists. Successful and long-term partnerships like the GFFP and the RCFMP enable CREC to research funding opportunities and planning and implementation strategies towards the realization of these efforts. Further, the inclusion of AmeriCorps members in the design and implementation of YCC programs in target County communities will aid in the spread of information and the availability of resources to address local needs.

RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

Part of CREC's mission is to carry on the tradition of the Civilian Conservation Corps (CCC) of the 1930s and 40s through hard work, dedication and pride. CREC's NACC program, builds on the CCC tradition and is poised to help land management agencies create and implement a wide variety of forest health and fire mitigation projects. The CREC YCC builds upon the Forest Service Youth Conservation Corps of the 1970s by mobilizing regional youth volunteers in critical conservation issues and by providing substantial and much needed youth development opportunities. The YCC is a vital program for Coconino County youth and a feeder program for local youth interested in the NACC. Through forest health and fire mitigation projects, participants in NACC and YCC programs are provided valuable opportunities for interaction, integrated training, leadership and on-the-job skill development.

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As a current AmeriCorps*State grantee, CREC participates in all State Commission activities, regularly interfacing around issues of community awareness, best practices, and program and fiscal management. CREC has had members selected to participate in the Commission's LeaderCorps program every year since its inception. Further, CREC directly collaborates with other Arizona AmeriCorps programs such as Northern Arizona University's Youth in Action AmeriCorps (YiA), towards resource exchange and new program development.

CREC's forest health and fire mitigation work is also complemented by other regional Corps programs as well. Programs such as the Southwest Conservation Corps of Durango, Colorado the Rocky Mountain Youth Corps of Taos, New Mexico and the Nevada Conservation Corps in Reno, Nevada provide similar services in the forested areas of their regions. Further, as a charter member of the Mountain Alliance of Conservation Corps (MACC), CREC and other area Corps have created a working group aimed at increasing collaboration between programs in the areas of training, project work, public relations, marketing and funding.

POTENTIAL FOR REPLICATION

CREC programs have great potential for replication in similar communities. With a conservation focus, CREC is located in an environment conducive to establishing partnerships with land management agencies. Heavily forested communities like those in Coconino County have the potential to replicate partnerships like the RCFMP which aid in forest health and fire mitigation efforts on private lands within sensitive community areas. CREC's successes and movement towards sustainability are made possible by such partnerships. Communities with similar characteristics to those found in Coconino County could have success in replicating this model.

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CREC has plans to replicate the YCC program within the County. The summer of 2009 will see 4 YCC crews in target communities. The expansion of the YCC program as outlined in this proposal will realize 5 crews during the summer of 2010. The inclusion of AmeriCorps members in the design and implementation of these YCC programs has great potential for successful replication throughout Arizona. By raising community awareness, recruiting youth volunteers and implementing conservation projects within communities, the YCC will be a powerful opportunity for youth and community.

Organizational Capability

D. ORGANIZATIONAL CAPABILITY

SOUND ORGANIZATIONAL STRUCTURE

ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

CREC is a workforce development program designed to utilize the talents and energy of youth and young adults in accomplishing a wide variety of environmental conservation and community service projects. Originally established in 1997 as a cooperative partnership between the US Forest Service and Coconino County, CREC has been under the direction of Coconino County's Community Services Department since 1999. Initially funded by an AmeriCorps award in the amount of \$160,000 CREC has evolved into largely self-sustaining, partner supported programs with an estimated fiscal year 2009 budget of \$2 Million. Based on the Corps model used successfully throughout the US for more than 75 years to address critical environmental and infrastructure needs, CREC has been providing youth and young adult developmental opportunities and service and conservation work in collaboration with a wide variety of land management agencies for more than 11 years. Today, CREC continues to seek out funding streams to build upon program youth and young adult opportunities through forest health and fire mitigation projects.

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As a member of the GFFP, CREC was recently honored for a role in the restoration and fuels management of Coconino County's forests. Of the approximately 100,000 acres of Flagstaff's Wildland-Urban Interface, CREC annually thins around 700 acres, making the program one of the leading forest restoration organizations in Flagstaff.

After two successful seasons of the Fredonia YCC, CREC expanded the operations to the communities of Williams in 2005, Sedona and Flagstaff in 2006 and Holbrook in 2008. With adequate staffing, these programs had successful field seasons and became increasingly integrated into CREC's mission. In 2010, CREC looks forward to adding another crew and another community to the YCC family.

CREC's partner agencies complete evaluation forms upon project completion and the program is proud of the positive feedback it gets. Mike Schneegas, Facilities Manager for the National Park Service's Flagstaff Area Monuments said,

"The crews and leadership are very reliable, efficient and dedicated. Crews demonstrate a high level of work ethic, safety concern, and provide quality work on very difficult projects. CREC crews continue to provide a quality investment for both the National Park Service and tax payers. CREC leadership and Coconino County should be proud of the impact they are having developing youth. The National Park Service continues to enjoy the relationship with CREC and looks forward to many years of continued cooperation and partnership."

Coconino County Community Services has successfully run a variety of programs over the last 34 years; 85% of which have been grant funded. CREC, a program of the Community Services Department has successfully managed Million dollar budgets comprised in part by federal, state and county grants and

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agreements annually since 1999. CREC uses standard accounting management procedures with budgets monitored through the County and audited yearly.

As the recipient of AmeriCorps funding regularly since 2004, CREC is well acquainted with regulations and requirements for reporting, monitoring and meeting on-going submission deadlines. CREC has had great success in recording accomplishments and achieving targeted outputs and outcomes to date with relation to established performance measures for previous grant periods.

During year one of the current grant cycle, CREC monitored forest health and fuels reduction efforts as an output result of an environmental needs and service activities performance measure. Using Global Positioning System units, CREC was able to track the progression of projects and calculate the number of acres treated through thinning and other fuels reduction and forest restoration prescriptions. CREC's target was to treat 400 acres of forested land within the Wildland-Urban interface adjacent to County communities. By the end of the 2006/2007 program year, the target had been exceeded and 455 acres had been treated with an estimated benefit to 4,550 residents within Coconino County communities.

CREC also monitored the percentage of members demonstrating increases in First Aid/CPR and chainsaw safety skills as an intermediate outcome result of a participant development performance measure. Tracking member training hours and certifications, CREC was able to measure the percentage of members successfully completing program training curriculum. The target for the grant year was for 75% of members to show skill increases in these areas. Again, this target was exceeded. By the end of the 2006-2007 program year, 100% of members had earned certifications demonstrating substantial increases in First Aid/CPR and chainsaw safety skills.

Lastly, CREC monitored members' post-Corps job and educational placement opportunities as an end

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outcome result of a participant development performance measure. Using exit surveys upon member graduation, and alumni information, CREC was able to track the number of members who were able to receive job opportunities with local, state and federal land management agencies or continued educational opportunities, as a result of their specialized training and experience. CREC's target for the grant year was for 15% of members to receive such opportunities. Like the other measures, this target was exceeded. By the end of the 2006-2007 program year, 36% had received such opportunities. Of this number, 20% found opportunity within Coconino County.

BOARD OF DIRECTORS, ADMINISTRATORS AND STAFF

CREC has as a strong resource, the administrative capacity of Coconino County's Community Services Department. Backed by the County's Board of Supervisors, Departments of Human Resources, Facilities, Public Works, and Budget and Finance as well as the Office of the County Attorney, CREC has a solid network of organizational management in place to ensure exemplary administration and oversight of all program elements and functions.

In addition, CREC staff embodies over 50 years of combined experience in program design and management, conservation expertise, youth development and budget and finance. Following are a listing of key program and fiscal positions, and the backgrounds and expertise of each:

Program Manager: Dustin Woodman

5 Years of resource conservation project implementation; 4 years Conservation Corps / AmeriCorps program management; 2 years project coordination; BS in Applied Geography; Certified Public Manager; and AmeriCorps alumni.

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Business Manager: Robin Mosness

15 Years in public and private sector budget and finance including program, division and department fiscal management; Certified Public Accountant; Certified Public Fiduciary.

Administrative Specialist: Monique De La Luz

2 Years program administration including creation and maintenance of AmeriCorps member files; Web Based Reporting System (WBRS) recordkeeping; and AmeriCorps member support.

Sr. Program Coordinator -- Field Operations: Alan Kaufmann

8 Years of conservation work; 4 years of forestry; 3 years Forest Service Wildfire Technician; 2 years wilderness research supervisor; MS in Forestry / Ecosystem Science; Instructor -- chainsaw safety; use and maintenance.

Sr. Program Coordinator -- Administrative Operations: Jeff Davis

11 Years of conservation project implementation; 5 Corpsmember / Supervisor; 2 years program management; 4 years project coordination; BA in Psychology / History; Instructor -- Trail Construction and Maintenance; Wilderness First Responder.

Program Coordinator -- Project and Partnership Relations: Allison Laramée

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5 Years conservation project implementation; 3 years Corpsmember / Supervisor; 3 years project coordination experience; Instructor -- Trail Maintenance and Construction; AmeriCorps VISTA Alumni; Wilderness First Responder certified.

Program Coordinator -- Field: Tom Helmer

8 Years conservation project implementation; 2 years Corpsmember / Supervisor; 4 years project coordination; Instructor - Chainsaw Safety; Operation and Maintenance; Instructor - Trail Maintenance and Construction; Wilderness First Responder certified; Advanced Tree Faller/Forester Certified.

Shop and Equipment Manager: Olivia Markham

3 Years conservation work; 1 year Corpsmember; Wilderness First Responder certified; Instructor - Chainsaw Safety; Operation and Maintenance; MS in Applied Geography.

Crew Supervisor: Multiple

Advanced Trail Construction and Maintenance certified; Wilderness First Responder Certified; Advanced Powersaw Use and Maintenance certified; Group Dynamics Diversity, Team Awareness trained; Leave no Trace certified; Wilderness Survival/Orienteering trained; Defensive Driver and Herbicide Applicator certified; Oriented to various Arizona Archaeological and Ecological considerations.

PLAN FOR SELF-ASSESSMENT OR IMPROVEMENT

Narratives

CREC has incorporated a database into the program's organizational capacity which enables the efficient tracking and evaluation of all program elements. Information from staff and member evaluations, annual fiscal and accomplishment reports, partner evaluations and member retention and satisfaction data are compiled and used as a starting point for annual planning sessions. During these sessions, strengths and weaknesses are identified and goals are established for coming program years. This continual self-evaluation of all program elements is an integral part of CREC's success and the accomplishments and feedback of staff, supervisors, members and partners is vital in ensuring continued sound program management.

Further, as a program of Coconino County, CREC reports on performance measures and is subject to program review and financial audit. These annual assessments for CREC and for all County entities serve as ongoing internal assessments and ensure continued sound management.

PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE

As a program of the Coconino County Community Services Department, CREC has the resources of the County available to help facilitate growth and development, as well as to meet technical assistance needs. The availability of this level of organizational support has allowed CREC programs to grow in responsible ways and will continue to facilitate the attainment of effective technical assistance.

In addition, CREC continues to avail itself of the training and technical assistance resources made available through CNCS and the Arizona State Commission including but not limited to performance measurement support from Project STAR and quarterly Program Director meetings.

SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

Narratives

VOLUNTEER GENERATION AND SUPPORT

CREC staff supports Corpsmembers in efforts to mobilize volunteers from the general community. This is accomplished through partnerships CREC has built with regional stakeholders. Corpsmembers work with community partners to coordinate volunteer opportunities which not only benefit the community, but also offer opportunities for the personal and professional development of volunteers, thereby increasing the organizational capacity of programs. This is done through the coordination of guest speakers, skills trainings, and other opportunities which are offered to volunteers. Coordination of these types of volunteer development and appreciation efforts mobilizes a large pool of volunteers to meet community needs. CREC has also developed an email list of past and present volunteers which can be used to announce volunteer opportunities throughout the year.

In the past 3 years, CREC staff and Corpsmembers have worked in partnership with the City of Flagstaff, the Flagstaff Biking Organization, the Arizona Trail Alliance, Coconino County's Parks and Recreation Department, the Coconino National Forest and many other local, state and federal entities to coordinate volunteer projects around national days of service. These events have mobilized an average of nearly 400 community volunteers, serving 1,600 hours annually.

ORGANIZATIONAL AND COMMUNITY LEADERSHIP

CREC strives to play an active leadership role in the community through expanded programs and partnerships. In partnership with YiA, CREC has submitted an additional AmeriCorps*State proposal for funding to support increased youth mentoring, civic engagement and green workforce development. This effort is intended to broaden program impacts by continuing to provide youth development

Narratives

opportunities through expanded efforts to conserve community resources. Through this type of program development, CREC is continuing to provide leadership towards building strong connections between Corps, service and northern Arizona communities.

Community partnerships such as the GFFP and the RCFMP represent avenues CREC continues to use to develop community resources on issues of forest health and restoration. These partnerships offer a forum for discussion and planning on forest health and fire mitigation issues between all community stakeholders.

In 2005, CREC's role as an active member of the RCFMP earned the program national recognition as the recipient of a US Forest Service Excellence in Leadership in Rural Community Assistance Award. This partnership has paved the way for rural areas in Coconino County to provide cost-share programs for land owners to reduce fuel loads on their properties and for the dissemination of Fire-Wise educational materials raising community awareness of wildfire prevention practices.

In addition, CREC has received "Service Project of the Year" awards in both 2006 and 2007, as well as a "Corpsmember of the Year" award from the Corps Network; a national Service and Conservation Corps membership organization on whose Board of Directors CREC's Program Manager currently serves. Further, in 2007 CREC was awarded an "Outstanding Achievement in Local Government Innovation" award from the Alliance for Innovation; a national membership organization comprised of more than 900 peer counties and municipalities across America

SUCCESS IN SECURING MATCH RESOURCES

CREC has a \$55,000 annual cash commitment from Coconino County's general fund. In addition, the

Narratives

County routinely advances funds for CREC operations until pledged partner contributions are received. CREC has budgeted the generation of approximately \$1.5 Million in partner contributions towards conservation projects throughout northern Arizona during fiscal year 2009. Multiple year agreements are in place with 22 separate land management agencies to provide a variety of conservation services on a partner contribution basis. CREC also consistently receives funding from non-federal sources including Northern Arizona University and the RCFMP. These revenues have been used to easily provide matching funds required for previous AmeriCorps awards as well as for the proposed youth and young adult forest health and fire mitigation programs detailed herein.

SUCCESS IN SECURING COMMUNITY SUPPORT

COLLABORATION

CREC owes much of its success and community support to partnerships and collaborations. In all areas of the program, CREC works with partner agencies to achieve regional conservation goals and to realize the program mission of "fostering environmental stewardship and encouraging personal development". From project implementation, to member training, to attracting and managing funding streams, CREC and various partner agencies work together to achieve mutual successes.

Through partnership with land management agencies across Arizona, CREC crews help to address critical conservation issues. Project work is nearly always performed alongside project representatives from partner agencies in a spirit of cooperation. CREC generally provides all necessary tools for project implementation, transportation, personal supplies and gear while partner agencies provide materials, any necessary specialty tools, camping locations, educational and training opportunities and other resources.

Narratives

Collaboration with other regional Conservation Corps programs provides another avenue for building community support. As a charter member of MACC, CREC and other area Corps have created a working group aimed at increasing collaboration between programs in the areas of training, project work, public relations, marketing and funding. Established in June of 2005, MACC has already proven to be an excellent mechanism for Corps interaction and collaboration, as it has provided a set of standards for member corps and a framework for cooperation, and an organization with which to pursue additional financial resources.

CREC is also fortunate to be able to leverage financial resources in collaborative efforts with partner agencies towards increased and enhanced funding streams and greater and more efficient project implementation. A prime example is CREC's involvement in the RCFMP. This partnership is aimed at reducing the risk of catastrophic wildfire in rural communities of northern Arizona through fire-wise education and a cost-share program by which property owners can reduce fuel loads on their properties at a subsidized rate. In addition to being involved in the implementation of fuels reduction project work, CREC uses non-federal funding sources to provide necessary matching funds to forest health and fire assistance grants which largely fund the partnership.

Through collaboration, CREC is able to increase the quality and reach of services and enable the best possible experiences for partner agencies and members.

LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS

In addition to project work supported by partner contributions, CREC has developed numerous non-federal partnerships that have allowed the program to move toward sustainability. State and County

Narratives

agencies, non-profit organizations and educational institutions have provided substantial funding aimed at collaboration on a diverse range of CREC projects. CREC has successfully managed over \$10 Million in Federal, State and County grants and agreements since 1999, and continues to seek out additional funding streams towards continued implementation of forest health and fuels reduction projects.

CREC is also supported in large part by the in-kind contributions associated with being a program of Coconino County. These benefits include support from County internal service Departments including Facilities, Human Resources, Attorneys, Fleet Management and Budget and Finance. County support is invaluable and has enabled the program to build a history of sound management and community support.

As CREC programs have grown, these and other local and in-kind contributions have enabled the implementation of new and increased program offerings. CREC's established and successful network of partners continues to expand and become more diverse, ensuring the continuation of local and in-kind contributions into the future.

WIDE RANGE OF COMMUNITY STAKEHOLDERS

The GFFP, with which CREC is actively involved, is the primary forum for the discussion of forest health issues in Coconino County and through its members, the partnership is involved in nearly every aspect of forest health and fire mitigation County-wide. The GFFP is the greatest representation of the width and breadth of community stakeholders and is a clearinghouse for information regarding inter-agency relations pertaining to forest health and fire mitigation activities. According to the mission statement, the GFFP is,

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"An alliance of environmental and governmental organizations dedicated to researching and demonstrating approaches to forest ecosystem restoration in the Ponderosa pine forests surrounding Flagstaff, Arizona."

Members of the GFFP include Arizona Public Service, Arizona State Lands, Arizona Game and Fish, the City of Flagstaff, the Coconino Natural Resource Conservation District, the Coconino County Farm Bureau and Cattle Growers Association, the Coco-Pai Resource Conservation and Development District, the Greater Flagstaff Economic Council, the Ecological Restoration Institute, Indigenous Community Enterprises, the Flagstaff Chamber of Commerce, Native Plant and Seed, the Grand Canyon Trust, Highlands Fire Department, the Summit Fire Department, the City of Flagstaff Fire Department, Northern Arizona University's Colleges of Forestry and Engineering, Perkins Timber Harvesting, Practical Mycology, the Society of American Foresters, Southwest Environmental Consultants, the Arboretum at Flagstaff, the Nature Conservancy, the United States Forest Service, and the US Fish and Wildlife Service. The goals of the Greater Flagstaff Forest Partnership are,

"To restore the natural ecosystem functions--within the range of natural variability--of the Ponderosa pine forests in Flagstaff's Urban Wildland Interface; to manage forest fuels within the Wildland Urban Interface to reduce the risk of catastrophic fire; and to research, test, develop, and demonstrate key ecological, economic, and social dimensions of restoration efforts."

This diverse group of stakeholders has been working to plan and implement sound forest health and fuels reduction activities for nearly 12 years and will continue to do so in the future. This kind of non-financial support will remain integral for the region and CREC is proud to be an active participant.

SPECIAL CIRCUMSTANCES

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Northern Arizona has many unique circumstances, two of which are worthy of additional consideration herein:

1. Significant numbers of highly disadvantaged communities exist across the region; many on Native American reservations. The Navajo Nation, the largest federally-recognized American Indian reservation, occupies an area the size of the State of West Virginia spread across the Four Corners region; a substantial portion of which is located within Coconino County. The Navajo Nation Department of Head Start compares the economy of the Navajo Nation with that of a third world country. The Navajo Nation Division of Economic Development documents that a staggering 56.1% of Navajo people live below the poverty level and the per capita income on the Nation is \$6,217.

2. A vast majority of lands within Coconino County are public and reservation. Encompassing 18,617 square miles, Coconino is the largest county in Arizona and is the second largest in the continental United States. 46% of the land in Coconino is comprised of Native American Reservations. An additional 49% is public. Further, Coconino is home to North America's largest contiguous stand of Ponderosa Pine, making it a hub of forest health and fire mitigation concern and activity. Public concentration of land limits the ability of local government to collect taxes and subsequently limits the local resources available for a wide range of services including disaster preparedness, mitigation and response and youth development.

Cost Effectiveness and Budget Adequacy

E. COST EFFECTIVENESS AND BUDGET ADEQUACY

COST EFFECTIVENESS

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CORPORATION COST PER MEMBER SERVICE YEAR (MSY)

The Corporation cost per member service year requested through the proposed Coconino Rural Environment Corps (CREC) program is \$12,600. This amount is in line with allowable costs and meets CNCS objectives.

DIVERSE NON-FEDERAL SUPPORT

The successes of CREC's programs lay both in strong connections to community and in a diversity of project partners. Coconino County's commitment to CREC and the allocation of resources to promote youth workforce development in communities throughout the County have been a predominant factor in this success. In addition, in nearly 11 years of operation, CREC has established a strong and positive reputation with its project partners including Arizona State Parks, the Arizona State Lands Department, Flagstaff Biking Organization, the Nature Conservancy, the Flagstaff Arboretum and many others. These partnerships enable the utilization of diverse funding sources throughout northern Arizona. This diversity has been instrumental in securing partner contributions, for conservation project work. A low overhead fee structure makes CREC a very affordable and cost effective alternative for forest health and fire mitigation projects, which combined with a reputation as experienced and hard working, guarantees the program future partner contributions for project work.

DECREASED RELIANCE ON FEDERAL SUPPORT

This proposal embodies both a decreased reliance on federal funding and an increased impact and broader reach for CREC programs within Coconino County. While the overall operating budget for programs proposed herein has increased from the amount in the previous grant cycle, the CNCS share in

Narratives

those costs has decreased. CREC's ability to increase matching shares to nearly 52 percent for year one of this new cycle demonstrates the program's commitment to reducing reliance on federal funding. In addition, this proposal contains an increase in the overall number of MSYs requested: from 22 in year three of the current cycle to 30. This expansion will enable CREC to broaden program impacts through continued forest health and fire mitigation projects and the implementation of volunteer YCC programs in multiple County communities. CREC will be able to provide AmeriCorps opportunities to areas of the County which may not have resources to implement their own.

2. BUDGET ADEQUACY

Many of the elements in CREC's proposed budget are built on an allocation plan based on the total number of MSYs utilized across all programs. The programs proposed herein, based on a request of 30 MSYs would constitute 51.72% of overall CREC operations. Thus many line item budget elements utilize this percentage in appropriately allocating annual projected expenditures relating to this proposal.

CREC's proposed budget is sufficient to support program activities. Financial support is included for program administration, evaluation, staff and member travel and all necessary member, safety and project implementation supplies. Support is also included for member training sufficient for the safe and efficient operation and supervision of proposed program activities. The division of requested MSYs into 4 full-time, 41 half-time and 21 quarter-time slots helps CREC achieve the objective of offering national service terms of varying lengths throughout the program year, which along with budgeted living allowances and member support costs will aid in meeting member retention and fulfillment goals.

The above outlined support elements will also be sufficient for the attainment of desired outcomes and outputs. With budget elements focusing on the necessary training, equipment and supervision for

Narratives

program activities, members will be empowered to address Coconino County's forest health and fire mitigation issues. Members will gain skills necessary to implement such conservation projects and will record achievements in the areas of forested acres treated and marketable job skill development. Members will also both volunteer their time in service to County communities, and work towards the mobilization of community volunteers through YCC programs and national days of service. CREC's proposed AmeriCorps programs will address forest health issues, provide youth development opportunities and strengthen community through civic engagement and volunteerism.

Evaluation Summary or Plan

F. EVALUATION SUMMARY OR PLAN

CREC undergoes annual strategic planning aimed at internal evaluation, utilizing feedback from Corpsmembers, Supervisors, project partners, staff and community stakeholders. In addition, CREC is an "Excellence in Corps Operation" (ECO) accredited program through the Corps Network, a national membership organization of Service and Conservation Corps. ECO is a rigorous peer evaluation built on evaluation of program systems for effectiveness, efficiency and application of best practices.

Further, in 2006, the Corps Network received funding from the Corporation for National and Community Service to conduct a rigorous random assignment study assessing the overall effectiveness of Corps programs nationwide. CREC was randomly selected to participate in the Youth Corps Study, the results of which are tentatively expected to be released in mid 2009. CREC anticipates participation in the study will provide valuable input and information on assessing and evaluating overall program operations and impacts for communities and Corpsmembers at the local program level, but also regionally and nationally. CREC has however included a modest allocation of funds for purposes of evaluation within the budget for the proposed program. Should results of the Youth Corps Study prove insufficient or unusable, additional funds will be designated for evaluation in ensuing years.

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Amendment Justification

N/A

Clarification Summary

2010/2011 Competitive Continuation Application - Clarification I

Coconino Rural Environment Corps (CREC)

Legal Applicant: Coconino County Community Services

Application ID: 10AC111571

CLARIFICATION ITEMS:

Demonstrate the need for a higher cost/MSY. (If approved for fixed-amount pilot, this clarification point will be void.)

The costs associated with operating a high quality AmeriCorps program continue to increase. Staff salaries, retirement contributions, health care contributions, travel expenses, member background check expenses, member support costs, tools, supplies and training expenses have all increased in recent years. Despite these increases, CREC programs have been reasonably able to attract sufficient matching resources from community partner contributions to cover the increasing costs.

However, our ability to continue to raise ever increasing matching funds is limited by local partner capacity and increasing competition for matching resources. As an example, the Arizona Governor's Commission on Service and Volunteerism recently made an AmeriCorps State Formula award to a non-profit organization in our city, which is based on the same model that CREC employs and provides similar natural resource conservation services using AmeriCorps members, in our same region, and with many of the same project partners. As a result, CREC now competes directly with another local

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AmeriCorps program for the same limited partnerships and matching resources.

The proposed budget for this 2010/2011 continuation application requests an increase in the cost per MSY from \$12,540 in year one of the cycle to \$12,941 for subsequent years. This request is inline with the new provisions of the Serve America Act regarding the increased maximum cost per MSY from \$12,600 to \$13,000 and represents a total requested increase of \$12,044 in Corporation funds.

The increase in Corporation funds will be used to offset the increasing costs of program staffing and the administration of background checks for all AmeriCorps members. In addition, the funds will serve to support continued work towards program sustainability in changing and challenging funding environments relative to the generation of partner contributions for matching resources.

CREC has consistently provided matching funds well in excess of those required by CNCS, and has met or exceeded all matching commitments. Despite the requested increase in CNCS funds per MSY, the proposed continuation budget maintains a 51% matching contribution; significantly higher than the 30% minimum match required. CREC believes this level of match to be sustainable through the addition of the requested increase in funding per MSY.

BUDGET ITEMS:

Revise budget so that all grant-funded staff and members have criminal background checks. Currently, only 10 member positions are budgeted for checks.

The budget has been revised in e-Grants to provide for background checks for all 66 AmeriCorps member slots requested. All grant-funded staff members have already had background checks

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performed; therefore no staff background check costs are included in the budget.

Specify the CNCS-Sponsored event and itemize related costs.

The budget has been revised in e-Grants to detail that CNCS Sponsored Event travel expenses pertain to travel to the National Conference on Volunteerism and Service. An itemization of the costs is included in the calculation field for the line item which reads as follows: "Travel to National Conference on Volunteerism and Service: 2 staff x \$600 airfare each, 2 staff x 4 nights lodging @ \$250 each per night.

PERFORMANCE MEASURES:

CREC has chosen to opt-in to the National Performance Measure Pilot. Aligned performance measures have been created in e-Grants for the Clean Energy/Environment and Economic Opportunity priority areas.

These two national measures replace two previous program specific performance measures: Community Wildfire Protection and Member Development, which have been deleted in e-Grants.

One program specific performance measure, Youth Volunteer Generation has been retained in e-Grants and will continue to be tracked and reported on.

COCONINO RURAL ENVIRONMENT CORPS

2011-2012 GRANT YEAR CONTINUATION APPLICATION - CLARIFICATION I

Financial Clarifications

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1. Section I(B) Personnel Fringe Benefits: Business Manager is calculated incorrectly. Please revise and correct total amounts accordingly. Please recalculate to reflect correct total amounts. Round out the calculations in the budget. Revise and correct total amounts accordingly.

The Business Manager's total annual salary is \$45,000. 30% of the position's time is allocated to the grant. $\$45,000 \times 30\% = \$13,500$ total salary allocation to the grant. The position's fringe benefit rate is also 30%. $\$13,500 \times 30\% = \$4,050$ total fringe allocation to the grant. This is the amount currently in the budget, with \$2,430 allocated to the CNCS share and \$1,620 allocated to the grantee share. $\$2,430 + \$1,620 = \$4,050$. The numbers have not been changed in e-Grants, but the calculation has, to better describe what has been relayed herein.

2. Section I(C)(2) Member Travel: The total amount for rental vehicles is calculated incorrectly. Recalculate to reflect correct total amounts. Round out the calculations in the budget. Revise and correct total amounts accordingly.

The numbers in the calculation have been rounded as requested and the total amounts updated accordingly. The new calculation reads: One rental vehicle at \$192 per week \times 52 weeks = \$9,984. \$6,984 has been allocated to the CNCS share and \$3,000 has been allocated to the grantee share.

3. Thoroughly describe CREC's sources for match for the member living allowance and member support costs. You have increased this amount yet you state on page one of your narrative that you had insufficient match to meet your projected amount in 2010-2011. Show source and amounts of committed match for these line items.

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During the 2009-2010 grant year, demands for generating matching resources were greatly increased due to the receipt of AmeriCorps State Recovery funding and the subsequent near doubling of our number of Corpsmembers and program size. These conditions were further exacerbated by the existence of a new AmeriCorps State funded program in our community which operates under the same program model and generates matching resources from some of the same community partners. For these reasons, we were unable to generate the required matching resources to enroll four of our 66 granted slots.

Moving forward, the elevated demands resulting from Recovery funding will no longer be an issue as our Recovery programming has ended. To mitigate the impacts of the new local competitor, we are working to continually improve the quality of services provided to our community partners and to develop new partnership arrangements. We are confident that these efforts and the reduced demand in the post-Recovery environment will be sufficient to generate the matching resources detailed in our budget narrative.

Following are the budgeted matching amounts for the requested line items:

Member Living Allowance - \$156,265

Member Support Costs - \$35,530

These costs will be associated with the performance of projects with multiple community partners. Contributions from these community partners will provide the matching funds required to support the costs. The community partners and contribution amounts committed are detailed below:

Coconino County - \$80,000

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Yavapai County - \$80,000

Rural Communities Fuels Management Partnership - \$60,000

Arizona Game and Fish - \$49,000

Arizona State Parks - \$150,000

Programmatic Clarifications

1. Provide detail each amount that will be paid to a member who is promoted to a leadership member. Indicate the committed source of match at this time for these positions. List out the gross living allowance that will be paid out to each member in each MSY category. Break out how these gross amounts will be paid out over time equally.

Assistant Crew Leaders: 1700, 900 and 450 hour members have the opportunity to apply for and be promoted into these leadership positions. There are instances where members receive these positions at the beginning of their term, and others where the position is received at some point during the term. Following are calculations of the associated living allowance based on a member serving in this position for the full length of their term:

1700 hour: Total living allowance = \$15,428.40, paid in 21.5 bi-weekly installments of \$717.60

900 hour: Total living allowance = \$8,252.40, paid in 11.5 bi-weekly installments of \$717.60

450 hour: Total living allowance = \$4,305.60, paid in 6 bi-weekly installments of \$717.60

YCC Mentors: 1700 and 900 hour members have the opportunity to apply for and be promoted into these leadership positions. Such promotions occur during the member's term and are temporary, lasting for only the eight week YCC summer field season (four pay periods). Following are calculations

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of the associated living allowance:

1700 hour: Total living allowance = \$13,020.40, paid in 17.5 bi-weekly installments of \$580.00 and 4 bi-weekly installments of \$717.60.

900 hour: Total living allowance = \$8,252.40, paid in 7.5 bi-weekly installments of \$580.00 and 4 bi-weekly installments of \$717.60

Matching sources for these living allowance amounts are the same as detailed in the response to question #3 under the Financial Clarifications section.

2. Thoroughly describe the process by which members assume leadership positions.

Both the Assistant Crew Leader and YCC Mentor leadership positions are detailed by discreet position descriptions. When these positions become available, CREC posts a recruitment notice including the position description and associated living allowance amount and establishes a timeline for the submission of applications from interested current and alumni members.

When the position posting closes, CREC recruitment staff review all submitted applications and schedule interviews with all applicants meeting minimum qualifications as detailed in the position description. Following the interviews, applicants are rated according to a recruitment matrix and the best qualified applicants are offered the positions.

Once a position is accepted, the member's Member Service Agreement is amended to reflect the new duties and living stipend amount and the promotion paperwork is generated and routed through

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Coconino County's approval process described in the response to question #3 below.

3. Thoroughly describe how the leadership position for supervisory crew members aligns with the County promotion practice. Describe how AmeriCorps member promotions are approved through the County oversight process.

To clarify, CREC's leadership positions for members are non-supervisory. All AmeriCorps members, including those in leadership positions are supervised by full-time CREC staff.

CREC's practice of promoting members into leadership positions aligns with Coconino County's Human Resources Policy Manual as described in Section 2.3, #2c of the Manual:

"c. Promotion: When a County employee applies, competes, and is selected for a different position at a higher salary range, the Department Director may recommend a salary increase as follows:

"If the employee's current pay rate is within the new salary range, an increase of up to 10% may be recommended.

"If the employee's current pay rate is below the new salary range, an increase in accordance with the Entry Salary provisions of this policy may be recommended.

"In both cases, the following criteria must be met:

"Promotional salary adjustments must result in a salary increase of at least five (5) percent but not to exceed the maximum of the new range. Under no circumstances can the employee's new salary exceed

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the maximum of the new range.

"A review by the Human Resources Director reveals that no inequity to present staff would occur as a result of the above entry salary"

Once the recruitment process detailed in the response to question #2 above is complete, all recruitment materials for the promoted members are submitted to the Community Services Department Director for review and approval, along with a standard County Personnel Action Form (PAF) which includes the member's name, new title, new living allowance rate, cost center, and effective date. The Department Director reviews the documentation and signs the PAF indicating approval of the change. The PAF and recruitment materials are then submitted to the Human Resources Department for review and processing.

4. Amend CREC's program description to align with the leadership promotion practice. Provide a detailed description.

As a youth and young adult development program, CREC has a long-standing practice of providing leadership development opportunities for current and second-term members. There are two such positions included in this grant-funded program: Assistant Crew Leaders and Youth Conservation Corps (YCC) Mentors. These positions provide members with additional leadership training and responsibilities and an increased living allowance, and serve to provide increased capacity for achieving the conservation goals of community partners, and thus the generation of required matching resources.

The policy and practices around living allowance rates and payments, recruitment, and County approval for these leadership positions are detailed above in the responses to questions #1, #2 and #3

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respectively.

Assistant Crew Leaders are selected to serve on crews with CREC's young adult program, the Northern Arizona Conservation Corps (NACC). The NACC provides crews of 8 people each to perform natural and cultural resource conservation projects on public lands in partnership with land and resource management agencies statewide.

Each NACC crew is composed of one non-AmeriCorps, full time staff Supervisor, one Assistant Crew leader who is an AmeriCorps member, and 6 AmeriCorps member Corpsmembers. The Assistant Crew Leader's role on the crew is detailed in the position's description and includes serving as a driver of County vehicles, coordination of daily opening and closing duties for the crew, and delivery of CREC's educational curriculum to the crew. Assistant Crew Leaders do not perform supervisory duties such as signing off on timesheets and other paperwork, or delivering disciplinary action for other AmeriCorps members. These responsibilities are held by the Crew Supervisor.

YCC Mentors are selected to serve as leaders for CREC's summer Youth Conservation Corps which engages youth aged 15 to 18 in volunteer service to their communities over an 8 week summer field season. The duties and responsibilities of the YCC Mentors is detailed in the position's description and includes mentoring youth volunteers throughout the summer volunteer season, serving as a driver of County vehicles, coordination of daily opening and closing duties for the YCC crews, and delivery of CREC's educational curriculum to the crews. YCC Mentors do not perform supervisory duties such as signing off on timesheets and other paperwork, or delivering disciplinary action for youth volunteers. These responsibilities are held by the YCC Crew Supervisor.

In addition to providing leadership development opportunities to members, these positions are integral

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in providing needed capacity on both NACC and YCC crews for the provision of high-quality services to community partners, youth volunteers and other AmeriCorps members. Development of this model has aided in CREC's ability to recruit and retain AmeriCorps members, to recruit and retain youth volunteers, and to generate matching resources in the form of contributions from community partners. The result has been consistently high rates of enrollment and retention, achievement of performance targets, and the generation of required matching percentages.

COCONINO RURAL ENVIRONMENT CORPS

AMERICORPS STATE COMPETITIVE

YEAR 3 (FY-11) CONTINUATION APPLICATION - CLARIFICATION I RESPONSE

Budget Clarification Items:

This program is being considered only at the 2010 funding and MSY level in the amount of \$376,055.00, 29.06 Member Service Years (MSY's), cost per MSY \$12,940.64, and 65 member positions. Please make the following change directly in the application in e-Grants:

a) Revise your budget to equal the funding and MSY amount listed above.

There appears to be a contradiction in the clarification request. In 2010 we were awarded 30.06 MSY and a total of \$388,996 in competitive funds for a cost per MSY of \$12,941. While the cost per MSY is the same as is provided in the clarification request above, the total MSY and competitive funding is not the same as our 2010 funding level. In fact it is below our 2009 funding level.

We were unable to clarify this information with staff at the Governor's Office for Children, Youth and

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Families prior to their submission deadline. For this reason we have adjusted the budget down to 2010 funding and MSY levels as requested, but the levels are 30.06 MSY, \$388,996 in competitive funds and a cost per MSY of \$12,941.

If this is inaccurate and our program is actually being considered for decreased funding below the 2010 levels, we will revise and resubmit the budget accordingly.

We have revised to the 2011 levels.

b) Section 1. E. Supplies. Personal Protective Gear is listed on the budget but is not discussed in the application narrative. In the Clarification Narrative Field, please provide a description of personal protective gear and why it is necessary to support the goals of the program.

CREC's Northern Arizona Conservation Corps (NACC) AmeriCorps members implement a wide variety of conservation projects on public lands across Arizona. These projects occur in rugged and remote locations and are performed with a variety of hand and power tools including picks, shovels, digging bars, hand saws, chainsaws, axes, and hammers and associated other tools. Use of these tools in remote and rugged locations requires appropriate personal protective equipment. These items include helmets, ear protection, eye protection, gloves, and chaps for use when operating chainsaws.

Provision and use of such personal protective equipment is essential for managing the risks associated with the scope of work performed by our AmeriCorps members and to provide the maximum level of safety and protection against the most common injuries associated with the scope of work performed.

Performance Measure Clarification Items:

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I. Youth Volunteer Generation

a) The target values for the intermediate outcome and end outcomes should be the actual number.

Please revise the target value to an actual number. The CNCS does not want percentages reported in outcomes.

Target values for intermediate and end outcomes have been changed from percentages to numbers.

b) The instrument identified for the intermediate outcome appears to be inadequate in measuring whether volunteers will demonstrate a 50 percent increase in knowledge of conservation related issues. Please select an instrument that will measure increase in knowledge. Self-reporting is not sufficient. Do you conduct a pre and post test? What other measure do you use? If you must rely on self-reporting, please explain why this should be considered when it is not a rigorous measure.

The instruments identified for the intermediate outcome are the certifications earned by youth volunteers. Volunteer increases in knowledge are not self-reported. Increases in knowledge are assessed by professional trainers through exams and practical applications of the material taught. For example, a volunteer must demonstrate their increase in knowledge regarding trail maintenance and construction in order to receive their certification. Those volunteers who complete the training curriculum in total and earn their certifications have demonstrated their increased knowledge to the satisfaction of the trainers and are thus included as a measure of progress towards meeting the target.

This Performance measure, including targets, indicators, instruments and measures was developed in partnership with Project STAR during the 2008/2009 grant year. Upon notice of continued funding, if

Narratives

there is need to review and revise the measure, we will be happy to work with an appropriate technical assistance provider to do so.

c) Please explain how a 50 percent increase of knowledge of conservation-related issues was obtained. In addition, please explain what a 50 percent increase means. (For example, did individuals come in with 30% of knowledge, thereby increasing 80%. Did they come in with zero knowledge increasing to 50%).

Volunteers gain an increase in knowledge of conservation-related issues through a 40 hour training course that includes principles and practices of trail construction and maintenance, habitat restoration, forest ecology, land and resource management, and backcountry safety. Professional trainers conduct these trainings. In order for a volunteer to pass the training curriculum and earn their certification they must demonstrate a minimum 50% increase in their knowledge of the issues being taught. This increase in knowledge is measured through exams and practical hands-on application of the principles and practices being taught. When trainers assess that volunteers have satisfactorily demonstrated their increased knowledge, they earn a certification and that volunteer is counted as progress towards meeting outcome targets.

The knowledge that each individual comes into the training with varies by individual. Their increase in knowledge above what they came with is measured via the process detailed above.

This Performance measure, including targets, indicators, instruments and measures was developed in partnership with Project STAR during the 2008/2009 grant year. Upon notice of continued funding, if there is need to review and revise the measure, we will be happy to work with an appropriate technical assistance provider to do so.

Narratives

II. Environmental Stewardship

The target values for the intermediate outcome should be the actual number. Please revise the target value to an actual number. The CNCS does not want percentages reported in outcomes.

Target values for the intermediate outcome have been changed from percentages to actual numbers.

III. Economic Opportunity

a) Please revise the result, target and performance measure statements in the output and intermediate outcomes to actual numbers. The value in the statements should be aligned with the target value. In other words, please use actual numbers not percentages.

Result, target and performance measure statements in the output and intermediate outcome sections have been changed from percentages to actual numbers.

b) The instrument identified to measure whether or not AmeriCorps members will secure employment during their term of service or within one year after finishing their service is not rigorous. Please ensure that the instrument selected to measure this outcome is rigorous. Rigorous instruments are copies of acceptance letters from employers or first pay stubs. If you are unable to provide either one of the suggested items, please detail why you are unable to do so. You must have some rigor in your method other than self-reporting.

This Performance measure, including targets, indicators, instruments and measures was developed in

Narratives

partnership with Project STAR during the 2008/2009 grant year. As it aligned well with the Job Development/Placement measure in the Economic Opportunity area of the National Performance Measure Pilot, it was transferred into the Pilot as is.

Currently this item is measured at the end of a member's service term on their Exit Evaluation. Members self-report whether they have attained post-Corps employment. CREC has an "Alumni Updates" section on our website, where members post information about what they are doing post-Corps. In addition to the CREC alumni updates via member self reported responses relating to employment, a CREC employee will verify member post-CREC employment telephonically. This verification will be documented in the member file. The documentation form will include the name of the CREC employee, date of call, name and phone number of employer, job title for member and commencement date of employment. Thank you for the opportunity to continue to refine this measure.

COCONINO RURAL ENVIRONMENT CORPS

AMERICORPS STATE COMPETITIVE

YEAR 3 (FY-11) CONTINUATION APPLICATION - CLARIFICATION II RESPONSE

Budget Clarification Items:

The budget narrative in e-Grants has been revised to reflect 29.06 MSY at \$12,941 per MSY for a total of \$376,055.

Performance Measure Clarification Items:

The Youth Volunteer Generation measure has been updated to include conservation certifications

Narratives

received. References to increased knowledge have been removed.

The instrument for Economic Opportunity has been updated to add phone calls to employers in addition to member exit evaluations.

Continuation Changes

COCONINO RURAL ENVIRONMENT CORPS

2010-2011 GRANT YEAR CONTINUATION APPLICATION

I. SF424 Facesheet

Information reviewed and minor updates have been entered into the Program Design, Program Location and Proposed Start and End Dates fields in e-Grants.

II. Applicant Info and Application Info

Information reviewed and minor updates have been entered into the Program Design, Program Location and Proposed Start and End Dates fields in e-Grants.

III. Narratives

There are no changes required to the existing Narrative Sections.

As year one of the grant cycle has just begun, there are few accomplishments to report. We have however enrolled several members and currently have crews in the field performing a wide variety of community wildfire protection projects.

Narratives

As of 12/31/09 we have enrolled 21 of our 66 granted slots. We have also hired 10 more members who will begin their service on 1/18/2010. Thus we are well on our way to the goal of 100% enrollment.

Community Wildfire Protection Performance Measure - Crews have implemented approximately 20 community wildfire protection projects as of 12/31/09, indicating significant progress towards the goal of 100 projects for the grant year. These projects have resulted in more than 80 acres of hazardous forest fuels reduction, indicating progress towards the target of 400 acres for the grant year.

Member Training and Placement Performance Measure - All enrolled members have successfully completed their training curriculum and have earned certifications accordingly. Mid-term evaluations will be collected in the coming months and we expect them to reveal increased knowledge of conservation practices, principles and issues. These preliminary results suggest significant progress towards achieving the member development targets established for the grant year.

Youth Volunteer Generation Performance Measure - Results under this measure are based on a summer service opportunity for regional high school students. Accomplishments in this area will thus be recorded between May and August 2010. However, we have met and exceeded similar performance measure goals in previous grant years and expect similar or better results this year.

IV. Enrollment

Of the 50 slots awarded during the 2008/2009 grant year, one Quarter-Time slot went unused. We initially filled all awarded slots, but one 450 hour enrollee quit after 2 weeks of service to pursue alternate employment. This unfortunately left us with insufficient time in our program design to refill

Narratives

the slot during the program year.

While CREC has a historically high enrollment rate, we remain committed to continuous improvement and endeavor to achieve 100% enrollment each year.

V. Retention

Of the 50 members enrolled during the 2008/2009 grant year, one member was exited with no award. This equates to a 98% retention rate, exceeding the CNCS target of 90% retention.

VI. Performance Measures

Per guidance provided by our Program Officer with the Arizona State Commission, we have not changed our program specific performance measures in this continuation application. Our measures do however closely align with the National Performance Measures now in place with CNCS and we could easily adjust to opt-in to the pilot program if requested/required.

VII. Budget

Our budget for the 2009/2010 grant year reflected a cost per MSY of \$12,540. The budget for this 2010/2011 continuation application requests an increase in the cost per MSY to \$12,941. This represents a budget increase request of \$12,044 over the budget request for year one of the grant cycle.

The additional requested CNCS funds will be used to further support Personnel Expenses associated with CREC's Business Manager Position. This position is responsible for grant compliance and financial

Narratives

management, and the requested increase in funding will serve to better support these functions.

VIII. Source of Match

Matching amounts and sources have been updated commensurate to the requested increase in CNCS funds such that the overall percentage of matching funds provided remains consistent from the previous grant year.

IX. Increasing Grantee Overall Share of Total Budgeted Costs

CREC provided 51% matching funds for the 2009/2010 grant year and the 2010/2011 continuation budget retains this matching percentage. CREC's matching contribution has increased over successive grant cycles and is in alignment with CNCS guidelines and requirements.

X. Applying for Alternative Match

N/A

XI. Additional Documents

Audit

Program Evaluations

Budget Analysis Checklist

Standard Data Collection Form (GIMS)

2010-2011 Application Checklist for Continuation Applications

Narratives

All documents, along with a text file of this Continuation Narrative have been e-mailed to GOCYF. The exception is the Program Evaluation which is not applicable to our program.

COCONINO RURAL ENVIRONMENT CORPS

2011-2012 GRANT YEAR CONTINUATION APPLICATION

I. SF-424 FACESHEET

No updates have been made to this section.

II. APPLICANT INFO AND APPLICATION INFO

The program name has been updated in e-Grants to read "Coconino Rural Environment Corps -- NACC", which stands for Northern Arizona Conservation Corps. This has been done to better delineate this AmeriCorps State competitive funded program from our AmeriCorps State formula funded Energy Conservation Corps program (ECC) in the e-Grants member management portal.

Areas affected by the program has been updated in e-Grants to better reflect that while some elements of the program, particularly our youth summer volunteer programs are focused on specific communities in northern Arizona, the majority of the program focuses on unmet needs on public lands across Arizona, benefiting virtually all of the states residents and visitors.

Program start and end dates have been updated in e-Grants to align with the FY-12 federal fiscal year.

Narratives

No other updates or changes have been made to these sections.

III. MEMBER ENROLLMENT

During the 2009-2010 grant year, CREC enrolled 62 of 66 granted slots, for a retention rate of 94%. Four quarter time slots went unfilled. This slight shortfall in retention resulted from an inability to secure the matching funds required to field these four positions. This is the first time in more than six years that this has occurred and is attributable to the existence of another AmeriCorps State funded program in our community which operates under the same model as CREC and directly competes with CREC for limited matching funds from the same community partners.

IV. MEMBER RETENTION

During the 2009-2010 grant year, only three of the 62 enrolled members were exited without successfully completing the program, resulting in a retention rate of 95.2%. While this rate exceeds the target rate of 90% established by CNCS, CREC is committed to the highest retention rate possible and strives to retain each and every member enrolled. This determination is evidenced by a more than six year record of higher than 90% retention.

V. 30 DAY ENROLLEMENT AND EXIT COMPLIANCE

During the 2009-2010 grant year, CREC was compliant with 30 day enrollment and exit requirements, enrolling and exiting 100% of members within the 30 day time frame.

VI. PERFORMANCE MEASURES

Narratives

No changes have been made to this section in e-Grants. For the 2010-2011 grant year, CREC has begun to monitor and report on two national performance measures and one program specific performance measure, and this will continue for the 2011-2012 grant year. However as the 2010-2011 grant year has just begun, there is little accomplishment data to report.

During the 2009-2010 grant year, CREC monitored and reported on three program specific performance measures: Member Training and Placement, Youth Volunteer Generation, and Forest Fuels Reduction.

In Member Training and Placement, CREC exceeded all performance targets. 62 members were trained in project specific, team-building and personal development skills. 100% of members reported an increase in their knowledge of problem solving, teamwork, and assignment-specific skills. And as of this writing, 35 members reported increased ability to attain post-Corps employment or educational placements as a result of their CREC AmeriCorps experience.

In Youth Volunteer Generation, CREC met or exceeded all performance targets. 40 youth volunteers were recruited for summer Youth Conservation Corps service opportunities in the communities of Flagstaff, Sedona, Williams, Fredonia and Holbrook. 100% of volunteers reported increased knowledge of conservation related issues as a result of their training and experience with CREC's summer Youth Conservation Corps program. And 80% of volunteers reported an increased desire to volunteer in their communities as a result of their experience.

In Forest Fuels Reduction, CREC met or exceeded all performance targets. 100 Community wildfire protection projects were completed within Wildland-Urban Interface areas of Coconino County

Narratives

communities. 400 Acres of land were treated with community wildfire protection projects within the Wildland/Urban Interfaces of Coconino County Communities. And a 5% increase in defensible space has been created within the Wildland/Urban Interfaces of Coconino County communities.

Also during the 2009-2010 grant year, CREC met all targets for the Inclusion and Youth Development common performance measures.

In addition, during the 2009-2010 grant year, 30 CREC Corpsmembers responded to the flood emergency resulting from the June 2010 Shultz Fire on the San Francisco Peaks north of Flagstaff. The 15,000 acre fire created severe flood conditions affecting hundreds of homes and thousands of community residents. CREC Corpsmembers served 2,500 hours distributing and installing more than 15 miles of straw wattles and 100,000 sand bags, helping residents mitigate the effects of the flooding for their homes and property.

Finally, during the 2009-2010 grant year, CREC leveraged 160 community volunteers who provided nearly 12,000 hours of volunteer service to Coconino County communities, equating to more than \$230,000 in added value.

VII. BUDGET

CREC is requesting an increase in CNCS cost per MSY for the 2011-2012 grant year due to increased costs associated with operating our program. Details of these increased costs and other adjustments to the budget follow.

Member Travel: CREC's existing fleet is slightly insufficient to transport the numbers of crews funded

Narratives

under this grant to their project sites. Rental of one vehicle for the year to supplement our existing fleet has become necessary. The costs for this rental have been added to the Member Travel section of our budget in e-Grants.

Evaluation: CREC is a participant in the National Evaluation of Youth Corps currently being performed by Abt Associates through funding provided by CNCS. Involvement in this study has been determined to satisfy the evaluation requirement for AmeriCorps programs. A letter from former CNCS CEO David Eisner attesting to this has been included in the additional documents provided to Commission staff. For this reason, evaluation expenses have been removed from the budget in e-Grants.

Living Allowance: CREC has a long standing practice of aligning member living stipends with state and federal minimum wage requirements in order to remain competitive in the local market in terms of recruiting members. Effective 1/1/11, Arizona's minimum wage increased from \$7.25 per hour to \$7.35 per hour. Thus living allowance amounts have been increased in the budget in e-Grants to align with the new minimum wage.

Member Support Costs: FICA and Worker's Comp amounts have been increased in the budget in e-Grants to reflect the increased living stipend amounts resulting from the increase in Arizona's minimum wage. Health insurance costs for full-time members have also increased to \$155 per month and this increase has been included in the budget in e-Grants.

Administrative/Indirect Costs: Using the CNCS fixed percentage method the amounts for both CNCS and CREC have been increased according to the other budget changes detailed herein.

With these changes, the CNCS cost per MSY increases from \$12,491 during the 2010-2011 grant year to

Narratives

\$13,285 for the 2011-2012 grant year. However, matching funds have also been increased to maintain the previously approved matching percentage of 51%. In addition, the increase in cost per MSY reflects actual direct cost increases associated with operating our program as detailed above.

VIII. SOURCE OF MATCH

Sources and amounts of match have been updated in the budget in e-Grants to reflect the proposed budget changes for the 2011-2012 grant year.

IX. ADDITIONAL DOCUMENTS

All requested additional documents have been submitted to the Governor's Office for Children, Youth and Families including:

Attachment A -- Application Checklist

Attachment B -- Budget Analysis Checklist

Attachment C -- Standard data Collection Form for the Grant Management Information System

Attachment D -- Financial Systems Survey

Attachment E -- Disclosure of Other Funding Sources

Coconino County FY-2009 A-133 Single Audit Reporting Package

David Eisner letter regarding participation in the Abt Youth Corps Study, demonstrating compliance with program evaluation requirements

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None
- Geographic Focus - Rural
- Geographic Focus - Urban
- Encore Program

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 29.05

Service Categories

- | | | |
|------------------------------------|---|---|
| At-risk Ecosystems Improvement | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |
| Community-Based Volunteer Programs | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/> |
| Job Development/Placement | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |

Youth Volunteer Generation

Service Category: Community-Based Volunteer Programs

Measure Category: Strengthening Communities

Strategy to Achieve Results

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

10 AmeriCorps members will work to recruit, train and mobilize Youth Conservation Corps (YCC) crews during a summer field season ' June to August ' to perform resource conservation and community service project work in cooperation with land management and community agencies. Crews will be composed of youth aged 15 to 18 and will be based out of 5 target Coconino County communities.

Results

Result: Intermediate Outcome

Youth volunteers will increase their knowledge of conservation related issues.

Indicator: Number of youth volunteers who receive certifications in conservation related

Target: Over the course of an 8 week summer field season, 24 Youth Conservation Corps volunteers will receive certifications in conservation related activities.

Target Value: 24

Result: Intermediate Outcome

activities.

Instruments: Certifications Earned

PM Statement: Youth volunteers will receive certifications in conservation related activities. Over the course of an 8 week summer field season, 24 Youth Conservation Corps volunteers will receive certifications in conservation related activities.

Prev. Yrs. Data

Result: End Outcome

Youth will indicate increased desire to volunteer in their communities for conservation related events.

Indicator: Number of youth volunteers indicating increased desire to volunteer in their

Target: By the end of an 8 week field season, 15 Youth Conservation Corps volunteers will report a

50% increase in desire to remain involved with their communities through volunteerism during

conservation related volunteer events.

Target Value: 15

Instruments: Member Exit Interviews

PM Statement: Youth will indicate increased desire to volunteer in their communities for conservation related events. By the end of an 8 week field season, 15 Youth Conservation Corps volunteers will report a 50% increase in desire to remain involved with their communities through volunteerism during conservation related volunteer events.

Prev. Yrs. Data

Result: End Outcome

communities for conservation related events.

Result: Output

Youth volunteers will be recruited to perform conservation projects in target communities

Indicator: community volunteers recruited

Target: By the end of each summer field season, 30 youth volunteers aged 15 to 18 will be mobilized in
5 target communities

Target Value: 30

Instruments: Volunteer Timesheets

PM Statement: Youth volunteers will be recruited to perform conservation projects in target communities. By the end of each summer field season, 30 youth volunteers aged 15 to 18 will be mobilized in 5 target communities.

Prev. Yrs. Data

National Performance Measures

Priority Area: Environmental Stewardship

Performance Measure Title: Improved and Maintained Parks and other Public Lands

Service Category: At-risk Ecosystems Improvement

Strategy to Achieve Results

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

AmeriCorps members will work in teams, implementing service projects to improve and maintain parks and public lands in partnership with local, state and national land management agencies and resource conservation organizations. Project work will include but not be limited to community wildfire protection through the reduction of hazardous forest fuels.

Result: Intermediate Outcome

Result.

Due to the implementation of improvement and maintenance projects on parks and public lands, 35 project partners will report that the condition of their lands has either improved or significantly improved.

Indicator: Number of project partners reporting improvement or significant improvement of parks

Target : 35 project partners will report that the condition of their lands has either improved or significantly improved.

Target Value: 35

Instruments: Project Partner Surveys

PM Statement: Due to the implementation of improvement and maintenance projects on parks and public lands, 35 project partners will report that the condition of their lands has either improved or significantly improved.

National Performance Measures

Result.

and public lands.

Result: Output

Result.

AmeriCorps members will serve to improve and maintain 400 acres of parks and public lands each year.

Indicator: (PRIORITY) EN4: Acres of parks cleaned or improved.

Target : 400 acres of parks and public lands will be improved and maintained.

Target Value: 400

Instruments: Project Accomplishment Reports

PM Statement: Through the implementation of natural resource conservation projects in partnership with local, state and federal land management agencies, AmeriCorps members will serve to improve and maintain 400 acres of parks and public lands each year.

Priority Area: Economic Opportunity

Performance Measure Title: Creating Greater Opportunity for AmeriCorps Members

Service Category: Job Development/Placement

Strategy to Achieve Results

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

Economically disadvantaged and unemployed community members aged 18 to 25 will gain valuable job and life

skill trainings and on-the-job work skill development opportunities throughout their AmeriCorps service, leading to

post-Corps employment opportunities.

Result: Intermediate Outcome

Result.

Of the 33 AmeriCorps members who report being economically disadvantaged and unemployed prior to their

AmeriCorps service, 25 will secure post Corps employment during their term of service or within one year after

finishing AmeriCorps.

Indicator: O15: Members that secure employment.

Target : Of the 33 AmeriCorps members who report being economically disadvantaged and

unemployed prior to their AmeriCorps service, 25 will secure post Corps employment during

their term of service or within one year after finishing AmeriCorps.

Target Value: 25

Instruments: Applicant interview questionnaire: telephonic verification of member employment by CREC employee

PM Statement: Of the 33 AmeriCorps members who report being economically disadvantaged and unemployed prior to their AmeriCorps service, 25 will secure post Corps employment during their term of service or within one year after finishing AmeriCorps.

Result: Output

Result.

33 AmeriCorps members hired will report being economically disadvantaged and unemployed prior to their

National Performance Measures

Result.

AmeriCorps service.

Indicator: O12: Members unemployed prior to service.

Target : 33 AmeriCorps members hired will report being economically disadvantaged and unemployed prior to their AmeriCorps service.

Target Value: 33

Instruments: Applicant interview questionnaire: telephonic verification of member employment by CREC employee

PM Statement: 33 AmeriCorps members hired will report being economically disadvantaged and unemployed prior to their AmeriCorps service.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable